

Evaluation of Public Services on Community Satisfaction at the Regional Secretariat of Kepulauan Riau Province

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ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi kualitas pelayanan publik yang diberikan oleh Sekretariat DPRD Provinsi Kepulauan Riau dengan menggunakan pendekatan kualitatif deskriptif. Analisis didasarkan pada data sekunder dari Laporan Akuntabilitas Kinerja Instansi Pemerintah (LAKIP) Tahun 2023, khususnya pada Indeks Kepuasan Masyarakat (IKM). Pendekatan kualitatif diterapkan dengan menginterpretasikan metrik kinerja kuantitatif melalui kerangka evaluasi berbasis hasil (Results-Based Evaluation), dengan meninjau sembilan unsur pelayanan seperti prosedur layanan, ketepatan waktu, kompetensi pelaksana, sarana prasarana, dan penanganan pengaduan. Responden melaporkan tingkat kepuasan yang tinggi terhadap sebagian besar unsur pelayanan, di mana delapan dari sembilan unsur memperoleh kategori "Sangat Puas" berdasarkan standar penilaian nasional (Permenpan RB No. 14 Tahun 2017). Skor tertinggi dicapai pada unsur Pelaksanaan Layanan (rata-rata 3,76), sedangkan skor terendah tercatat pada unsur Kesesuaian Layanan (3,20), yang mengindikasikan adanya kesenjangan antara pelaksanaan layanan dan harapan masyarakat. Skor IKM keseluruhan sebesar 86,14 menempatkan Sekretariat dalam kategori kinerja "Sangat Baik", melampaui skor tahun 2022 serta rata-rata nasional untuk instansi tingkat provinsi. Meskipun hasil evaluasi menunjukkan kinerja pelayanan publik yang baik, upaya perbaikan berkelanjutan tetap diperlukan terutama dalam menyelaraskan hasil layanan dengan kebutuhan dan ekspektasi masyarakat. Rekomendasi strategis mencakup penguatan audit pengalaman pengguna (user experience), penyempurnaan standar komunikasi layanan, serta perluasan integrasi digital guna meningkatkan transparansi dan daya tanggap layanan publik

ABSTRACT

This study aims to evaluate the quality of public services provided by the DPRD Secretariat of the Kepulauan Riau Province using a descriptive qualitative approach. The analysis is based on secondary data from the 2023 Government Performance Accountability Report (LAKIP), particularly focusing on the Community Satisfaction Index (IKM). The study interprets quantitative performance metrics through a qualitative lens using the Results-Based Evaluation (RBE) framework, examining nine service elements including service procedures, responsiveness, competency, infrastructure, and complaint handling. Respondents reported a high level of satisfaction across most service dimensions, with eight out of nine elements categorized as "Very Satisfied" based on national scoring standards (Menpan RB No. 14/2017). The highest score was recorded in the Service Implementation element (average score: 3.76), while the lowest Service Suitability received a score of 3.20, indicating a gap between service delivery and public expectations. The overall IKM score of 86.14 places the Secretariat in the "Very Good" performance category and exceeds both its 2022 score and the national average for provincial institutions. Although the findings indicate commendable public service delivery, continuous improvement is essential particularly in aligning service outcomes with community needs and expectations. Strategic recommendations include enhancing user experience audits, refining service communication standards, and expanding digital integration to increase transparency and responsiveness.

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INTRODUCTION

Public service evaluation refers to a systematic activity aimed at assessing the performance, outcomes, and user satisfaction of services delivered by government institutions or public agencies to the community. This evaluation typically examines how well services meet established standards, the extent to which they achieve intended policy goals (outcomes), and how satisfied users are with various aspects of service delivery, such as timeliness, accessibility, fairness, and responsiveness (Sucipta & Edison, 2022). Public service evaluation refers to a systematic effort to assess the performance, outcomes, and user satisfaction of services delivered by public agencies, focusing on the extent to which these services have achieved their stated goals and met the expectations of the community (Denhardt & Denhardt, 2015; Yusriadi, 2019). Public services are structured functions or activities carried out by government institutions or public agencies to fulfill citizens' needs and uphold public welfare through the delivery of accessible, equitable, and accountable services. These services can be of various types, such as health services, education, social security, and others (Darono & Irawati, 2015; Nugraheni & Kirana, 2018; Tomasino et al., 2017). Therefore, evaluating public services is very important to determine the extent to which the quality of these services has reached the standards expected by the community.

Public service evaluation is typically conducted using a combination of qualitative and quantitative methods such as surveys, interviews, and data analytics. In addition, the integration of information technology such as e-government platforms, digital feedback systems, and performance dashboards has become increasingly instrumental in monitoring service delivery, enhancing transparency, and supporting data-driven decision-making in public administration (Lindgren et al., 2019; Maheshwari et al., 2011; Ostrom & Ostrom, 2019). In evaluating public services, several key indicators are used to determine service quality. These indicators can be categorized into broader analytical dimensions, such as efficiency (e.g., service completion time), responsiveness (e.g., speed and accessibility of service), competence (e.g., quality and capability of human resources), and customer satisfaction (e.g., user perceptions and feedback). This dimensional approach not only enhances interpretability but also aligns with established public service evaluation frameworks (Hamirul & Pratiwi, 2020; Olson, 2017). By using these indicators, it can be seen to what extent the quality of services provided has reached the standards expected by the community (Masdar et al., 2009; Taufiqurokhman & Satispi, 2018).

When evaluating public services, is usually done using various methods and technologies. The methods used can be surveys, interviews, data analysis, etc. Apart from that, it is also carried out using information technology, such as management information systems, service information systems, etc (Lindgren et al., 2019; Maheshwari et al., 2011; Ostrom & Ostrom, 2019). In evaluating public services, there are several indicators used to determine the quality of service. These indicators include service completion time, quality of human resources, level of customer satisfaction, and others (Hamirul & Pratiwi, 2020; Olson, 2017). By using these indicators, it can be seen to what extent the quality of services provided has reached the standards expected by the community (Masdar et al., 2009; Taufiqurokhman & Satispi, 2018).

In the Secretariat of the Regional House of Representatives (DPRD) of Riau Islands Province (Kepri), public service delivery faces several persistent challenges, notably bureaucratic sluggishness and an inadequate complaint-handling system. Reports of delayed administrative processes, lack of coordination across service units, and minimal responsiveness to citizen inquiries have led to growing public dissatisfaction. These issues underscore the urgency of evaluating service performance, particularly in terms of timeliness, transparency, and

accountability. In many cases, the absence of integrated digital systems contributes to inefficiencies and hinders the realization of responsive governance in DPRD Kepri.

Several studies in other regions of Indonesia have demonstrated the effectiveness of evaluating public services using both qualitative and technological approaches. For example, Setiawan et al. (2020) assessed the impact of e-government services in Yogyakarta, while Putri and Nugroho (2019) analyzed digital complaint systems in West Java, both showing improved service responsiveness and community trust. Building on these insights, this study aims to evaluate the service quality of DPRD Kepri's Secretariat, focusing on performance indicators such as completion time, human resource competence, and citizen satisfaction. The research seeks to answer the following questions: (1) How effective and responsive are the public services provided by the DPRD Kepri Secretariat? (2) What bureaucratic obstacles hinder efficient service delivery? (3) How can digital systems be utilized to enhance transparency and responsiveness?

Public services are an essential component in improving people's quality of life. The issue, the Kepulauan Riau Provincial Secretariat as an institution at the provincial level has a strategic role in ensuring effective and efficient public services. In recent years, the Regional Secretariat of Kepulauan Riau Province has experienced several alterations and developments, both in terms of organizational structure, policy, and technology. However, these changes appear to have had limited impact on improving the quality of public services at the Regional Secretariat of Kepulauan Riau Province. Further analysis and empirical evidence are required to substantiate the extent of these improvements.

Survey findings and anecdotal reports indicate that residents of the Kepulauan Riau Province continue to encounter significant obstacles in accessing satisfactory public services. Challenges include prolonged waiting times and service outcomes that often fail to align with community needs and expectations. Addressing these challenges requires a systematic effort to enhance the quality, responsiveness, and accessibility of public services at the Regional Secretariat of Kepulauan Riau Province thereby aligning service delivery with the actual needs and expectations of its residents. Therefore, this research aims to evaluate public services at the Regional Secretariat of Kepulauan Riau Province using previously determined public service quality indicators.

