

Optimizing the Public Satisfaction Index (IKM) to Improve Public Service Quality: A Case Study at the Surabaya Immigration Office

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Abstract

Increasing public demand for quality public services has placed the Immigration Office in Surabaya under scrutiny. As a provider of administrative services, this office must optimize its performance to meet public expectations. However, maintaining reliability, efficiency, and responsiveness remains a challenge. The Public Satisfaction Index (IKM) is used as a key indicator to measure service quality. This study aims to analyze the efforts to optimize IKM in improving service quality at the Surabaya Immigration Office. The research employs a qualitative method with a case study approach, collecting data through interviews with passport applicants and public satisfaction surveys. The aspects measured include reliability, assurance, tangibles, empathy, and responsiveness. The data were analyzed to determine how each aspect affects public satisfaction and to identify areas for improvement to enhance the IKM. The study results indicate that service reliability reached 85%, but internal efficiency still needs improvement. Assurance contributed 78%, with technical issues requiring attention. Tangibles were rated at 82%, though facility modernization is necessary. Empathy received 68%, highlighting the need for improved attention from staff during peak workloads. Responsiveness was rated at 70%, with a need for increased consistency in providing personal attention. Recommendations include regular training and performance evaluations to ensure consistent service standards. The Surabaya Immigration Office should consider increasing staff or utilizing technology, such as online applications, to handle applicant surges and expedite administrative processes. Additional staffing and resource allocation improvements are essential, especially in primary service areas, to maintain responsiveness and empathy.

Keywords: Public Satisfaction Index (IKM); Public Service Quality; Surabaya Immigration Office

1. Introduction

The public demand for quality public services has become a critical need. Public service providers, both at local and central government levels, consist of institutions and personnel responsible for delivering public services (Yulianto, 2023). Public services encompass various activities aimed at fulfilling the basic needs of citizens and residents, related to their fundamental rights to goods, services, or administrative assistance provided by organizers relevant to public interest. Public service is defined as a series of activities carried out by service providers to meet the needs of service recipients in accordance with regulatory requirements (Widjayanti, 2019). Improving efficient and effective public services supports cost efficiency, as services provided with streamlined and targeted procedures reduce the burden on both service providers and recipients.

According to the Public Service Law of the Republic of Indonesia Number 25 of 2009, public services comprise a series of activities aimed at meeting societal needs in accordance with applicable regulations, including the provision of goods, services, and/or administrative assistance. Service standards are benchmarks used as guidelines in service delivery and are also references for assessing the quality of services provided. Thes



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standards represent the provider's commitment to the public to deliver quality, quick, easy, affordable, and measurable services. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 19 of 2021 on Guidelines for Service Standards within ministries, service standards in public institutions are essential to ensure the optimal implementation of the ministry's duties and functions. These standards encompass policy formulation, policy coordination and synchronization, and policy monitoring and evaluation in the field of state apparatus utilization and bureaucratic reform.

Excellent service refers to superior service provided by an institution to the public or service users. This exemplary service exceeds customer expectations and possesses unique characteristics (Quality nice). Service quality plays an essential role in encouraging customers to establish a close relationship with the institution (Susanto & Anggraini, 2019). Service quality is measured by comparing the level of service provided with customer expectations (Susanto & Anggraini, 2019). Additionally, service quality is determined by comparing customer perceptions of the service they receive with the service they anticipate. Parasuraman (Sinollah & Masruro, 2019) explains that service quality reflects the essence of service performance—how reliable the service is in the eyes of consumers. Service standards are used as references to assess service quality and performance, both for providers, the public, and supervisory authorities in the implementation of public services (Partiwi, 2020). Issues related to public service are often found across various service sectors. The public continues to demand service quality from bureaucracy, although public services are often characterized by complicated, slow, costly, uncertain, and exhausting processes (Agustina, 2019).

