



Analysis of Public Satisfaction at the Bengkalis Regency Population and Civil Registration Office Riau Province Indonesia

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ARTICLE INFORMATION	ABSTRACT
<p>Received: August 20, 2022 Revised: February 25, 2023 Available online: July 30, 2023</p>	<p>The purpose of this study was to analyze the satisfaction of service quality at the Department of Population and Civil Registry of Bengkalis Regency. The research carried out is a descriptive qualitative study, in which the researchers not only distribute questionnaires but also conduct in-depth interviews with the heads of related units at the Bengkalis Regency Population and Civil Registry Office. In general, all the 14 assessment indicators got an average score of 72.4 which means good. While the service element that gets the highest score is service procedure of 3.24, and the lowest is service security. This study provides an overview that can be used by the Department of Population and Civil Registry of Bengkalis Regency to evaluate all units related to community services. Community satisfaction in this study uses the Community Satisfaction Index (CSI) and the Importance Performance Analysis (IPA) which has been published by the Ministry of Administrative Reform through the Decree of the Minister of State Apparatus Empowerment Number: KEP/25/M.PAN/2/2004. The method used in this research is Servqual, Importance Performance Analysis (IPA), and Customer Satisfaction Index (CSI) with 200 respondents selected by convenience technique. In general, the value obtained by the Department of Population and Civil Registry of Bengkalis Regency using the Community Satisfaction Index is $2,896 \times 25 = 72.4$. This means that the performance of the service unit of the Department of Population and Civil Registry of Bengkalis Regency is in service quality 'B' with the category 'Good'.</p>
<p>KEYWORDS</p> <p>Satisfaction, Community Satisfaction Index, Services, Servqual</p>	
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INTRODUCTION

Bengkalis Regency was formed based on the Law Number 12 of 1956 concerning the Establishment of an Autonomous Region Regencies within the Regional Environment of Central Sumatra Province with an area of 30,646.843 km² and at the beginning of its formation, Bengkalis Regency consisted of 19 sub-districts. Furthermore, with the issuance of Law No 1999 concerning the Establishment of Level II Regional Municipalities Dumai and Law No. 53 of 1999 concerning

In general, the location of Bengkalis Regency is very strategic, because it is often on the edge of the busiest international service flow in the world, namely the Malacca Strait. And is also in the Indonesia-Malaysia-Singapore Economic growth triangle (IMS-GT) area and the Indonesia-Malaysia-Thailand Economic growth triangle area (BMI-GT). on the information that the researcher got from the Information Management and Documentation Officer (PPID) that there are 36 offices/agencies in Bengkalis Regency. Where out of the 36 agencies/agencies, researchers are interested in seeing how the community satisfaction index is with the Bengkalis Regency Population and Civil Registration Service.

The implementation of public services is one of the functions the main role in the implementation of good governance (good governance). Based on Law Number 25 of 2009 concerning public services, it is stated that public services are activities or a series of activities in the context of fulfilling service needs following laws and regulations for every citizen and resident of goods/services, and or administrative services provided by public service providers. As an institution, public service is based on the principles of professionalism and ethics such as accountability,

effectiveness, efficiency, integrity, neutrality, and fairness for all service recipients (Hasan, 2021).

The government as a service provider for the community is required to provide quality services, especially in the era of regional autonomy, the quality of government apparatus services will be increasingly challenged to be optimal and able to answer the increasingly high demands of the community, both in terms of quality and in terms of quality. service quantity. The quality of public services in developing countries is the most frequent problem because in developing countries the demand for public services exceeds the government's ability to fulfil them. This means that the government has problems with reliable human resources (Tuju et al., 2017).

Based on the observations made by the researchers, it was found that there were problems in the field of public services in Bengkalis Regency, including First, the laws and regulations. Too many rules, overlapping, out of sync. There is a tendency for each ministry/institution/agency to have its own rules. In its manufacture, it is less than optimal to coordinate with other ministries/agencies so that these laws and regulations not only collide between sectors but also with higher laws and regulations. As a result, the implementation encountered various obstacles. This condition affects the provincial and district/city governments. Second, public service procedures are too rigid, convoluted, costs and time are not clear, there are no SOPs/not implemented, and there are requirements that are not connected/rational. This makes many people who need services, for example, linking the making of an ID card or birth certificate with the payment of property tax. Third, inconsistently implementing the laws and regulations. On the one hand, all

requirements must be completed but on the other hand, they are not implemented. Fourth, there is still a lack of commitment and awareness of the leadership in improving the quality of public services. The tasks carried out by the leadership are still mostly associated with the desire to get rewards.