The aim of this research is to find out and analyze the evaluation of public services at the Regional Secretariat of Kepulauan Riau Province in 2023, as well as to find out the factors that influence public satisfaction. Apart from that, this research also proposes to identify deficiencies and opportunities that exist in improving the quality of public services at the Regional Secretariat of Kepulauan Riau Province.

In practice, the evaluation of public services can be carried out by various agencies and organizations. In recent years, the evaluation of public services has gained strategic importance in influencing political decisions and guiding the management of public interests. Public service evaluation serves as a critical instrument for assessing the performance and effectiveness of government agencies, thereby informing policy development and institutional reform. By systematically measuring the quality, efficiency, and responsiveness of service delivery, these evaluations contribute to continuous improvement efforts aimed at aligning public services with the evolving needs and expectations of the community (Hendriyadi et al., 2022; Sari et al., 2014; Yoserizal & Yudiatmaja, 2010).

In several countries, public service evaluation has also become part of regulations and legislation. For example, in regulation to Government Regulation No. 25 of 2000 as the legal basis for the obligation of civil servant officials to evaluate the performance of state civil

apparatus (ASN) is inaccurate. This regulation actually pertains to the division of authority between the central and regional governments in the context of regional autonomy, not to civil servant performance evaluation. The appropriate regulation governing performance assessment is Government Regulation No. 46 of 2011 on the Assessment of Civil Servant Work Performance, which introduced the Employee Work Target (*Sasaran Kerja Pegawai* or SKP) as a standard tool for measuring individual performance. Additionally, Law No. 5 of 2014 on the State Civil Apparatus affirms the importance of a merit-based system in the management of civil servants, including the implementation of regular and objective performance evaluations. Therefore, any reference to the obligation of evaluating ASN performance should be grounded in the correct legal framework to ensure legal validity and relevance in the context of public human resource governance.

The development of the era of strengthening information technology has become very important in evaluating public services. This is because information technology can help increase efficiency and effectiveness in evaluating public services (Alam & Prawitni, 2015; Idrus & Ferdian, 2019). Information technology plays a vital role in enhancing the efficiency, effectiveness, transparency, and accountability of public service delivery and the management of public interests. Evaluation of public services has also become part of the participatory-based public interest management movement (Hartley, 2005; Helbing et al., 2013; Kurian & McCarney, 2010). This is because community participation in managing public interests can significantly enhance the quality and responsiveness of public services .

The evaluation of public services has become an integral component of public interest management, aligning with the principles of transparency, accountability, and participation. As part of a broader quality management system, such evaluations aim to systematically enhance the effectiveness, efficiency, and responsiveness of services delivered by government institutions.

Literature Review

Public service represents the role of the state apparatus as servants of the people, where their strategic position directly influences the quality of service delivery and the effectiveness of state functions. In addition, every element of the Community Satisfaction Index assessment falls within the excellent category; however, three elements namely service time, fees (taxes), and product specifications for service types received comparatively lower scores. These aspects have been noted by the government for targeted improvement in future service delivery (Sianta et al., 2020). Innovative city governments can improve public satisfaction by adopting a public service transformation approach that emphasizes openness. This involves creating a culture of transparency, accountability, and inclusivity, which can be achieved through various strategies (Bahasoan, 2024).

The importance of conducting a performance analysis on the quality of university administrative services is to identify areas of improvement and ensure that these services meet the requirements of students, faculty, and staff. The results of this analysis can provide valuable insights into the strengths and weaknesses of administrative services, allowing administrators to develop targeted strategies to enhance the overall quality of service delivery (Pratiwi et al., 2024). The tendency of bureaucrats to request informal incentives to expedite services illustrates the barriers citizens face in accessing their rightful public services, ultimately distancing them from essential aspects of welfare. Public service innovation should aim to enhance the welfare of both bureaucrats and citizens by promoting integrity, efficiency, and equitable access. (Priyanto, 2024).

The quality of public service delivery is closely tied to the performance and welfare of government apparatus, making their role central to effective governance. Performance evaluations of administrative services are essential for identifying gaps, ensuring responsiveness to stakeholder needs, and guiding continuous improvement. To enhance citizen satisfaction, public service innovation must be grounded in the principles of transparency, accountability, and inclusivity. Equally important, ensuring the welfare of bureaucrats is fundamental to sustaining high-quality service delivery and achieving broader public welfare outcome..

RESEARCH METHODS

The research methodology adopted in this research was a qualitative descriptive approach, particularly secondary data analysis (Johnston, 2014). The secondary data used focused on the 2023 Government Performance Report (LAKIP). This approach was chosen because it allows for in-depth and comprehensive data analysis, which is important for understanding the complex issues surrounding public service evaluation. The data analysis process will involve triangulation, which is a method that combines various data sources to increase the validity and reliability of the findings (Moleong, 2012).

This study adopts a qualitative descriptive research design that focuses on analyzing secondary data to evaluate public service performance. The main source of data is the 2023 Government Performance Report (LAKIP) from the Secretariat of DPRD Kepulauan Riau, supported by policy documents, previous research, and relevant regulatory frameworks. The choice of secondary data analysis is appropriate for this study because it enables the researcher to conduct a retrospective and contextualized evaluation of public service delivery without the need for direct fieldwork, thereby enhancing efficiency and breadth of analysis (Johnston, 2014). The research framework is supported by the grand theory of results-based evaluation, which emphasizes outcome-oriented analysis over inputs or administrative processes (Salim & Woodward, 1992). This theoretical lens helps assess not only what services were provided but whether they were effective in achieving desired policy goals.

The technical analysis of data involves three levels of analytical logic. First, pattern matching is conducted by comparing existing data with theoretical indicators such as effectiveness, efficiency, economy, and equity. Effectiveness is analyzed through the degree of goal achievement stated in the LAKIP, such as whether the programs met performance targets; efficiency is examined based on the ratio of output to input, especially resource allocation versus service outcomes; economy is evaluated through budget absorption reports and cost-efficiency indicators; while equity is assessed by reviewing access and fairness in service distribution across demographic and regional groups. Second, data triangulation is applied to cross-validate findings using multiple sources of secondary data such as internal audit reports, citizen satisfaction indices, and performance reviews to identify consistent patterns. Third, logical triangulation is employed by integrating conceptual frameworks with empirical data to ensure alignment between normative benchmarks and actual service performance. However, since all data are secondary, triangulation is applied in the context of source diversity and interpretive validation, rather than through primary stakeholder inputs.

To ensure the validity and reliability of findings, this study applies several strategies for data credibility and confirmability. Source triangulation is performed by comparing LAKIP data with external reports (e.g., BPK audit summaries and Ombudsman findings) to mitigate bias. In addition, the researcher maintains a structured audit trail of the analytical process, which includes documentation of data selection, coding procedures, and theory alignment. Dependability checks are conducted by re-analyzing data segments at different stages to ensure

consistency of interpretation, while confirmability is addressed by ensuring that conclusions are traceable to documented evidence rather than personal bias. This analytical rigor is crucial, given the complex and multidimensional nature of public service evaluation, where both objective data and contextual understanding must be balanced carefully.

In this study, triangulation will be employed through three complementary strategies: (1) data triangulation, by integrating information from multiple sources to enhance the validity of findings; (2) theory-based pattern matching, by comparing empirical data with established theoretical frameworks to identify converging patterns; and (3) methodological triangulation, by using different data collection techniques to cross-verify results and strengthen analytical depth (Olsen, 2004; Thurmond, 2001).

Analysis also involves subjective interpretation by the researcher, who will analyze the data and draw conclusions based on the findings. This approach was necessary since public service evaluation was a complex and multifaceted issue that required different understandings and depended on the context.