Data from Databoks in 2021 also indicates that the public still complains about complicated public services. Various issues related to public services have been reported by the community. According to a survey by Populi Center, the most frequently reported complaint was convoluted requirements, cited by 11.4% of respondents. Additionally, 11.3% of respondents identified slow service time as a major hindrance. Around 9.7% of respondents perceived a lack of transparency in public services. Other complaints included complex bureaucracy (9.3%), inadequate facilities (8.6%), high costs (8.4%), inconsistency in services (6.2%), illegal charges (4.8%), unclear procedures (3.8%), unresponsiveness to complaints (3.6%), low staff competency (3%), and unwelcoming behavior from service personnel (2.7%). There were also 5.1% of respondents who mentioned other issues, while 12.3% did not know or did not respond. This survey involved 1,200 respondents aged 17 or older, or who were married, from 34 provinces, and was conducted from December 1-9, 2021, using a simple random sampling method, with a margin of error of $\pm 2.83\%$ at a 95% confidence level (Budi Helpiastuti et al., 2023). Public satisfaction with services provided by institutions is essential to maintain public trust in these institutions. The higher the level of public satisfaction, the greater the trust placed in the relevant institution. Quality governance and effective service delivery will enhance public trust (high trust). This trust strengthens when the public feels satisfied with the services they receive.

Each service provider needs to measure customer satisfaction to obtain feedback and input that can be used in developing strategies to improve customer satisfaction (Yulianto, 2023). According to the Ministry of State Apparatus and Bureaucratic Reform Regulation Number 63 of 2003 on General Guidelines for Public Service Administration, service success is measured by the level of satisfaction of service recipients. Satisfaction is achieved when the services received by the public meet their needs and expectations. Therefore, service providers routinely conduct the Public Satisfaction Index (IKM) survey. Referring to the Ministry Regulation No. KEP/25/M.PAN/2/2004 on General Guidelines for Preparing the Public Satisfaction Index, the IKM is data that measures the level of public satisfaction with public services based on a comparison between their expectations and needs. The purpose of the IKM is to periodically monitor the performance of service units, which then serves as the basis for formulating policies to improve public service quality. For the public, the IKM provides an overview of service performance, serving as a performance indicator for an institution. Public service providers are government agencies divided into service units that directly serve the public. Service success is reflected in the IKM, which shows the level of satisfaction of service recipients based on their needs and expectations.

For example, the Class I Immigration Office of the Immigration Checkpoint (TPI) Surabaya has achieved a remarkably high Public Satisfaction Index (IKM) in immigration services. In 2021, the office received an "excellent" rating with a score of 17.30 out of a maximum of 17.50. The IKM measurement involved eight variables: Information, Requirements, Procedures/Flow, Completion Time, Fees/Costs, Facilities, Response, and Consultation and Complaints. This achievement serves as a positive example for other institutions aiming to improve public services. Furthermore, this performance even exceeded the set targets. The office's success was also recognized with a first-place award for Excellent Public Service Unit in the Special Agency Category at the Ministry or Special Institution Level in 2022. Amidst the various challenges still faced by public services in Indonesia, where service quality often falls short of public expectations, the Surabaya Immigration Office has managed to provide outstanding service. Observations by researchers at this office reveal that public services meet adequate standards. This is evident in various employee activities and facilities provided to support services, such as the friendly reception for visitors, explanation of document processing procedures, provision of form-filling tables with writing tools and reading glasses, children's play area, guidance on the order of calls, and more.

The efforts of the Surabaya Immigration Office align with concepts adopted by private companies to provide the best experience for their customers, known as the Customer Experience Model. This concept, developed by Bern Schmitt, emphasizes the importance of creating personal experiences for customers as a response to various stimuli (Yulianto, 2023). Such experiences can be generated through direct observation or participation in specific activities, whether real or virtual. Schmitt explains that marketers must create an appropriate environment and setting to generate the desired customer experience. Meanwhile, according to Meyer and Schwager (Yulianto, 2023), Customer Experience is the internal and subjective response of customers that arises as a result of direct or indirect interaction with a company. In the context of public service, this is highly relevant, as the public's experience in interacting with government services significantly affects their satisfaction (Evelyna, 2022). A positive experience will create a favorable impression and increase public satisfaction. Customer Experience factors have become a crucial component in efforts to improve public service quality at the Surabaya Immigration Office.