Fifth, the mindset and work culture has not changed, it is still not following the demands and developments. Sixth, the placement of employees who have not fully implemented the principle of "the right man in the right place", as a result, many apparatus cannot work according to the demands of the institution where they work. This condition affects the performance of the institution. Seventh, the welfare of the apparatus, the lack of welfare of the apparatus, although this issue can be debated and will become a long debate that is correlated with improving the quality of public services carried out by the apparatus. Eighth, the influence of community behavior, some people deliberately affect the integrity of the

apparatus, for example by giving something. Ninth, the effect of direct contact between those dealing with officers, direct face to face between officers and those who deal will more or less affect the integrity of the officers, especially if those dealing have certain relationships with officers: family relationships, work friends, residents, the region, religion and so on.

With a population of 543,987 people, the Bengkalis Regency civil servants (ASN) need to be serious about carrying out their duties so that services run properly and correctly (Hasan, 2021). The problem that still occurs today is the lack of human resources working in units/sections of administrative services. As a result, an employee can handle several activities that cause delays such as data verification and resident card archiving. In addition, there are many honorary workers employed in the relevant units in the service who are not equipped with training and how to serve the community well.

Table 1. The Perception Scores, CSI Intervals Scores, CSI Scores Conversion, Quality of Service and the Performance of the Service Unit based on Kepmenpan No. 25/M.Pan/2/2004

Perception Scores	CSI Interval Scores	Conversion of CSI Scores	Quality of Services	Performance of the Service
1	1.00-1.75	25-43.75	D	Extremely Poor
2	1.76-2.50	43.76-62.50	C	Poor
3	2.51-3.25	62.51-81.25	B	Good
4	3.26-4.00	81.26-100.00	A	Exceptional

Source: Kepmenpan No. 25/M.Pan/2/2004

The survey that the author uses in addition to CSI is to conduct a qualitative study of the related sections of the Population and Civil Registry Office of Bengkalis Regency. This step is taken by the author to see how the situation and actual conditions are in the related offices besides making field observations.

The novelty of our research is to provide an illustration that all types of services run by local governments can be measured by the level of satisfaction of the people in them. By looking at the problems above, the researcher is interested in examining how the satisfaction index of the people of Bengkalis Regency is with the Population and Civil Registry Service.

The policy is given various meanings, where each expert has a different understanding from one another, this is due to the reality of the policy involving many aspects so that there is a tendency for each expert to emphasize one aspect of the policy (Majeed & Zainab, 2021; Savitri & Armando, 2019; Salim et al., 2018; Hu et al., 2020). One example is the policy put forward by which says that policy is a direction of action that has a purpose taken by an actor or several actors in overcoming a problem or problem.

There are various definitions of public policy, as well as the notion of policy. This is influenced by various interests that underlie the formulation. Many give the interpretation that public policy is the result of a government, while state administration is a means to influence the occurrence of these things so that public policy is defined as what the government does rather than how the results are made.

In discussing public policy, the most essential thing is the effort to implement public policy. Likewise, contributes his thoughts that the implementation or implementation of policies is closely related to efforts to achieve the objectives of the establishment of a particular policy. In line with what was

conveyed by (Winarno, 2012) in general, the public policy includes the stages of policy formulation, policy implementation, and policy evaluation. Policy in local government is one of a series of policy implementations that have been formed. Policy without implementation is one step that will be in vain. Hence the implementation of the policies that have been made has a high and quite important position in public policy (Khurshid et al., 2012).

Law No. 25 of 2009 has explained that public services are all forms of policies and activities in the framework of regulation, guidance, guidance, provision of facilities, services, and others carried out by government officials to achieve the goals to be achieved. Public service cannot be separated from the problem of public interest. Public services are needed by the community to support their various needs. Public service according to Ahmad Sururi (2019) is every activity carried out by the government for several people who have every activity and offer satisfaction even though the results are not tied to a physical product.