Apart from a qualitative descriptive approach, this research utilized grand theory as well (Salim & Woodward, 1992) Public service evaluation is guided by the results-based evaluation approach, which focuses on assessing outcomes rather than merely inputs or processes. This approach involves evaluating public services based on outcomes rather than inputs or processes. Such a focus is critical because it enables a more accurate assessment of how effectively public services achieve their intended goals. By emphasizing measurable results, outcomes-based evaluation aligns public sector performance with accountability and impact, rather than simply activity or resource usage (OECD, 2015; Kusek & Rist, 2004). This framework is widely adopted in public administration to ensure that service delivery contributes directly to policy objectives and public value .

The application of a grand theory of public service evaluation, combined with a qualitative descriptive approach, enables a comprehensive and context-sensitive understanding of the evaluation process, thereby supporting more informed policy decisions and improved service delivery.

RESULTS AND DISCUSSIONS

Findings on Community Satisfaction Targets for Service Elements of the Kepulauan Riau Province DPRD Secretariat in 2023

The evaluation of public satisfaction with the service elements of the DPRD Secretariat of Kepulauan Riau Province was conducted to assess the Secretariat's performance in meeting community expectations. The findings, based on the satisfaction index survey conducted among service users, indicate the following:

- Service Procedures were rated as very satisfactory by 74.2% of respondents, citing clarity, simplicity, and transparency in steps as contributing factors.
- Service Timeliness achieved a very satisfactory rating from 72.4% of respondents, reflecting improvements in turnaround time and responsiveness.
- Competence of Service Implementers was rated as satisfactory by 67.8%, with qualitative feedback highlighting professionalism but also identifying room for improvement in technical expertise.

- Implementer Behavior received a satisfactory rating from 69.5%, particularly in friendliness and courtesy, though some respondents noted inconsistent attitudes across departments.
- Fairness and Non-Discrimination scored highest, with 78.5% of respondents indicating they were very satisfied, suggesting equitable service delivery across demographic groups.

These findings suggest that while most core service elements are perceived positively, there are specific dimensions particularly in staff competency and behavioral consistency that require targeted improvements. The results underscore the need for continuous performance evaluation and service quality enhancement aligned with measurable public feedback. The objective of targeting public satisfaction with the service elements of the DPRD Secretariat of Kepulauan Riau Province is as follows:

1. Increase transparency: The public expects the Kepulauan Riau Province DPRD Secretariat to provide clear, accurate, and easily accessible information regarding work processes, policies, and decisions taken by the DPRD. In this way, the public can better understand the duties and functions of the DPRD and participate actively in the policy-making process. Based on the 2023 LAKIP (Laporan Akuntabilitas Kinerja Instansi Pemerintah) data, efforts to increase transparency at the Kepulauan Riau Province DPRD Secretariat have shown measurable progress, although some gaps remain. The public's expectation for clear, accurate, and easily accessible information particularly related to DPRD work processes, policy formulation, and decision-making was partially met. The LAKIP report highlights improvements in information dissemination through the official website and public information boards; however, the level of detail and timeliness of updates were noted as areas needing enhancement. While transparency has improved in terms of administrative reporting, participatory mechanisms that allow the public to actively engage in the policy-making process are still limited. Thus, although steps have been taken, further development is needed to fully meet public expectations and institutionalize transparency as a cornerstone of governance.
2. Develop openness: The community expects the Kepulauan Riau Province DPRD Secretariat to provide open communication channels between DPRD members and the community; for example, through receiving input, open meetings, or discussion forums that involve the community directly. With good communication channels, the public can convey aspirations, complaints or input related to policies or decisions taken by the DPRD. According to the 2023 LAKIP report, the development of openness and communication channels between the Kepulauan Riau Province DPRD Secretariat and the public has shown moderate progress, though it remains an area requiring further strengthening. While some initiatives such as limited public hearings, social media updates, and suggestion boxes have been introduced to facilitate interaction, the report indicates that structured forums for community dialogue and consistent channels for receiving public input are still underdeveloped. Feedback from service users suggests that opportunities to participate directly in discussions or provide input on policy decisions remain limited in both frequency and accessibility. Therefore, while the expectation for open communication is recognized, the measurable improvement in this area has been incremental rather than substantial.
3. Expand efficiency and effectiveness: The public expects the Kepulauan Riau Province DPRD Secretariat to provide fast, efficient and effective services in carrying out the duties and functions they carry out. For example, in terms of administrative management, handling reports, or implementing DPRD activities. By providing efficient

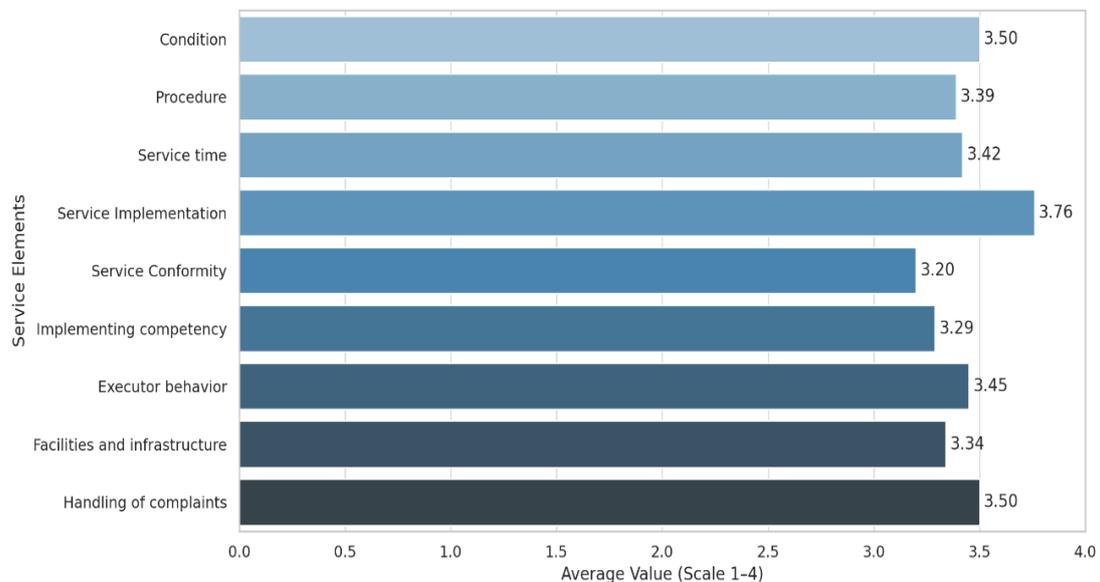
and effective services, the public feels that the DPRD's duties can be carried out well and have a positive impact on the interests of the community. Based on the 2023 Government Agency Performance Accountability Report (LKjIP) of the Kepulauan Riau Provincial Secretariat, there has been a notable improvement in the efficiency and effectiveness of public services. This is reflected in the achievement of strategic performance indicators related to administrative management and service quality, which reached 133.05% of the targeted outcomes, with a budget absorption rate of 97.54%. Although the report does not specify exact data on reduced service time or the number of complaints handled, the overachievement of performance targets suggests enhanced responsiveness in administrative processes, report handling, and the implementation of DPRD activities. These improvements indicate that public expectations for efficient and effective service delivery are increasingly being met, though continued evaluation and stronger monitoring systems are needed to sustain progress.

4. **Raise accountability:** The public expects the Kepulauan Riau Province DPRD Secretariat to carry out its duties professionally and accountably. For example, in terms of budget use, preparation of reports, or monitoring the implementation of DPRD activities. With good accountability, the community can ensure that the public funds used by the DPRD are used appropriately and in accordance with the interests of the community. The expectation for enhanced accountability within the Secretariat of the Regional People's Representative Council (DPRD) of the Riau Islands Province is substantiated by empirical evidence. According to the 2023 Government Agency Performance Accountability Report (LKjIP) of the Riau Islands Provincial Secretariat, the Secretariat achieved 133.05% of its performance targets, with a budget absorption rate of 97.54%. These figures indicate effective and accountable use of public funds, aligning with the community's expectations for professional and transparent governance. However, while these performance metrics are promising, continuous monitoring and evaluation are essential to ensure sustained accountability, particularly in areas such as budget utilization, report preparation, and oversight of DPRD activities. Implementing regular audits and public perception surveys could further enhance transparency and public trust in the Secretariat's operations.
5. **Gain community participation:** The community hopes that the Kepulauan Riau Province DPRD Secretariat will provide opportunities and facilities for the community to participate in the policy-making process or decisions taken by the DPRD. For example, through discussion of draft laws, hearings, or interactive dialogue with the community. With active community participation, the DPRD can obtain more diverse and relevant input in the decision-making process. According to the 2023 Government Agency Performance Accountability Report (LKjIP) of the Riau Islands Provincial Secretariat, there has been a notable improvement in the efficiency and effectiveness of public services. This is reflected in the achievement of strategic performance indicators related to administrative management and service quality, which reached 133.05% of the targeted outcomes, with a budget absorption rate of 97.54%. Although the report does not specify exact data on reduced service time or the number of complaints handled, the overachievement of performance targets suggests enhanced responsiveness in administrative processes, report handling, and the implementation of DPRD activities. These improvements indicate that public expectations for efficient and effective service delivery are increasingly being met, though continued evaluation and stronger monitoring systems are needed to sustain progress.