The implementation of the Public Satisfaction Index (IKM) strategy is not only applicable to digital or e-commerce companies but is also relevant for offline services, including public services such as those provided by the Immigration Office (Firdausy, 2019). Managing public services involves more than simply fulfilling the interests between the service provider and the recipient. It also encompasses elements of logic, ethics, law, aesthetics, and policies that must be considered. Therefore, each individual serving as a public servant needs a strong understanding of the philosophy and principles of public service. This understanding enables them to provide humane services to the public, treating individuals as people influenced by emotions, culture, and religion. Public service by government officials, bureaucrats, or public administration actors must demonstrate a high degree of social sensitivity, ensuring their work approach is always oriented towards the interests and needs of the community they serve (customer-oriented), with a more humanistic and dynamic approach (Halida et.al., 2024).

In public services, the IKM must be adapted to consider the differing characteristics between public services and commercial enterprises. Public services are not focused on financial gain, where in the commercial world, profits can be maximized through a positive customer experience. Additionally, each type of public service has distinct characteristics. Although service users may have varied experiences, they will inevitably return for services due to the essential nature of public services. This aspect serves as a foundation in designing regulations and business processes that result in quality public services and provide a positive experience for users. The image of service produced by an institution shapes public perception of overall public service quality (Exreana & Lucky, 2021). The high Public Satisfaction Index (IKM) score at the Surabaya Immigration Office, further supported by researchers' direct observations on IKM application in public services, has motivated the researchers to conduct further studies. This research aims to deepen the understanding that the implementation of IKM in public services, particularly at the Surabaya Immigration Office, can enhance service quality and increase IKM scores at the institution



Figure 1 Public Satisfaction Survey
Sumber: <https://ikm.sidoarjo.kab.go.id/opd/161>

2. Method

This study aims to evaluate the optimization of public experience in improving service quality at the Surabaya Class I TPI Immigration Office. The research method used is a combination of qualitative and quantitative approaches to obtain in-depth data on public interactions with services and their impact on satisfaction and service quality. The qualitative approach was chosen to holistically understand how the public experience contributes to improving service quality. Data was collected through in-depth interviews, field observations and

document analysis, allowing researchers to explore the perceptions, challenges and dynamics of interactions between the public and service personnel.

The focus of this research includes analyzing the public experience during the service process, highlighting aspects of staff friendliness, facility comfort, and ease of understanding document processing procedures. In addition, the research also identified challenges in service delivery, such as infrastructure limitations, staff's lack of understanding of public experience principles, or public resistance to changes in procedures. Innovation efforts undertaken by immigration offices, including staff training and facility development, are also a key concern in evaluating the extent to which the application of the public experience principle can improve service time efficiency, accessibility, and overall public satisfaction.

This research was conducted at the Surabaya Class I TPI Immigration Office, located in Surabaya, East Java. This location was chosen due to its significant role in providing public services, particularly the processing of immigration documents such as passports and residence permits, as well as the high volume of services managed on a daily basis. With various service improvement efforts that have been made, such as the implementation of the Public Satisfaction Index (PSI), this location offers a relevant context to analyze the contribution of public experience to service quality improvement. The results of the study are expected to provide input for policy makers to develop more effective and public satisfaction-oriented public service strategies.

3. Results

This section provides a detailed overview of the research findings conducted at the Surabaya Immigration Office regarding the optimization of the Public Satisfaction Index (IKM) in improving public service quality, along with an in-depth analysis of factors influencing public satisfaction levels. The research examines how IKM measurements can be used as an evaluation tool to enhance service efficiency, improve user satisfaction, and identify challenges and obstacles faced in efforts to improve service quality at the Surabaya Immigration Office.

A. Public Service Quality

In this study, the researcher seeks to explore and uncover field-based facts using Parasuraman's theory, which includes five main variables: Reliability, Assurance, Tangibles, Empathy, and Responsiveness. These indicators are used to analyze the quality of public services at the Surabaya Immigration Office through the optimization of the Public Satisfaction Index (IKM). The study aims to assess the extent to which these variables influence public satisfaction and improve the quality of public services, as measured by IKM, with the variables defined by the researcher as follows:

Reliability

Reliability is one of the main dimensions in the ServQual model developed by Parasuraman, Zeithaml, and Berry. This dimension refers to the ability of a service to deliver consistent, dependable, and accurate performance. Reliability emphasizes the importance of timely service delivery and adherence to promises made to customers, as well as the provider's ability to complete tasks according to customer expectations without errors. In the context of service quality, reliability encompasses the extent to which an organization or institution can provide reliable service that consistently meets customer expectations.