Every service provider needs to measure customer satisfaction to see feedback and input that can be obtained taken by the organizers to develop and implement strategies to increase customer satisfaction. Based on law No. 63 of 2003, the success of local government services is indicated by the level of satisfaction of the people who receive them. Reliable service from the agency is one indicator of service satisfaction in government. Therefore, all agencies in the local government conduct regular surveys aimed at the local community to assess how the service is at the relevant agencies. Various methods can be used to assess community satisfaction with local government services. Kotler (Ahmad Sururi, 2019; Prihastono, 2012) simply suggests four methods that can measure customer satisfaction, namely as follows:

1. Complaints and Suggestion System
2. Customer Satisfaction Survey
3. Ghost Shopping
4. Lost Customer Analysis

Research conducted by [Marginingsih et al \(2020\)](#) The level of community satisfaction in the service of the KRL Access train as a whole obtained positive and significant results. Where the researcher uses the reliability element refers to the company's ability to provide accurate services following consumer expectations regarding speed, timeliness, no errors, the sympathetic attitude has been done well.

Partial or simultaneous methods of service quality and employee performance have a positive and significant influence on community satisfaction. Employee performance can be improved by continuing to work more professionally and according to applicable regulations, always evaluating the results of the work that has been done so that there will be improvements going forward, and employees continuing to improve their knowledge and skills in their field of work by developing creativity in solving community difficulties ([Pramularso, 2020](#); [Hakim, 2019](#); [Ismail & Ashad, n.d.](#)). Meanwhile research from [Rohmad \(2017\)](#) the results of the correlation test conducted in this study indicate a close relationship between the independent variable and the dependent variable. The results of other studies explain that the theory and practice of governance in offices have implications for related agencies. His research provides a close relationship and influence between regular oversight, good planning and leadership, and this can have implications for relevant stakeholders. His research also reveals inconsistencies and differences in the results of the coordination factor on stakeholder satisfaction ([Pawlasova, 2015](#)).

The dimensions of service quality that are categorized as high are the dimensions of tangible, reliability, assurance, responsiveness, assurance, and empathy ([Sumber et al., 2020](#)). Service quality has a close relationship with customer satisfaction. Customer satisfaction will affect the financial performance of each company. It can be concluded that customer satisfaction is very influential on the company's finances. Therefore, customer satisfaction is the main thing in marketing and one of the goals for marketing products and services ([Hidayanti & Handayani, 2019](#)). The dimensions of tangible, reliability, responsiveness, assurance, empathy partially or simultaneously have a significant effect on customer satisfaction ([Hasan, 2021](#)).

Data and information about community satisfaction is one of the main indicators in the community satisfaction index. This index is obtained by various measurements such as quantitative and qualitative according to the needs of the research ([de Juana-Espinosa & Rakowska, 2018](#)). The elements and nature of public services in the process of public service activities, some several factors or elements support the course of activities. These elements include: information systems, methods and procedures are supporting data for the smooth delivery of services to the community, these three things are one of the main indicators for providing excellent service to the community ([Ismaniar Ismail & Rukmana, 2020](#); [Hasnih et al., 2016](#)). Subsequently, there is personnel, especially with an emphasis on the behavior of the apparatus; Regional government apparatus as a workforce must work professionally, be able to accept criticism when wrong and be disciplined. Apart from that, the supporting but quite

important factors are the facilities used, both for workers also for the community who can directly experience the facilities that can be provided. Such as the waiting room, full air-conditioned room, comfort, the availability of a large parking area and so on ([Rukmana & Ismaniar Ismail, 2020](#)).

Service quality can be interpreted as the level of service provided being able to meet the expectations and needs of the target community. Tangible dimension relates to indicators that provide a physical description of service providers such as physical facilities, equipment, rooms, and the appearance of employees. The results of the Rasch modeling analysis show that good service quality is found in the tangible dimension (direct evidence) compared to other service quality dimensions, where all respondents agree on the statement items in the tangible dimension ([Sari et al., 2016](#); [Azahraty & Periyadi, 2018](#)). Service evaluation activities that are no longer effective by placing employees who have the knowledge and skill technical ability to increase community satisfaction with service quality. Increasing the ability of employees through formal and non-formal education, such as education and training (training) for employees, both technical and non-technical training according to their respective fields of duty. In addition, there is a need for a study on the feasibility of service standards, standard requirements for certification services need to be simplified and detailed so that they are easily understood and accessed by the public ([Ismaniar Ismail & Rukmana, 2020](#)).