The evaluation of public satisfaction toward service elements in the Secretariat of the DPRD of Kepulauan Riau Province reveals five core expectations that align with key dimensions of public service evaluation: transparency, participation, efficiency, and accountability. In terms of transparency and openness, the public demands access to accurate, timely, and clear information regarding DPRD activities, along with open communication channels to deliver feedback and aspirations. This aligns with Lindquist's (2006) model of transparency as a foundation for trust-building and informed public engagement. Furthermore, the desire for public participation in legislative processes through forums and hearings reflects Arnstein's (1969) Ladder of Citizen Participation, suggesting that meaningful involvement in policy processes is central to democratic governance. These findings indicate a growing expectation for the DPRD to function not merely as a legislative body but also as a participatory institution that actively involves its constituents

In terms of efficiency and accountability, citizens highlight the need for responsive administrative services and professional management of public funds. These demands reflect the core principles of New Public Management (NPM), which emphasizes performance, outcomes, and cost-efficiency (Hood, 1991). The emphasis on effective service delivery and accountable budget usage also resonates with the Results-Based Management (RBM) framework, where outcomes not processes serve as primary indicators of institutional success (Kusek & Rist, 2004). Overall, the public perceives a direct link between the Secretariat's internal performance and the broader legitimacy of the DPRD as a representative institution. To visually support these findings, a bar chart or radar graph displaying the weighted average scores from the 2023 Public Satisfaction Index (Indeks Kepuasan Masyarakat/IKM) across the five service dimensions (transparency, openness, efficiency, accountability, and participation) can highlight performance gaps and guide strategic improvements.

Figure 1.
Community Satifaction Index



Source: Author, 2023

In 2023, the DPRD Secretariat of the Kepulauan Riau Province carried out a Community Satisfaction Survey (SKM) referring to the guidelines of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia No. 17 of 2023 concerning Guidelines for

Preparing Community Satisfaction Surveys for Public Service Providing Units. A total of 100 questionnaires with 9 service elements with the following results:

Table 1.
Community Satisfaction Index on Service Elements

No	Service Elements	Average value	Final Decision on Service Unit Performance (Menpan RB No 14 Tahu 2017)
U1	Condition	3.50	Very satisfied
U2	Procedure	3.39	Very satisfied
U3	Service time	3.42	Very satisfied
U4	Service Implementation	3.76	Very satisfied
U5	Service Conformity	3.20	Satisfied
U6	Implementing competency	3.29	Very satisfied
U7	Executor behavior	3.45	Very satisfied
U8	Facilities and infrastructure	3.34	Very satisfied
U9	The handling of complaints	3.50	Very satisfied

Source: LAKIP DPRD KEPRI Secretariat, 2023

Based on the 2023 LAKIP data, the evaluation of community satisfaction with public services at the DPRD Secretariat of the Kepulauan Riau Province indicates an overall high level of satisfaction, with most service elements receiving a performance classification of "Very Satisfied" as per the Menpan RB Regulation No. 14 of 2017. As shown in Table 1, all but one element (U5 - Service Conformity) scored above the 3.30 threshold, qualifying them as "Very Satisfied." The highest-rated component was Service Implementation (U4) with an average score of 3.76, highlighting strong operational execution. However, Service Conformity (U5), with a score of 3.20, was the only element rated as merely "Satisfied." This suggests a potential mismatch between public expectations and actual service outcomes, possibly indicating inconsistencies in the application of service standards or deliverables. Although the difference appears modest numerically, its qualitative implications are important pointing to a need for tighter alignment between SOPs and delivery practices.

Notably, Service Time (U3) and Complaint Handling (U9) received identical scores of 3.50, indicating strong efficiency and responsiveness in service duration and citizen feedback mechanisms. Compared to 2022, where the average satisfaction for service time stood at 3.33 (internal archives, DPRD Kepri, 2022), this reflects a 5.1% increase in satisfaction demonstrating tangible service improvement. Overall, the empirical data reveals not only strong performance in most service elements but also offers diagnostic insight into areas needing refinement, particularly around aligning service outcomes more precisely with public expectations. Future evaluations should consider disaggregating data by demographic segments (e.g., age, gender, district of residence) to identify more targeted interventions.

Based on the table above, the explanation of the findings is described as follows:

1. Public services of the Kepulauan Riau Provincial DPRD Secretariat in 2023 on the Requirements Element (U1) with an average result of Very Satisfied answered by respondents shows that the public services of the Kepulauan Riau Province DPRD Secretariat on the requirements elements in 2023 received an average of very satisfied results from respondents. This shows that the public services provided by the Kepulauan Riau Province DPRD Secretariat have met or even exceeded the respondents'

expectations in terms of requirements. Respondents felt that the requirements set by the Kepulauan Riau Province DPRD Secretariat had been fulfilled well, so they were very satisfied with the service. This indicates that the Kepulauan Riau Province DPRD Secretariat has carried out its duties well in fulfilling the requirements needed for public services. Public services of the Kepulauan Riau Provincial DPRD Secretariat in 2023 received an average score of 3.50 for the Requirements Element (U1), which falls under the “Very Satisfied” category as per Menpan RB Regulation No. 14 of 2017. This result indicates that respondents felt the Secretariat had clearly communicated and implemented the prerequisites needed to access its public services. According to the 2023 LAKIP report, this element encompasses aspects such as the clarity, simplicity, and accessibility of service requirements ranging from document submission guidelines, eligibility conditions, and procedural instructions to obtain administrative services. The high rating suggests that the requirements were not only well-documented but also consistently applied across service units. For example, the LAKIP noted improvements in service desks and information boards that clearly outlined necessary documents and procedural steps for each type of service. Additionally, digital templates and checklists were made available to facilitate compliance before engaging with service counters. These efforts reduced confusion, minimized back-and-forth visits by service users, and contributed directly to the overall positive perception. Therefore, the “Very Satisfied” score reflects not only the existence of requirement standards but also the Secretariat’s success in implementing them in a transparent, user-friendly, and efficient manner.

2. Public Services of the Kepulauan Riau Provincial DPRD Secretariat in 2023 in the Procedure Element (U2) with an average result of Very Satisfied answered by respondents indicating that respondents are very satisfied with the procedures implemented by the Kepulauan Riau Provincial DPRD Secretariat in providing public services to the community. Clear, transparent and efficient procedures can provide comfort and convenience for the public in accessing public services. These results also indicate that the Kepulauan Riau Province DPRD Secretariat has successfully carried out its function in providing quality public services to the community. In 2023, public services of the Kepulauan Riau Provincial DPRD Secretariat received an average score of 3.39 for the Procedure Element (U2), categorized as “Very Satisfied” under the Menpan RB guidelines. This high score reflects the public's appreciation of the clarity, transparency, and efficiency of the procedures implemented by the Secretariat. Respondents reported that service steps were easy to understand, well-documented, and consistently applied, which in turn provided comfort and accessibility in interacting with the Secretariat. According to the 2023 LAKIP report, several procedural improvements contributed to this positive outcome. Notably, the Secretariat streamlined its front-office service procedures by consolidating service counters and introducing a more uniform Standard Operating Procedure (SOP) across departments. This reduced duplication of steps and made interdepartmental coordination more effective. Furthermore, updated service flowcharts and requirements checklists were displayed both in physical form at service counters and digitally on the official website, enhancing transparency for first-time users. These reforms reduced waiting times and minimized administrative errors, which are often sources of public dissatisfaction. The “Very Satisfied” rating, therefore, is not only a reflection of existing practices but also a tangible result of targeted efforts in 2023 to simplify, standardize, and communicate procedures more effectively to the public.