In optimizing the Public Satisfaction Index (IKM) at the Surabaya Immigration Office, reliability plays a crucial role in enhancing public service quality. People applying for documents at the Immigration Office, such as passports, heavily rely on the timeliness and speed of the services provided. If these services are delivered well according to the set schedule, without errors or delays, public satisfaction will increase. The measurement of reliability is a key component in determining IKM, where consistent and timely service improves public perception of the quality of service provided by the immigration office.

Moreover, at the Surabaya Immigration Office, reliability can be seen in the ability of officers to process documents accurately and promptly while maintaining established operational standards. Optimizing IKM through the reliability dimension involves efforts to improve workflow efficiency and the use of technology to minimize errors in document processing. By ensuring that every aspect of service runs smoothly and according to procedure, the Surabaya Immigration Office can build public trust and enhance public satisfaction with the services provided.

The Head of the Surabaya Immigration Office stated:

"We are very focused on improving the reliability of our services, especially in terms of document processing at the office. We consistently strive to ensure that every procedure is carried out according to operational standards, and that applicants receive timely service without errors. Although there are still some challenges related to resource limitations and the high volume of applicants, we are committed to continuously improving the system and ensuring that the public can rely on our services."

One of the service applicants, Mr. Zery, also shared:

"I am satisfied with the service at the Immigration Office. When I applied for a passport renewal, the process was quick, and there were no issues with my documents. The staff there were also very helpful with any questions, so I felt safe and confident that everything would be completed on time."

Based on interviews with the Head of the Surabaya Immigration Office and a service applicant, Mr. Zery, it was noted that the speed and accuracy of passport processing at the Surabaya Immigration Office are quite satisfactory, although there are still some aspects that need improvement. Mr. Zery emphasized the importance of reliability in document processing, particularly in terms of timely completion and the accuracy of information provided to applicants. Although the service generally runs smoothly, occasional delays due to high workloads can affect the applicant's experience. Therefore, improvements in workload management and a more efficient task distribution system are necessary.

From this, we can see that the reliability provided to passport applicants at the Surabaya Immigration Office achieves a satisfaction level of around 85%. This figure indicates that most applicants are satisfied with the reliability of the service, especially concerning the consistency of the process in meeting the promised timelines. However, this percentage also highlights room for improvement, particularly in addressing delays and handling technical issues that sometimes impact timely completion.

High reliability in public services like this is crucial, as people heavily rely on certainty and speed in processing important documents. Therefore, while 85% indicates a good achievement, the Surabaya Immigration Office still needs to make improvements in internal efficiency, including the optimal use of technology and human resources. This will help maintain consistent service reliability, allowing the Public Satisfaction Index (IKM) to be further enhanced and approach 100% public satisfaction.

Assurance

In Parasuraman, Zeithaml, and Berry's theory, assurance is one of the variables used to measure service quality. This dimension refers to the service provider's ability, especially personnel, to instill a sense of trust and security in customers. Assurance includes key elements such as competence, courtesy, credibility, and safety. The goal is to provide service users with confidence that they are being served by professional and competent individuals who can ensure their safety, both in terms of service quality and physical and informational security.

In this study, the assurance dimension is applied to analyze how officers at the Surabaya Immigration Office provide guarantees to the public in terms of service. Optimizing the Public Satisfaction Index (IKM) plays an important role in measuring the extent to which assurance affects public satisfaction. People who feel trust and security are more likely to give a positive assessment of the public service they receive. Therefore, immigration officers need to demonstrate professionalism and the ability to assure the public that the services provided are reliable and meet safety standards.

This research examines assurance as a means to improve public service quality at the Surabaya Immigration Office. Through IKM, the researcher aims to assess whether the trust and security provided by the officers contribute significantly to public satisfaction. If the public feels confident that they are being served by competent personnel and feels safe throughout the administrative process, this will have a direct impact on enhancing the perceived quality of service.