METHOD

This research was conducted at the Department of Population and Civil Registry of Bengkalis Regency. The CSI (Community Satisfaction Index) survey was conducted from October 2021 to January 2022. This is a descriptive qualitative study that measures the level of community satisfaction based on their perception of receiving services at the Bengkalis Regency Population and Civil Registry Service. It also correlates with the 14 CSI criteria. Qualitative data were obtained from in-depth interviews with the Head of Population and Civil Registry and 2 employees. The sampling method used is the quota sampling method in 4 Service Units at the Population and Civil Registry Service, with a total sample of 200 respondents.

The reason why the author chose the Population and Civil Registry Service is that we see that this service is the service that is most often exposed to unsatisfactory issues in terms of service. Thus, the authors are interested to see whether the assumptions that have been circulating are true or not.

Table 2. Total value per service element

Calculating the total value per service element	
U1	648
U2	568
U3	594
U4	580
U5	591
U6	589
U7	563
U8	595
U9	621
U10	568
U11	565
U12	573
U13	570,7
U14	544

Source: Data is processed from The CSI (Community Satisfaction Index)

Interviews with respondents are the primary data that the writer gets, here the writer will ask in-depth questions to get the information he wants to process. Customer Satisfaction Index (CSI), Servqual, and Importance Performance Analysis (IPA) methods are used in this study. This study adopts the Servqual analysis that has been carried out by previous researchers, The instruments that the writer got were taken from the Regulation of the Minister for Administrative Reform and the Regulation of the Republic of Indonesia Number 16 of 2014, where the writer gave 21 questions to respondents consisting of five types of questions (Evelin Watumlawar, 2019).

That is 2 questions for the service procedure, 1 question for the terms of service, 1 question for the service officer clarity, 1 question for service officer clarity, and 1 question for the service officer discipline, 1 question the responsibilities of service officers, 1 question the service officer ability, 1 question service speed, 2 questions the justice gets service, 1 question courtesy of service officers, 2 questions the reasonable service fee, 1 question the service fee certainty, 1 question the certainty of service schedule, 3 questions the environmental comfort and the last is 3 questions the service security. Satisfaction is then measured based on the level of expectations and level of performance.

Reliability, responsiveness, assurance, empathy and tangible are the five dimensions that the authors use following the objectives of this research. In these five dimensions, there is the same content, paired statements, and public perceptions of service quality, and can be calculated by the following formula (Sumber et al., 2020).

$$\text{SERVQUALScore} = \text{Performance Score} - \text{Expectation}$$

Details of the gap score calculation for service quality can also be done in various levels as follows:

1. Item-by-item analysis: for example P1-E1, P2-E2
2. Dimension-by-dimension analysis: $(P1 + P2 + P3 + P4/4) - (E1 + E2 + E3 + E4/4)$, with P1 to P4 and E1 to E4 represent four performance and expectation statements concerning a certain dimension.
3. Calculation of single size of service quality or Servqual gap: $(P1 + P2 + P3 + P4 + \dots + P22/22) - (E1 + E2 + E3 + E4 + \dots + E22/22)$ P1 to P22 and E1 to E22 are the whole expectation and performance statements.

The Servqual model can measure the level of community satisfaction with local government services. This method can provide an overview of service expectations with actual services. In this model the performance is greater than expectations, so the perception of local government service quality will be positive and vice versa (Evelin Watumlawar, 2019).

The Importance Performance Analysis (IPA) model can be used to provide an overview of the quality of service in a related agency. The focus of this IPA model is to provide service quality improvement strategies to employees. The results of this IPA can provide an overview for managers to make decisions and implement strategies for the human resources of their workers (Nurwahyudi & Rimawan, 2021) IPA method consists of coordinate axis pairs, where axis performance is represented by x-axis and importance represented by the y-axis, various performance elements, and importance involved in service are compared and ultimately divided into 4 quadrants (Sarjono & Natalia, 2014):

1. Concentration here: In this quadrant, consumers feel that some services are important, but there are indications of low satisfaction with the performance provided. This zone is a priority for service providers and resources should be invested in this quadrant.
2. Keep up the good work: This quadrant consists of items that have high interest and performance. Attributes in this quadrant provide opportunities to achieve or maintain service excellence.
3. Low priority: This quadrant consists of items that show low interest and performance, consumers do not care about the attributes of this quadrant, so there is no need for additional resource allocation or effort for items in this quadrant.