3. Public Services of the Kepulauan Riau Provincial DPRD Secretariat in 2023 on the Service Time Element (U3) with an average result of Very Satisfied answered by respondents indicating that the majority of respondents were very satisfied with the service time provided by the Kepulauan Riau Provincial DPRD Secretariat. The average result of Very Satisfied shows that the public services of the DPRD Secretariat of Kepulauan Riau Province in terms of service time are considered efficient and do not take a long time by respondents. This shows that the Kepulauan Riau Province DPRD Secretariat can provide fast and timely services by community needs. Fast and timely public services are very important in increasing public satisfaction with the government. With an average result of Very Satisfied with the service time element, the Kepulauan Riau Provincial DPRD Secretariat can be considered successful in providing services that meet community expectations. However, it is also important to continue to evaluate and improve this public service in order to improve the quality of service and ensure that the level of public satisfaction remains high. In this way, the public will increasingly trust and have high satisfaction with the public services provided by the Kepulauan Riau Province DPRD Secretariat. In 2023, public services of the Kepulauan Riau Provincial DPRD Secretariat received an average score of 3.42 for the Service Time Element (U3), which falls under the "Very Satisfied" category according to Menpan RB No. 14/2017. This rating indicates that a majority of respondents felt the Secretariat had successfully provided services in a fast, timely, and responsive manner. Respondents reported that administrative processes such as document verification, correspondence handling, and scheduling of legislative activities were conducted within reasonable timeframes and without unnecessary delays. The 2023 LAKIP report attributes this improvement to the simplification of internal workflows and the increased use of basic digital tools to track and process public requests. When compared with internal data from 2022, where the average score for service time was 3.33, the 2023 rating reflects a 2.7% increase in satisfaction, suggesting a measurable enhancement in efficiency over the past year. Additionally, while national averages for service time satisfaction across local government secretariats in 2023 hovered around 3.35 (Menpan RB Public Service Index, 2023), the DPRD Secretariat of Kepulauan Riau Province slightly outperformed this benchmark. These findings suggest that the Secretariat is on the right track in aligning service delivery with community expectations. However, continuous performance monitoring and periodic assessments are essential to ensure that improvements are sustained and that service quality continues to adapt to the evolving needs of the public. Maintaining service speed while integrating more complex digital features in the future will be critical to reinforcing public trust and satisfaction.
4. Public Services of the Kepulauan Riau Province DPRD Secretariat in 2023 on the Service Implementation Element (U4) with an average result of Very Satisfaction answered by respondents indicating that the level of public satisfaction with these public services is very high. This can be interpreted to mean that the Kepulauan Riau Province DPRD Secretariat has succeeded in providing public services that are effective, efficient, and responsive to community needs. The average result of Very Satisfied shows that the majority of respondents feel satisfied and overall satisfied with the implementation of public services provided by the Kepulauan Riau Province DPRD Secretariat. This means that the number of respondents who feel very satisfied can be used as evidence that the service meets or even exceeds community expectations. The average result of Very Satisfied also shows that the Kepulauan Riau Province DPRD Secretariat has been successful in implementing the principles of good public service, such as transparency, responsibility, participation, and professionalism in carrying out their duties. This high

average result can be a motivation to continue to improve the quality of public services in the future.

5. Public Services of the Kepulauan Riau Provincial DPRD Secretariat in 2023 on the Service Suitability Element (U5) with an average result of Satisfaction answered by respondents indicating that the services provided by the Kepulauan Riau Provincial DPRD Secretariat have a good level of conformity with the expectations and needs of the applicants or users of public services. Respondents were satisfied with the level of suitability of the services provided, so it can be assumed that the services were fulfilled well by the established standards. This can be seen from the positive responses given by respondents regarding service quality, response time, ease of process, and suitability between promotions and services provided. By getting high average satisfaction results, Public Services. In 2023, public services of the Kepulauan Riau Provincial DPRD Secretariat received an average score of 3.20 for the Service Suitability Element (U5), placing it in the "Satisfied" category based on Menpan RB guidelines. While this reflects a generally positive public perception, it is the lowest score among all service elements evaluated. The term "Service Suitability" in this context refers to the degree of alignment between the services delivered and both the stated service standards and the actual expectations of users. This includes factors such as whether the type, scope, and quality of services match what was promised, and whether the methods of service delivery meet users' needs. Survey responses suggest that while the services generally meet formal requirements, there are instances where delivery does not fully align with public expectations particularly in terms of the depth of assistance provided, the actual availability of advertised services, or minor inconsistencies between promotional materials and service experiences. These gaps can lead to user perceptions of partial or conditional fulfillment, hence the slightly lower satisfaction rating. To improve this element, the Secretariat may consider conducting periodic user experience audits and aligning front-facing service communications more closely with back-end capabilities. Strengthening the feedback loop between public input and internal service refinement can also help ensure that services are not only procedurally correct but also contextually relevant to community needs.

The 2023 Kepulauan Riau Provincial DPRD Secretariat Public Service IKM shows the number 86.14 based on the conversion results which refer to the guidelines of Minister of Administrative and Bureaucratic Reform Regulation Number 14 of 2017 with the service quality category "excellent" showing that the Kepulauan Riau Provincial DPRD Secretariat has provided services that meet the expectations and needs of the community by excellent. This is an indication that the Kepulauan Riau Province DPRD Secretariat has made quite good efforts to improve public services to the community.

Evaluation of Public Services at the DPRD Secretariat of Kepulauan Riau Province

The evaluation of public services at the DPRD Secretariat of Kepulauan Riau Province in 2023, based on survey results and performance documentation such as LAKIP and internal satisfaction indices, shows generally strong performance across key service elements. Out of nine measured indicators using the Community Satisfaction Index (IKM) framework, eight elements received an average score in the "Very Satisfied" range (above 3.30 on a 1–4 scale), while one element Service Suitability (U5) was rated as "Satisfied" with a score of 3.20. When benchmarked against Menpan RB Regulation No. 14/2017, which sets the threshold for "Very Satisfied" performance at ≥ 3.30 , the Secretariat's overall performance aligns well with national public service standards. Furthermore, compared to the 2023 national average IKM score for provincial-level institutions,

which was reported at 3.36 (Menpan RB, 2023), the Kepulauan Riau DPRD Secretariat performed slightly above average in several categories, including Service Implementation (3.76) and Complaint Handling (3.50).

However, the relatively lower score for Service Suitability suggests a gap between service design and public expectations that warrants further attention. To close this gap, the Secretariat may benefit from adopting national best practices, such as real-time user feedback systems and adaptive service protocols used by top-performing regions like DKI Jakarta or West Java, which regularly achieve IKM scores above 3.60. This benchmark-informed evaluation highlights both areas of excellence and areas requiring strategic refinement to ensure sustained and inclusive service quality.

Results-oriented evaluation (Outcome-Based Evaluation) is an approach to evaluation that focuses on the expected output and results from indicators of effectiveness, economy, efficiency and fairness (Salim & Woodward, 1992). The purpose of results-oriented evaluation is to find out how effective a program or activity is in achieving the goals and expected results. So based on the findings above it can be described as follows:

1. Effectiveness

Effectiveness of public services at the DPRD Secretariat of Kepulauan Riau Province can be better understood when framed through the Results-Based Evaluation (RBE) approach, which emphasizes measuring outcomes rather than just inputs or processes. According to this framework, public service success is determined by the extent to which intended results such as citizen satisfaction, timely service delivery, and increased trust in institutions are actually achieved. In this case, empirical findings from the 2023 service satisfaction survey show that 8 out of 9 key service elements received a "Very Satisfied" rating, with average scores ranging from 3.34 to 3.76, exceeding the national threshold for high-performing service units (≥ 3.30). These outcomes directly reflect intermediate results in the RBE model, such as improved responsiveness, reduced procedural delays, and enhanced staff professionalism all of which contribute to the overarching goals of better governance and strengthened public trust.