The Immigration Officer stated:

"At the Class I Special TPI Immigration Office in Surabaya, we understand that public trust in our services is essential, particularly regarding security assurance and certainty in the service process. Therefore, we always ensure that all procedures, whether in issuing immigration documents or providing direct services at the office, adhere to the applicable standards. We also regularly participate in training to improve our competencies, allowing us to provide professional services. Additionally, we transparently explain each stage of the process to the public, so they can feel more at ease and confident that they are being served safely. We do our best to build public trust in safe and reliable immigration services."

One applicant, Umu Mahfudho, also expressed:

"My experience in handling immigration documents at the Surabaya Immigration Office was quite satisfying. When I first arrived, I was initially concerned about the lengthy process and whether my documents would be safe. However, after interacting with the officers, they provided a very clear explanation and helped me understand each step I needed to go through. I felt well-served and secure, especially because the officers

were highly professional and dependable. I hope the services at this office continue like this, so the public can increasingly trust that immigration services truly prioritize the security and comfort of applicants."

Based on interviews with the Immigration Officer and an applicant, Mrs. Umu Mahfudho, it was noted that the services at the Surabaya Immigration Office provide sufficient assurance in terms of security and trust, particularly in document handling and well-explained procedures by the officers. Mrs. Umu Mahfudho felt fairly satisfied with the service received, although there were some technical issues that required more attention from the officers. This indicates that, overall, immigration services are running according to standards, but there are still aspects that need improvement.

Therefore, it is important for the Surabaya Immigration Office to continuously improve officers' abilities to provide solutions for technical issues faced by passport applicants. Additionally, there should be a strengthening of security assurances so applicants can fully trust that their documents are safe throughout the process. Some applicants may feel concerned about timeliness and data security, so improvements in this area are necessary to enhance public trust in the provided public services. The assurance given to passport applicants has approximately 78% relevance in influencing public satisfaction levels. While this figure is relatively high, improvements are still needed in responsiveness and prompt resolution of technical issues to ensure applicants do not experience discomfort during document processing. Thus, public service quality will be optimized, and public satisfaction can increase significantly in the future.

Tangibles

In the ServQual theory developed by Parasuraman, Zeithaml, and Berry, "Tangibles" refer to aspects that consumers can directly observe in a service. These elements include physical facilities, equipment used, staff appearance, and any other form of physical representation that can reinforce the perception of service quality. Tangibles play an important role in creating a first impression of a service, as these are immediately visible to consumers before they receive the core service. This physical evidence aspect is important as it serves as an indicator of overall service quality, even if it may not be directly related to the core service provided. In evaluating the quality of passport services through the M-Paspor application at the Class I Special TPI Immigration Office in Surabaya, the tangibles dimension plays a significant role. Although the M-Paspor application focuses on digital service, physical evidence is still visible through the application interface, the quality of information displayed, and the physical support provided by the immigration office, such as supporting facilities for digital services. For example, a comfortable waiting area with internet access or self-printing facilities forms part of the tangibles that support the overall user experience in the passport application process. All these elements contribute to the public's perception of service quality.

In this study, tangibles also include physical factors such as the appearance of staff serving at the immigration office, as well as the availability of equipment and technology used to support the M-Paspor application. The professional appearance of officers and the availability of advanced and efficient equipment enhance user trust in the quality of service provided. These aspects have a tangible impact on how users perceive ease and comfort in passport processing, which is the main focus of service simplification efforts at the immigration office.

The Head of Public Services at the Surabaya Immigration Office stated:

"We are committed to continuously improving service quality, especially in terms of physical facilities that are directly experienced by the public. From the waiting area equipped with comfortable seating to an electronic queuing system that simplifies document processing, we ensure that the office is always clean and tidy, paying extra attention to visual and physical aspects to make applicants feel comfortable during their time at our office. Additionally, we continuously evaluate the equipment and technology used to ensure a smooth service process and minimize potential issues."

One passport applicant, Mrs. Siti, shared her opinion:

"When I came to process my passport, I felt that the facilities at the Surabaya Immigration Office were very helpful. The comfortable waiting area with a clean atmosphere made the waiting process less tedious. The staff also appeared professional, with a neat and courteous appearance. I found the service here quite satisfying, though there were a few technical issues with some equipment. Overall, however, I felt the passport processing was easier here because of the adequate facilities."