Likelihood of overkill: High performance attribute but low interest. Services in this quadrant work well, but consumers are less interested in the service. This quadrant indicates that the resources devoted to goods in this quadrant can be reduced or reallocated to more important consumer attributes.

RESULTS AND DISCUSSION

Community Satisfaction Index towards Services at the Department of Population and Civil Registry of Bengkalis Regency. The Service Index score is calculated based on the score of each factor of each service component. Of the 14 questions asked in the CSI survey, the score obtained was 2.896. Thus, the CSI score for services at the Bengkalis Regency Population and Civil Registry Service is 72.4 (Good).

The results of the gap analysis using the Servqual method show that most of the expectations of service users at the Bengkalis Regency Population and Civil Registry Office on service performance have not been met. Based on the Servqual value per dimension, none of the dimensions has a positive value. This means that there is no dimension of service quality that meets the respondent's expectations. The community still feels that there is a lack of information regarding service schedules, inadequate service speed, lack of officer discipline, unavailability of complaints and suggestions procedures, and lack of understanding of how to submit complaints and suggestions to Disdukcapil, as well as the lack of facilities and physical condition of the building.

The biggest negative gap analysis is in the empathy section. This section shows that the Population and Civil Registry Center of Bengkalis Regency must pay close attention to this dimension, because there is a large gap between the expectations of the residents and the performance provided by the Bengkalis Regency Civil Registry Department. The dimensions of empathy in this study include the ease of service procedures, the availability of information on costs, the availability of service standard information, the availability of complaints and suggestions procedures, and the ease of understanding the complaint mechanism.

Residents of the Population and Civil Registry Office of Bengkalis Regency are not aware of the complaint and suggestion process although there are suggestions and complaints that will be given, residents also do not know the mechanism for submitting complaints and suggestions to the Bengkalis Regency Population and Civil Registry Office. Complaints about suggestions are a form of democratic practice in public services, namely providing opportunities for the public to submit complaints where the services they receive are not in line with

expectations or not in accordance with what was promised by the service provider (BAPPENAS 2010).

Table 3. The results of the gap analysis variable service quality with Servqual method

No. Item	Indicator	Average per item		Performance-Expectation
		Performance	Expectation	
Reliability				
1.	Clear Information of services Requirements	3.0	4.30	-1.30
2.	Ease of handling requirements	2.69	4.15	-1.46
3.	Service schedule information	2.45	4.10	-1.65
4.	Costs of services	4.20	4.28	0.08
5.	Compliance with service standards	2.40	4.50	-2.1
Average		2.948	4.266	
Servqual Score (performance-expectation)				-1.318
Responsive				
6.	Service process speed	2.2	4.30	-2.1
7.	The ability of officers to provide clear information	3.10	4.05	-0.95
8.	The ability of officers to be responsive in providing services	3.10	4.03	-0.93
Average		2.8	4.127	
Servqual Score (performance-expectation)				-1.327
Asurance				
9.	Officer politeness	3.20	4.63	-1.43
10.	Officer discipline	3.12	4.53	-1.41
11.	Officer hospitality	3.40	4.62	-1.22
12.	Officer appearance	3.32	4.63	-1.31
13.	Availability of information about types of services	2.38	4.15	-1.77
Average		3.084	4.512	
Servqual Score (performance-expectation)				-1.428
Empathy				
14.	Easy service procedure	3.20	4.10	-0.9
15.	Service fee information is available	3.12	4.02	-0.9
16.	Availability of service standard information	2.60	4.10	-1.50
17.	Availability of procedures for complaints and suggestions	2.17	4.07	-1.9
18.	Ease of understanding the mechanism of complaints and suggestions	2.03	4.6	-2.57
Average		2.624	4.178	
Servqual Score (performance-expectation)				-1.554
Tangible				
19.	Available information on service procedures (websites, brochures, etc.)	2.98	4.23	-1.25
20.	Affordability of service locations	2.89	3.98	-1.09
21.	Facilities and physical condition of office buildings	2.20	4.10	-1.9
22.	Service room comfort	2.2	4.1	-1.9
Average		2.5675	4.1025	
Servqual Score (performance-expectation)				-1.535
Servqual Score Average				-1.432

Source: Servqual method

At the end of the interview, respondents were asked again about their opinion on overall service quality satisfaction. Eight percent of respondents chose very satisfied, a fourth of respondents said they were satisfied, and more than half of respondents chose moderately satisfied (48%) as an answer to

overall satisfaction with the quality of services provided by the Population and Civil Registry Service. Meanwhile, 15 percent of respondents were dissatisfied, and 2 percent chose very dissatisfied. These answers indicate that the community wants

to improve the service quality of the Bengkalis Regency Population and Civil Registry Service.