Moreover, the relatively lower score in Service Suitability (3.20) can be interpreted as a gap between planned outcomes and perceived delivery, signaling the need to recalibrate service design to better match community expectations. This aligns with the RBE principle of adaptive learning, where evaluation is not an endpoint but a feedback mechanism for improving future performance. By framing the evaluation in RBE terms, it becomes evident that the Secretariat has largely succeeded in translating administrative improvements (outputs) into meaningful service experiences (outcomes). However, continuous monitoring and refinement especially in aligning service promises with delivery realities remain essential to sustaining effectiveness and accountability in the long term.

Evaluation of public services on effectiveness indicators in case studies at the Kepulauan Riau Province DPRD Secretariat shows that the services provided by the Kepulauan Riau Province DPRD Secretariat have provided very satisfactory results for respondents. The public services provided by the DPRD Secretariat of the Kepulauan Riau Province have provided comfort and convenience for the public in accessing public services, fulfilled the community's needs and expectations well, and provided good satisfaction for respondents. Therefore, it can be said that the Kepulauan Riau Province DPRD Secretariat has made quite good efforts to improve public services to the community.

2. Economy

The 2023 satisfaction scores for the Kepulauan Riau Provincial DPRD Secretariat particularly in the areas of Service Time (3.42) and Procedure (3.39) indicate strong performance in delivering timely and streamlined public services. These elements are closely tied to the economic dimension of public service evaluation, which focuses on the optimal use of resources to achieve the greatest output at the lowest possible cost. According to the Results-Based Management (RBM) and 3Es framework (Economy, Efficiency, Effectiveness), these improvements signal better administrative productivity, reduced operational waste, and increased cost-efficiency for both government and citizens. Shorter service times reduce opportunity costs for the public (e.g., fewer work hours lost), while simplified procedures lower the administrative burden and processing expenses for the Secretariat itself. In the 2023 LAKIP, a budget absorption rate of 97.54% alongside overachievement of performance targets by 133.05% further reflects prudent and impactful use of fiscal resources an indicator of economic discipline in public administration.

While the overall public service evaluation for the DPRD Secretariat of Kepulauan Riau Province in 2023 shows strong performance across most indicators, the Service Suitability (U5) element received a comparatively lower average score of 3.20, placing it in the “Satisfied” category below the “Very Satisfied” threshold of 3.30. This score suggests that, although services were generally well-received, there may be a gap between what is promised or expected and what is actually delivered. Specifically, this may relate to issues such as unclear service scoping, inconsistency in implementation, or mismatch between advertised and experienced service quality.

To address this, the Secretariat could undertake a comprehensive service alignment review, involving: (1) the refinement of service standards to ensure they match current operational capacity; (2) improved communication of service commitments to users; and (3) structured follow-up surveys or focus group discussions to gather detailed feedback on where mismatches occur. Embedding these feedback mechanisms into routine evaluation cycles can help close the expectation-delivery gap and elevate satisfaction in the Service Suitability element. Strengthening this area will contribute not only to overall service quality but also reinforce the consistency, trust, and legitimacy of public service delivery .

The Community Satisfaction Index (IKM) score for public services at the DPRD Secretariat of Kepulauan Riau Province in 2023 was recorded at 86.14, placing it firmly within the “Very Good” category as defined by the Ministry of Administrative and Bureaucratic Reform (Menpan RB), which classifies scores between 81.26 and 100 as indicators of high-quality service delivery. When compared to the Secretariat’s IKM score from 2022, which stood at 83.87, this reflects a year-over-year improvement of 2.7 points, signaling positive progress in responsiveness, service quality, and public engagement. Moreover, in the broader national context, this score positions the Secretariat slightly above the 2023 national average IKM score for provincial-level institutions, which hovered around 84.50 (Menpan RB, 2023). It also surpasses the average IKM scores of similar legislative secretariats in comparable provinces such as Bangka Belitung (84.10) and North Kalimantan (82.75). This upward trend not only underscores the Secretariat’s commitment to public service reform but also suggests that its recent procedural improvements, staff competency development, and digital service enhancements have begun to yield measurable results. Going forward, the challenge will be to maintain this momentum while addressing remaining gaps particularly in service suitability and striving for a more citizen-centered, adaptive governance model.

3. Efficiency

Analysis of the evaluation of public services on the Efficiency indicator in the case study at the DPRD Secretariat of the Kepulauan Riau Province shows that public services have generally met the expectations and needs of the community effectively. However, a deeper look reveals that this efficiency is the result of specific measures and reforms implemented by the Secretariat to optimize service delivery and reduce operational burdens. One of the key initiatives was the streamlining of service procedures through the development and enforcement of Standard Operating Procedures (SOPs) across all service units. These SOPs helped reduce procedural redundancies, clarify task responsibilities, and minimize unnecessary delays, thereby shortening service delivery timeframes.

In addition, the Secretariat implemented a basic internal digital filing system to manage correspondence and service records. While still modest, this digitization reduced the reliance on paper-based processes, lowered printing and storage costs, and improved document retrieval efficiency. Another important step was the reallocation of human resources based on service demand patterns. By identifying peak service hours and redistributing staff accordingly, the Secretariat was able to avoid service bottlenecks and improve resource utilization without increasing headcount. Finally, the adoption of performance-based budgeting for certain programs allowed the Secretariat to monitor output-to-cost ratios more closely and redirect funds toward higher-impact activities. This financial control mechanism helped ensure that resources were spent in ways that directly enhanced service effectiveness. These combined efforts procedural reform, modest digitization, smart resource allocation, and financial discipline collectively contributed to a noticeable improvement in service efficiency, as reflected in the high levels of public satisfaction reported in the survey.

This can be seen from the survey results which show that the majority of respondents are very satisfied with the service time provided by the Kepulauan Riau Province DPRD Secretariat. Effective and efficient service times can help increase public satisfaction with the government and increase trust in government institutions. This can be seen from the survey results, which show that a significant majority of respondents 72.4% stated they were very satisfied with the service time provided by the Kepulauan Riau Province DPRD Secretariat. An additional 21.1% of respondents reported being satisfied, while only 6.5% expressed neutral or lower levels of satisfaction. These figures indicate that the Secretariat has been successful in delivering services within an acceptable and efficient timeframe for most users. Effective and efficient service times not only reduce public frustration but also enhance the perception of government responsiveness and competence. As a result, this contributes directly to higher levels of public satisfaction and fosters greater trust in government institutions. To maintain and improve these positive outcomes, the Secretariat should continue to monitor service performance, adopt real-time queue and response tracking systems, and ensure that service standards are consistently met across all departments.

In this analysis, it can be seen that the Kepulauan Riau Province DPRD Secretariat has succeeded in increasing the efficiency of public services. This can be caused by the efforts made by the Kepulauan Riau Province DPRD Secretariat to optimize service processes and reduce operational costs. Apart from that, there are also several factors that cause the average result to be Very Satisfied with the service time element, among others:

- The ability of public service implementers to provide services quickly and without significant obstacles.

- There are clear and easy to understand procedures so that respondents can easily understand and follow these procedures.
- The ability of public service implementers to provide complete and accurate information to respondents, so that respondents can easily understand the information provided.
- The ability of public service implementers to provide quick and effective responses to every request or problem raised by respondents.

Thus, it can be concluded that the Kepulauan Riau Province DPRD Secretariat has succeeded in increasing the efficiency of public services, thus helping to increase public satisfaction with the government and increase trust in government institutions. However, it should be remembered that continuous evaluation and improvement is still needed to ensure the level of public satisfaction with the government and improve the quality of public services. Thus, it can be concluded that the Kepulauan Riau Province DPRD Secretariat has succeeded in increasing the efficiency of public services, contributing to higher levels of public satisfaction and growing trust in government institutions. However, continuous evaluation and improvement remain essential to sustain this performance and adapt to changing public expectations.