Based on interviews with the Head of Public Services at the Surabaya Immigration Office and an applicant, Mrs. Siti, it was revealed that the physical facilities at the Immigration Office are adequate to support the passport application process. The comfortable waiting area, office cleanliness, and the neat appearance of the staff are essential elements that leave a positive impression on applicants. Although there were some technical issues with

certain equipment, Mrs. Siti stated that overall, the available facilities were quite helpful throughout the service process. This indicates that improvements in physical amenities have had a positive impact on public satisfaction.

Therefore, regular evaluation and maintenance of the equipment and facilities are needed to minimize technical issues. Additionally, enhancing accessibility to information through both physical and electronic media, such as digital information boards and clear guidance in the office area, would assist applicants in better understanding the process they need to follow. With improvements in this area, the Immigration Office can offer a more seamless and structured service experience, helping applicants feel more comfortable and satisfied.

From this, we can see that the tangibles provided to passport applicants at the Surabaya Immigration Office have an 82% relevance to public satisfaction. Although this percentage is quite high, there is still room for improvement, especially in terms of technology equipment that sometimes malfunctions and can hinder service efficiency. By continuously upgrading and modernizing facilities, the Immigration Office will be able to provide more efficient and satisfying services to applicants.

Empathy

In the ServQual theory, empathy is genuine attention and individual care shown by the service provider to the service users. This dimension includes the service provider's ability to understand and respond to the specific needs of customers personally, creating the feeling that each customer is treated as a unique individual. Empathy requires a humanistic approach in interactions between the service provider and the customer, where attention and understanding are key to building closer relationships and enhancing customer satisfaction.

In this study at the Surabaya Immigration Office, the empathy dimension plays an important role in analyzing the quality of public service provided. Services at the immigration office often involve procedures that require special attention, especially for people who may face difficulties in understanding administrative processes. Through the application of empathy, immigration officers are expected to provide personal attention, answer questions patiently, and assist each individual with an approach tailored to their needs. This is a crucial aspect of improving the quality of service as perceived by the public.

Optimizing the Public Satisfaction Index (IKM) at the Surabaya Immigration Office can be achieved through the consistent application of empathy. When service users feel that officers genuinely care about their needs, it can enhance their perception of service quality. Empathy indicators, such as the willingness to listen to public complaints, providing clear explanations, and showing respect, are key to maximizing the satisfaction level measured by IKM, thereby contributing to the improvement of public service quality.

One passport applicant, Kak Zayn, also shared his opinion:

"My passport application process went quite smoothly, but what impressed me the most was the attitude of the officers who showed genuine care during my time at the immigration office. When I was confused about the required documents to attach, an officer kindly explained each step I needed to take. He even made sure I fully understood without rushing, which was very helpful. When I appeared concerned about the processing time potentially affecting my travel, the officer calmly reassured me that they would do their best to expedite the process without compromising service quality. This action made me feel valued and prioritized, even though there were many people being served that day. I truly felt that the personal attention from the officer greatly contributed to creating a more comfortable experience."

Based on an interview with one applicant, Kak Zayn, he shared that his passport application experience at the Surabaya Immigration Office was quite good, particularly because some officers showed a friendly and helpful attitude. When Zayn faced difficulties with the required documents, the officer on duty promptly provided clear guidance and assisted without rushing. However, Zayn also felt that as the office became crowded with lines, the level of attention from the officers slightly decreased, and their interactions became shorter with less detailed explanations, which made him feel somewhat less prioritized.

This highlights the need for improvement in the consistency of empathy, especially during times of high application volume. Attentive behavior should be maintained even when officers face the pressure of a large number of applicants. This is essential to ensure that each applicant feels valued as an individual, not just a part of the line. Consistent attention throughout the service process will enhance public trust and comfort with the services provided by the Surabaya Immigration Office.

Based on survey data, the empathy felt by applicants like Kak Zayn has a relevance score of 68%. While this figure indicates that the majority of applicants are fairly satisfied with the attention provided, there is a need to improve the level of officer engagement during peak workloads. Improving how officers maintain empathetic behavior in busy situations is crucial, and with these improvements, optimizing the Public Satisfaction Index (IKM) at the Immigration Office can be achieved more effectively.