Table 4. Community Satisfaction Index at Department of Population and Civil Registry of Bengkalis Regency

No	Service Element	Service Component Scores
1	Service Procedure	3.24
2	Terms of Service	2.84
3	Service Officer Clarity	3
4	Service Officer Discipline	2.9
5	Responsibilities of Service Officers	3
6	Service Officer Ability	2.9
7	Service Speed	2.8
8	Justice Gets Service	2.975
9	Courtesy of Service Officers	3.1
10	Reasonable Service Fee	2.84
11	Service Fee Certainty	2.8
12	Certainty of Service Schedule	2.865
13	Environmental Comfort	2.8535
14	Service Security	2.72

Source: Community Satisfaction Index

Service Procedure

According to 200 respondents the process to service procedure at Department of Population and Civil Registry of Bengkalis Regency was easy and according to 160 (80%) respondents, it was very easy. None of the respondents found any difficulty in service procedure. In general, the service components scores for service procedure was 3.24 (Good), and CSI conversion rate was 81. In general, it can be said that the service procedures carried out at the population and civil registry offices are good. Because when interviewed with related units, before being placed in several assigned units, staff, whether civil servants or honorary employees, were given training on how to serve the community.

Terms of Service

200 (100%) respondents stated that the staff providing services to them was clear and 180 (90%) respondents said it was very clear. The overall score for service requirements 2.84 (Good). The Department of Population and Civil Registration of Bengkalis Regency has clear service requirements, but sometimes people feel that the service requirements applied are a little difficult because the SOP is not clear or the community itself does not understand the requirements that have been set.

Service Officer Clarity

Of the 200 respondents, 170 respondents felt that the officers had provided an explanation that was quite easy to understand. The overall score for the clarity of service personnel is 3 (good). After I interviewed the related unit. The assigned staff was given training on how to explain to people who need clarity, it can be interpreted that good and correct public speaking skills are given.

Service Officer Discipline

The discipline of Service Officers, discipline is one thing that is quite a concern not only for officers who are civil servants, but also honorary ones. Discipline is one of the traits that need to be applied as early as possible to form a personality that can be responsible for the given task. The value of the discipline of service officers at the Department of Population and Civil Registry of Bengkalis Regency is 2.9 and is still categorized as good. But based on the questionnaires distributed, many people complained about the discipline of the officers, because when

people came during working hours, many related officers had not yet entered.

Responsibilities of Service Officers

The responsibility of service officers at the Population and Civil Registry Service can be said to be good because they get a score of 3 which means good. The responsibilities that have been given by superiors to staff can be carried out well even though the discipline of officers is a concern. Officers who have been given responsibility can carry out the mandate that has been given, respondents I have interviewed, staff in related units can carry out the tasks that have been given.

Service Officer Ability

The ability of service personnel to get a score of 2.9 out of 200 respondents who have given a score. The ability of officers to serve the community is not satisfactory because they have not received maximum training. The recommendation that researchers give to the ability of officers is to involve more relevant officers in community service training because it can increase abilities following the job desk of each officer.

Service Speed

Service speed also got a lower score than respondents, only 2.8. This illustrates that the Department of Population and Civil Registry of Bengkalis Regency does not provide maximum service to the community. In general, the speed of service in all related units according to the research problem formulation is still not optimal. After being interviewed, many heads of related units were not present at the time the document was asked to sign.

Justice Gets Service

Justice gets service getting a score of 2,975. Because many officers who provide services do not match the queue number, many closest family members are prioritized without queuing according to the SOP that has been applied. This has given a bad image to the services of the related units. In this case, the head of the related unit must make a policy that all communities are the same in their services. There is no caste difference in serving the community, even a regent or official must queue when dealing in the related units.

Courtesy of Service Officers

Courtesy of service officers got a score of 3.1 which means good. Officers who have been given the mandate to carry out their duties properly and sincerely. The community considers that the officers have been polite in serving, and it is proven by the questionnaires that have been filled out.