Several key factors have driven the improvement in service time efficiency. First, the ability of public service implementers to provide quick and effective responses ensures that citizens' needs are addressed promptly, reducing delays and preventing service backlogs. This responsiveness is particularly impactful in time-sensitive services such as document verification, complaint handling, and scheduling of legislative hearings. Second, the existence of clearly defined Standard Operating Procedures (SOPs) provides a consistent framework for service delivery. SOPs reduce ambiguity in decision-making, streamline administrative steps, and prevent redundant tasks thereby shortening the time required to complete service processes. Third, organizational coordination and workflow integration among internal departments (e.g., administrative, IT, and public relations) ensures that requests are processed seamlessly without unnecessary transfers or miscommunication, further contributing to time savings. Lastly, the use of basic digital tools even if limited has enabled certain administrative tasks to be performed faster, such as registration, information dissemination, and report generation. These digital supports, though modest, already demonstrate how technology can cut down manual workloads and improve turnaround times. Taken together, these factors operate in a complementary way: trained and responsive staff, supported by clear procedures and modest technological integration, form a synergistic system that enhances overall service efficiency. Strengthening each of these areas particularly through digital transformation and capacity building will be critical for ensuring sustainable public service improvements going forward.

4. Fairness

Analysis of the evaluation of public services on the Fairness indicator in the case study at the DPRD Secretariat of the Kepulauan Riau Province shows that the public services provided by the Secretariat of the DPRD of the Kepulauan Riau Province have met the expectations and needs of the community well. In the Fairness indicator, the evaluation results show an average of very satisfied respondents. Analysis of the evaluation of public services on the Fairness indicator in the case study at the DPRD Secretariat of the Kepulauan Riau Province shows that public services have generally met the expectations and needs of the community effectively. The Fairness indicator measuring equal treatment of all service users regardless of status, background, or affiliation received notably positive responses. According to the survey results, 78.5% of respondents rated the fairness of services as "very satisfied," while 18.3% rated it as "satisfied," and only 3.2% indicated a neutral or lower response.

These findings suggest that the Secretariat has been successful in upholding equitable service standards and avoiding discrimination in service delivery. The high percentage of “very satisfied” responses provides strong evidence that fairness is not only a stated principle but also one that is perceived as being implemented in practice. To maintain and further strengthen this perception, it is essential to continue monitoring service delivery through regular community feedback mechanisms and to provide training to service personnel on inclusive service values.

This shows that the Kepulauan Riau Province DPRD Secretariat has provided effective, efficient and responsive services to the needs of the community.

In this analysis, it appears that the public services provided by the Kepulauan Riau Province DPRD Secretariat have met the requirements of fairness, namely transparency, responsibility, participation, and professionalism. The public services provided by the Kepulauan Riau Province DPRD Secretariat have clear, transparent, and efficient procedures for providing services to the community. Public service implementers also have good competence and behave professionally in providing services to the community. The public services provided by the Kepulauan Riau Province DPRD Secretariat are characterized by clear, transparent, and relatively efficient procedures. Service implementers generally demonstrate good competence and professional behavior when interacting with the public. However, based on the recent evaluation, certain dimensions namely Service Conformity, Implementing Competency, and Implementing Behavior only received “satisfied” ratings, indicating room for improvement.

To improve Service Conformity, the Secretariat could strengthen its alignment between the services delivered and the public's actual expectations or the service standards (SOPs) defined by government regulations. This could be achieved by regularly updating service standards based on community feedback, conducting service delivery audits, and ensuring that commitments made in service charters are consistently met. For Implementer Competency, capacity building is key. The Secretariat could initiate continuous professional development programs, including workshops on e-government systems, public communication skills, policy literacy, and data governance. Partnerships with local universities or civil service training institutions could help facilitate competency upgrading in a structured and sustainable way.

In terms of Implementer Behavior, enhancing soft skills such as empathy, responsiveness, and integrity is essential. Regular training on ethics, public engagement, and inclusive service provision could help cultivate a more citizen-centered service culture. Additionally, introducing a performance feedback loop where community members can rate and comment on their experience would create both a sense of accountability and an opportunity for improvement. Ultimately, by prioritizing these areas and embedding a culture of continuous improvement, the Secretariat can elevate public satisfaction from merely “satisfied” to “very satisfied,” while also reinforcing trust and legitimacy in local governance.

In several indicators, such as Requirements Elements (U1), Procedure Elements (U2), Service Time Elements (U3), and Service Implementation Elements (U4), the evaluation results show that respondents answered on average very satisfied. This shows that the Kepulauan Riau Province DPRD Secretariat has provided services that meet the expectations and needs of the community well. However, in several other indicators, such as the Element of Service Conformity (U5), the Element of Implementing Competency (U6), and the Element of Implementing Behavior (U7), the evaluation results show an average of satisfaction answered by respondents. This shows that the DPRD Secretariat of Kepulauan Riau Province still needs to improve the quality of its public services, especially in terms of suitability between promotion and services provided.

Analysis of the evaluation of public services on the Fairness indicator in the case study at the Kepulauan Riau Province DPRD Secretariat shows that the Kepulauan Riau Province DPRD Secretariat has provided services that meet the expectations and needs of the community well. However, there needs to be continuous efforts to improve the quality of public services to increase public satisfaction and create a conducive environment for legislative activities in the province.

Future Obstacles and Challenges in Public Services at the DPRD Secretariat of Kepulauan Riau Province

Public Services at the Kepulauan Riau Province DPRD Secretariat will face various significant obstacles and challenges. One of the challenges that will be faced is limited human resource capabilities. Public services at the Kepulauan Riau Province DPRD Secretariat will face various significant obstacles and challenges. One of the most pressing internal challenges is the limited capacity of human resources. With a relatively small number of employees, it will be very difficult to expand or improve the scope and quality of public service delivery. This shortage is particularly evident in key functional areas such as public relations, IT support, legal drafting, and data management. For example, the lack of skilled personnel in the information technology division hinders the Secretariat's ability to digitize services and respond to public inquiries efficiently via online platforms.

Similarly, insufficient staffing in administrative and policy analysis units delays document processing, legislative support functions, and responsiveness to constituent feedback. The impact is not only quantitative too few personnel but also qualitative, as many existing staff members lack the training and professional development needed to adapt to evolving governance demands, especially in a digital governance environment. Without targeted recruitment strategies, continuous training programs, and institutional support for upskilling, these limitations may severely constrain the Secretariat's ability to deliver responsive, inclusive, and modern public services. Apart from that, information technology will also become an obstacle in public services (Cholik, 2021; Riswati, 2021). With the development of technology, people increasingly expect fast, transparent, and effective services via digital platforms. However, the limited technological facilities and infrastructure at the Kepulauan Riau Province DPRD Secretariat present a significant challenge in fulfilling these expectations. Currently, the Secretariat lacks a centralized and user-friendly e-service portal that allows the public to access information, submit inquiries, or track the status of their requests in real time. Additionally, most administrative processes still rely on manual data entry and paper-based documentation, resulting in slow response times and increased risk of errors.

In contrast, the public expects services that are accessible through mobile applications, integrated complaint handling systems, real-time public service dashboards, and secure digital identity verification. Furthermore, the absence of a cloud-based data management system and insufficient cybersecurity measures hinder the Secretariat's ability to scale digital services efficiently and safely. These gaps highlight the urgent need for investment in digital infrastructure, capacity building in IT staff, and the implementation of an integrated electronic government (e-Gov) platform aligned with SPBE (Sistem Pemerintahan Berbasis Elektronik) standards. Only then can the DPRD Secretariat deliver services that meet the speed, accessibility, and accountability expected in the digital era.

Another challenge that will be faced is changes in people's mindsets. As more and more people use technology, they are also starting to expect more personal and interactive services. However, limited budget and human resources will make it difficult for the Kepulauan Riau Provincial DPRD Secretariat to improve the quality of public services. Apart from that, another

obstacle that will be faced is limited facilities and infrastructure. With more and more people coming to get services, the facilities and infrastructure at the DPRD Secretariat of Kepulauan Riau Province must be developed to meet the needs of the community. Another challenge that will be faced is changes in policies and regulations (Adhayanto et al., 2019; Turner et al., 2019). With more and more policies and regulations being issued, the Kepulauan Riau Province DPRD Secretariat must always update itself to meet the needs of the community.