Responsiveness

In the ServQual theory proposed by Parasuraman, Zeithaml, and Berry, responsiveness refers to the ability of the service provider to respond to customer requests or issues promptly and accurately. Responsiveness includes the readiness of staff to provide assistance, answer questions, and address complaints or issues that arise during the service process. This element is crucial because customers expect prompt attention and responses when interacting with the service provider, which ultimately affects their perception of the quality of service received.

In this study, responsiveness is one of the crucial dimensions to analyze. Public services, such as those provided at the immigration office, often require speed and accuracy in handling public requests. When passport applicants encounter issues or have questions regarding procedures, a quick response from the officers can reduce confusion and discomfort. If officers are able to provide clear and timely answers, it will enhance the public's perception of the professionalism and efficiency of the service, which ultimately impacts public satisfaction.

The optimization of the Public Satisfaction Index (IKM) at the Surabaya Immigration Office is greatly influenced by the ability of officers to respond promptly to any issues faced by applicants. Based on the research analysis, the responsiveness of the officers plays a significant role in ensuring the service process runs smoothly without major obstacles. If the response to complaints or questions from applicants can be improved, it will have a direct impact on the IKM score, reflecting overall public satisfaction.

One passport applicant, Ms. Laila, shared her experience regarding the process at the Surabaya Immigration Office:

"While processing my passport, I experienced some confusion about additional document requirements that were not clearly listed in the application. When I approached the officers to inquire about this, they promptly provided the information I needed in a friendly and quick manner. This quick response was very helpful, especially because I felt my time was limited. The speed and accuracy of the officers' responses made the process feel more straightforward and prevented further confusion. However, I hope that information about requirements could be more comprehensive upfront, so I don't have to ask as many questions later."

Based on an interview with one applicant, Ms. Laila, it was noted that her passport application experience was quite pleasant, especially because some officers provided special attention when she encountered issues with document completeness. When Laila felt confused about the required documents, the officer patiently listened to her problem and offered solutions that made her feel reassured. However, Laila also felt that as the queue grew longer, the attention from the officers started to decrease, and interactions became more rushed.

Therefore, there is a need for improvement in providing more consistent service quality, particularly in empathy, during times of high applicant volume. When applicants feel cared for and are treated with patience, satisfaction with the service will increase. From this, we can see that the empathy shown by officers at the Surabaya Immigration Office to passport applicants like Ms. Laila can be rated with a relevance score of around 70%. Although this score indicates that most applicants feel satisfied, there are certain aspects that still need improvement.

One area that needs enhancement is the consistency of personal attention during busy service times. When there are many applicants to serve, officers sometimes find it difficult to maintain the same empathetic attitude. By addressing this issue, the Surabaya Immigration Office can improve the overall quality of public service, which will ultimately have a positive impact on the Public Satisfaction Index (IKM) results.

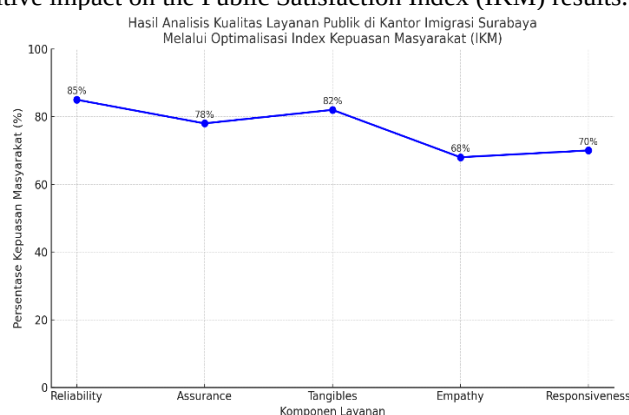


Figure 2 Results of the Public Service Quality Analysis at the Surabaya Immigration Office through the Optimization of the Public Satisfaction Index (IKM)

B. Challenges in Optimizing the Public Satisfaction Index (IKM)

In the process of optimizing the Public Satisfaction Index (IKM) to improve the quality of public services at the Surabaya Immigration Office, several challenges have been identified that impact the achievement of this goal. These challenges include inconsistencies in service delivery by officers, limited service capacity during high applicant volumes, and resource constraints in maintaining responsiveness and empathy for each applicant. Additionally, there are issues with the less-than-optimal use of technology, especially for applicants who are not familiar with digital procedures. Identifying these challenges is essential for formulating appropriate improvement measures to ensure effective IKM optimization and enhanced quality of public services at this office.