Reasonable Service Fee

Reasonable service fees, fees that have been applied by the population, and civil registration services are following the SOPs that have been set. There are no illegal levies imposed on the community, when the researcher interviewed the head of the relevant unit, when he found that there were officers who asked for payment, they would be immediately followed up and given a warning letter. The score given is 2.84, the community also thinks that the fees set are too expensive, because it can be seen from the score which is only 2.84.

Service Fee Certainty

The certainty of service costs gets a score of 2.8, which means that people here still accept the difference in costs that have been set. Many people leave their affairs to brokers so they don't have to wait too long but the costs are quite high.

Certainty of Service Schedule

The certainty of the service schedule also received a low score of 2,865. Because the public did not get clear information regarding the schedule that had been set. The Department of Population and Civil Registry should inform the website so that the public can check first before managing the required documents.

Environmental Comfort

Environmental comfort in the population and civil registry service got a score of 2.8535, which means it is quite low. People still have a lot of complaints related to waiting queues, air conditioning, and uncomfortable rooms. After being interviewed with the community, some of the seats were damaged, and there were still small pieces of trash scattered about.

Service Security

Security services get a fairly low score from all the ratings that have been rated by the community. Because in the population and civil registry office of Bengkalis Regency the service officer does not work according to the SOP as a security guard. Because the score obtained is 2.72.

In-depth interviews were conducted with three members of the middle and upper management levels of the Bengkalis Regency Population and Civil Registry Office to obtain data for the qualitative study. According to the informants, the results of the quantitative study (CSI survey) have succeeded in representing the actual situation in the Bengkalis Regency Population and Civil Registry Office. The results of the CSI survey were then disseminated to all staff of the population and civil registry office of Bengkalis Regency and also presented on the website of the Bengkalis Regency population and civil registry office and accessible to the public. The informant also stated that the results of the CSI survey were also easy to understand and use as a performance report, evaluation of the integrity zone, and as a basis for internal improvement.

The informants also stated that most of the staff agreed with the results of the CSI survey. Like a low score for service security. The unit does have some basic problems, such as a room that

doesn't have security and CCTV. To overcome this, the population and civil registry office of Bengkalis Regency made several improvements, namely preparing honorary staff to help guard the room. The management also tries to overcome the causes of these problems and correlate them with the characteristics of each unit. According to an informant, those who have high CSI scores do not always get good results. For example, service procedures.

CONCLUSION

Service to the community is one of the most important things in the government bureaucracy. The Department of Population and Civil Registration of Bengkalis Regency functions and carries out its duties and responsibilities to serve people in need such as making family cards, making ID cards, managing domicile changes, and so on. In general, it can be said that every institution or organization that sells services tends to offer better services than its competitors in the hope of getting a large number of customers. Given the importance of this service, the management of a particular institution or organization must prepare to implement staff who are professional in their fields, highly dedicated, and able to serve the community with various characters. Because the services provided to the community are closely related to the level of satisfaction that will be felt by the community. The limitations that the author can explain are the lack of research respondents who are the aim of this study. The target of this study was all sectors of society that had been involved in managing the Population and Civil Registration Office of Bengkalis Regency. But several scopes are still not quite right in taking research respondents.

In general, the value obtained by the Department of Population and Civil Registry of Bengkalis Regency using the Community Satisfaction Index is $2,896 \times 25 = 72.4$. This means that the performance of the service unit of the Department of Population and Civil Registry of Bengkalis Regency is in service quality "B" with the category "Good". The lowest service indicator in-service security is 2.72 and the highest is service procedure at 3.24. The researcher uses 14 assessment indicators that generally get a "Good" rating by the community. It is hoped that the results of this research will get a good response and can be used as evaluation material for the Bengkalis Regency Population and Civil Registry Office to optimize and maximize services to the community.

The recommendation for the Department of Population and Civil Registry of Bengkalis Regency is to implement e-government to develop the system and increase efficiency, as well as to improve existing facilities. Suggestions for further research are to examine satisfaction from other factors such as convenience, time, and others. Site selection must be adapted to the real situation that occurs; it is important to understand the rough situation of the research target location first before carrying out research. Open-answer questions are also needed to gain further understanding of what the community thinks about service improvement.

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