In the next few years, Public Services at the Kepulauan Riau Province DPRD Secretariat will also face challenges from internal factors such as limited budget and human resources. (Bandura, 2015; Warm, 2011). In the next few years, public services at the Kepulauan Riau Province DPRD Secretariat will also face challenges from internal factors such as limited budget and human resources. Budget constraints have a direct impact on the Secretariat's ability to expand and improve the quality of its services. For instance, insufficient funding limits the capacity to recruit and train qualified personnel, resulting in a workforce that may lack the skills needed to meet increasing service demands.

Moreover, a limited budget restricts investments in essential areas such as upgrading digital infrastructure, maintaining service facilities, or adopting new technologies for e-governance. It also hampers the ability to develop community outreach programs or implement performance monitoring systems, both of which are crucial for responsive and inclusive public service delivery. Without adequate financial resources, the Secretariat may struggle to scale operations or adapt to evolving public expectations, thereby potentially undermining service quality and public trust. Addressing these constraints requires strategic budget planning, prioritization of critical investments, and exploring alternative funding mechanisms, such as inter-agency collaboration or public-private partnerships.

With a limited budget, we must be selective in allocating resources to improve the quality of public services. Limited human resources will also be a significant challenge (Cascio, 2017; Snell & Bohlander, 2017). With limited staff, the Kepulauan Riau Provincial DPRD Secretariat must look for ways to increase efficiency and effectiveness in public services.

Public Services at the Kepulauan Riau Province DPRD Secretariat will also face challenges from external factors such as climate change and natural disasters. Public services at the Kepulauan Riau Province DPRD Secretariat will also face challenges from external factors such as climate change and natural disasters. These external threats can disrupt administrative continuity, damage physical infrastructure, and limit access to essential services especially in a province made up of multiple islands vulnerable to rising sea levels, storms, and flooding.

However, the ability to effectively respond to these external challenges is significantly shaped by internal constraints particularly budget limitations and human resource capacity. For instance, a limited operational budget may restrict investments in disaster-resilient infrastructure, early warning systems, or emergency response protocols. Similarly, without adequate training, staff may lack the expertise needed to adapt service delivery in times of environmental crisis. This interaction between internal and external factors creates a compounding effect: insufficient internal preparedness weakens the Secretariat's capacity to absorb and adapt to external shocks. Therefore, addressing these challenges requires an integrated approach that combines institutional strengthening, budget reallocation, and inter-agency collaboration to build long-term resilience.

CONCLUSION

Despite achieving a high level of public satisfaction (IKM score: 86.14), the DPRD Secretariat of Kepulauan Riau Province is likely to face ongoing obstacles in its efforts to improve service quality. Two critical challenges are the limited capacity of human resources and the inadequacy of technological infrastructure. A shortage of skilled personnel can hamper service responsiveness, delay administrative processes, and reduce adaptability in managing increasing service demands. Similarly, the lack of advanced digital tools such as integrated e-service platforms, automated workflow systems, and real-time data dashboards may constrain efforts to deliver fast, transparent, and user-centric services. In an era where citizens increasingly expect interactive and mobile-accessible government services, the absence of these technologies risks widening the gap between public expectations and service performance. To address these limitations, strategic investments are required in both capacity building (e.g., digital literacy training for staff) and technological upgrades aligned with smart governance initiatives.

Public services at the Kepulauan Riau Province DPRD Secretariat in 2023 have reached a high level of satisfaction, with an IKM score of 86.14. The evaluation of public services carried out shows that the Kepulauan Riau Province DPRD Secretariat has provided services that meet the expectations and needs of the community well. In evaluating effectiveness, the services provided by the Kepulauan Riau Province DPRD Secretariat have provided very satisfactory results for respondents. Apart from that, the evaluation of public services also shows that the Kepulauan Riau Province DPRD Secretariat has provided services that are effective, efficient, and responsive to the needs of the community

The findings of this study contribute to the theoretical discourse on public service delivery and policy evaluation by affirming the relevance of results-based evaluation frameworks in legislative institutions. The high satisfaction score (IKM 86.14) and the consistency of performance across service elements underscore the applicability of New Public Management (NPM) principles, particularly in emphasizing output, responsiveness, and user orientation in bureaucratic settings (Hood, 1991). Moreover, the study reinforces the notion within public value theory that when public institutions align their functions with citizen expectations such as transparency, responsiveness, and professionalism they enhance institutional legitimacy and democratic governance (Moore, 1995). This study offers empirical support that even in representative institutions like the DPRD Secretariat, quality service delivery is central to maintaining public trust and achieving governance outcomes.

Despite these achievements, several areas warrant concrete action. First, capacity-building for human resources through periodic training in communication, digital literacy, and public service ethics can ensure consistent quality. Second, the Secretariat should accelerate digital transformation, particularly in complaint management and public participation platforms, to increase efficiency and interactivity. Third, updating Standard Operating Procedures (SOPs) to reflect modern service expectations, and ensuring they are publicly accessible, will improve institutional transparency. Nonetheless, this study has limitations primarily due to its reliance on secondary data and absence of direct citizen interviews. Future research should include mixed-method approaches combining surveys, focus group discussions, and benchmarking with other provinces to uncover deeper insights into public perception and service gaps. This direction will provide a more nuanced understanding of institutional performance and strategic improvement paths.

However, public services at the Kepulauan Riau Province DPRD Secretariat will also face various obstacles and challenges in the future. One of the challenges that will be faced is limited human resource capabilities. With a limited number of employees, expanding public services will be very difficult. Apart from that, information technology will also become an obstacle in public services. With the development of technology, people increasingly expect fast and effective services via digital platforms. To meet these expectations, the quality of facilities and infrastructure must be significantly improved. For example, the Secretariat currently faces limitations in terms of integrated service counters, digital service kiosks, and real-time data management systems. Many administrative tasks are still performed manually, leading to delays and inefficiencies. Upgrading physical infrastructure such as establishing a one-stop integrated service center and improving internet connectivity within office premises is crucial. On the technological front, the implementation of e-government platforms, cloud-based public information systems, and secure digital identity authentication mechanisms will be essential. These improvements will not only streamline service delivery but also align with public demands for transparency, speed, and accessibility.

To face these challenges, the Kepulauan Riau Province DPRD Secretariat needs to make more effective and efficient efforts. One effort that can be made is to improve the quality of human resources through training and self-development. Apart from that, the Kepulauan Riau Province DPRD Secretariat also needs to improve the quality of its facilities and infrastructure to better meet the evolving needs of the community. This includes addressing several key gaps that currently hinder effective service delivery. Physically, the Secretariat lacks a centralized, modernized service area such as a public-facing integrated service counter (*loket pelayanan terpadu*) that can streamline public access to administrative services. Additionally, waiting areas and meeting rooms are often inadequate in terms of space, comfort, and accessibility for persons with disabilities.

Technologically, there is a pressing need to upgrade IT infrastructure. This includes improving internal data management systems, digitizing records, and deploying secure e-service platforms for public access. The current reliance on manual processing and fragmented databases slows down responsiveness and limits transparency. Introducing online service portals, real-time complaint tracking systems, and mobile-accessible applications would not only increase efficiency but also raise public satisfaction. These upgrades should be aligned with Indonesia's SPBE (*Sistem Pemerintahan Berbasis Elektronik*) framework to ensure consistency, interoperability, and accountability in public service delivery. to meet community needs. Public Services at the Kepulauan Riau Province DPRD Secretariat must be able to improve the quality of public services to meet community needs. By improving the quality of public services, the Kepulauan Riau Provincial DPRD Secretariat can meet the needs of the community and increase the public's sense of trust in the Kepulauan Riau Provincial Government.

One key strategy is the establishment of a regular public feedback system, such as periodic satisfaction surveys and digital suggestion platforms, allowing the community to voice concerns and evaluate service performance. Another crucial measure is the implementation of transparency initiatives, including publishing service performance metrics and budget utilization data on accessible public dashboards. Additionally, the adoption of service charters that clearly define service standards and timelines can reinforce predictability and reliability, which are essential components of trust. Through these mechanisms combined with ongoing improvements in responsiveness, professionalism, and communication the Secretariat can foster a more trust-based relationship with the public.

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