Inconsistency in Service Delivery by Officers

Inconsistency in service delivery by officers at the Surabaya Immigration Office is one of the main challenges in optimizing the Public Satisfaction Index (IKM). This inconsistency can be seen in the varying quality of service experienced by applicants, where some applicants feel well-served, while others experience less satisfactory service. This often occurs due to variations in the attitudes and skills of officers, particularly during high applicant volumes or increased workloads. Some officers may demonstrate high empathy and responsiveness, while others tend to rush or lack focus, creating dissatisfaction among applicants. This factor directly impacts public perception of service quality and hinders the achievement of optimal IKM. Therefore, efforts are needed to ensure that each officer can provide consistent service that meets established standards, regardless of field conditions, to continuously improve public service quality at the office.

Limited Service Capacity During High Applicant Volumes

Limited service capacity during high applicant volumes is another key challenge in optimizing the Public Satisfaction Index (IKM) at the Surabaya Immigration Office. When the number of applicants increases significantly, service capacity often cannot keep up with the surge, both in terms of the number of officers and available facilities. This leads to long queues, extended waiting times, and a potential increase in public dissatisfaction with the services received. This limitation also impacts the quality of interactions between officers and applicants, as officers tend to rush through service to reduce waiting times, which may lead to overlooking important aspects such as empathy and attention to detail in information delivery. As a result, many applicants feel the service is less personal and does not meet their expectations. Therefore, appropriate strategies, such as increasing the number of officers or optimizing the use of technology, are needed to ensure service quality is maintained despite surges in applicant numbers.

Resource Limitations in Maintaining Responsiveness and Empathy for Each Applicant

Resource limitations in maintaining responsiveness and empathy for each applicant at the Surabaya Immigration Office pose a significant challenge in efforts to improve the Public Satisfaction Index (IKM). When the number of available officers is not proportional to the volume of applicants to be served, the quality of interaction tends to decline. Officers, who should be able to respond quickly and give full attention to each applicant, are instead hindered by limited time and energy. As a result, the empathy that should be an essential element of public service may be overlooked. Applicants who expect friendly and solution-oriented service may feel less attended to, as officers attempt to handle numerous people in a limited timeframe. These resource constraints, in terms of both manpower and support tools, reduce the ability of officers to provide fast and effective responses while maintaining personal and empathetic interactions. Therefore, increasing the number of officers or employing better technology is essential to ensure responsiveness and empathy are consistently maintained at every stage of service.

4. Conclusion

The conclusions of this study indicate that the optimization of the Public Satisfaction Index (IKM) at the Surabaya Immigration Office has achieved good results, although there are still several challenges that require further attention. In the Reliability dimension, a score of 85% indicates that the public is satisfied with the speed and certainty of document processing. However, internal efficiency, especially in the use of technology and human resources, still requires improvement to ensure consistent reliability and approach 100% satisfaction. These improvements will help the Immigration Office provide more effective and organized services. In the Assurance dimension, the satisfaction level is at 78%, indicating that most applicants feel safe and confident in the document processing procedure. Nevertheless, aspects of responsiveness and technical issue resolution still require improvement. Applicants often experience discomfort when technical issues are not promptly resolved, so strengthening this area will significantly improve public satisfaction. Meanwhile, in the Tangibles dimension, an 82% relevance score indicates that the physical facilities provided are adequate, though modernization and upgrades of technological equipment are necessary to avoid disruptions that could impede service flow. In the Empathy dimension, survey results show a satisfaction score of 68%. Although the majority of applicants feel fairly attended to, challenges arise during high applicant volumes, where officers often find it difficult to

consistently maintain an empathetic attitude. Improving officers' personal engagement, especially during busy periods, can better enhance public satisfaction. Meanwhile, Responsiveness shows a relevance score of 70%, suggesting that while officers are generally responsive, consistency in addressing requests and providing solutions still needs improvement. This will ensure that the Surabaya Immigration Office can continue to improve the quality of its services overall.

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