

Excellent Service at the Office of Population and Civil Registration of Ciamis Regency: A Qualitative Analysis of SERVQUAL Dimensions

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ABSTRACT

Background and Objective: Quality public service is an important indicator in achieving effective governance and fulfilling the administrative rights of the public. The Office of Population and Civil Registration (Dinas Kependudukan dan Pencatatan Sipil) of Ciamis Regency continuously improves its service quality through the implementation of excellent service and the development of digital-based services. This study aims to analyze the implementation of service excellence based on the five SERVQUAL dimensions tangibles, reliability, responsiveness, assurance, and empathy and to analyze the strategies implemented to enhance service quality in administrative affairs. **Methods:** This study utilized a descriptive qualitative approach. Data were collected through in-depth interviews with service officers and members of the public as service users, supported by field observations and document analysis. Data analysis was conducted using the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing/verification. **Results:** The results indicate that service excellence at the Office of Population and Civil Registration of Ciamis Regency has effectively implemented all SERVQUAL dimensions. Service facilities are deemed adequate, and personnel demonstrate strong skills, responsiveness, assurance, and empathy. Digital transformation has enhanced service effectiveness, although implementation is currently at approximately 70% and requires further refinement. Continuous quality improvement efforts are undertaken through routine evaluations of standard operating procedures, accelerated rollout of Digital Population Identification (IKD), and mobile outreach programs for underserved communities. **Conclusion:** The Office of Population and Civil Registration of Ciamis Regency has successfully implemented service excellence based on the five SERVQUAL dimensions. Strengthening digital transformation, enhancing personnel competency, and expanding technology-based service access serve as strategic steps to boost service effectiveness and public satisfaction.

Keywords: Service Excellence, SERVQUAL, Public Service, Population Administration, Digital Transformation.

INTRODUCTION

Public service is one of the primary responsibilities of government institutions in fulfilling society's needs and guaranteeing their fundamental rights. As service providers, governments are required to deliver professional, fast, accessible, and transparent services capable of adapting to the evolving needs of the public. In practice, the quality of public service serves as a benchmark for the success of government agencies in executing their duties and functions, as it drives improvements in public satisfaction and trust toward government performance [1], [2].

One crucial form of public service vital to social life is population administration service. This domain encompasses activities related to the arrangement, recording, and issuance of population documents, including population registration, civil registration, and the management of records such as electronic Identity Cards (KTP-el), Family Cards (KK), Birth Certificates, Death Certificates, Marriage Certificates, and other official credentials [3], [4]. These documents serve an essential function as foundational requirements for citizens to access various other public services, including education, healthcare, and state assistance. Because population documents represent mandatory legal identities, the administration must be conducted effectively, efficiently, and accountably to ensure citizen rights are properly realized [5].

The Office of Population and Civil Registration of Ciamis Regency is the regional government body responsible for population administration and civil registration affairs. In executing its duties, the department is expected to deliver high-quality service to the citizens of Ciamis Regency as service recipients [6], [7]. The agency has adopted an excellent service (service excellenceservice excellenceGunakan huruf miring (*italic*) secara konsisten untuk istilah asing di seluruh naskah.) framework; however, service excellence is measured not merely by processing speed, but also by procedural accuracy, staff friendliness, ease of access, and the agency's ability to provide effective solutions to obstacles encountered during service delivery [8], [9].

Advancements in information technology have driven significant changes at the Office of Population and Civil Registration of Ciamis Regency, guiding its administration toward a digital-based system. The implementation of digital services is expected to enhance staff operational efficiency, accelerate processing times, reduce physical queues, and establish a more transparent and accessible service environment [10]. Field observations indicate that overall physical facilities and infrastructure at the office adequately support civil registration services. However, information technology implementation is undergoing continuous development and is estimated to currently cover approximately 70% of total service capacity. This indicates an ongoing digital transformation process requiring further refinement for optimal performance.

This study utilizes the Service Quality (SERVQUAL) framework developed by A. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry (1988) as the theoretical foundation to evaluate service excellence at the Office of Population and Civil Registration of Ciamis Regency [11]. The SERVQUAL model assesses public service quality across five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Through this framework, this study aims to examine facility conditions and IT adoption, analyze the execution of service excellence across all five dimensions, and identify the strategic initiatives deployed by the agency to establish effective, high-quality, and compliant public services.

METHODS

This research adopted a descriptive qualitative approach, selected for its capability to provide a comprehensive and authentic overview of the service excellence implementation at the Office of Population and Civil Registration of Ciamis Regency based on field conditions [12]. This method allowed researchers to examine service dynamics—including officer-client interactions, user perceptions, and operational challenges—without altering the natural environment.

Data sources consisted of primary and secondary data. Primary data were gathered directly through structured and semi-structured in-depth interviews with key stakeholders knowledgeable about service operations. Informants included the Head of Population Registration Services, the Head of Civil Registration Services, service counter staff, and citizens undergoing population document processing. Direct observations were also conducted to evaluate queuing systems, staff attitude and courtesy, and physical facility conditions. Secondary data were compiled from relevant legal and institutional sources, including Law No. 25 of 2009 on Public Services [13], Standard Operating Procedures (SOPs), agency profiles, and academic literature.

Data analysis was performed following the Miles and Huberman interactive model [14], consisting of three continuous phases: (1) data reduction, involving selecting, focusing, and organizing interview and observation data around the five SERVQUAL dimensions; (2) data display, presenting findings through structured descriptive narratives; and (3) conclusion drawing and verification, ensuring findings were empirically grounded in field data. The research was conducted over a four-month period, from April 2026 to July 2026.

RESULTS

Field findings indicate that the Office of Population and Civil Registration of Ciamis Regency has actively transitioned toward a dynamic digital service framework. Although digital adoption currently covers around 70% of full ideal service capacity, evaluation through the SERVQUAL framework confirms that service excellence principles are highly effectively implemented across all five dimensions:

a) Tangibles (Physical Facilities)

Physical facilities at the office are generally well-equipped to ensure citizen comfort. The main waiting area features adequate air conditioning (AC), ergonomic seating, and dedicated accommodations for vulnerable groups, including wheelchair ramps, accessible toilets, and a functioning lactation room. An electronic queuing system effectively prevents physical overcrowding at counters. Furthermore, a drive-thru window innovation for rapid electronic ID card (KTP-el) pick-up significantly enhances public satisfaction.

b) Reliability

Staff reliability in delivering accurate, courteous, and consistent service is reflected in the minimal rate of typographical errors in issued official documents (e.g., Birth Certificates, ID cards, and Family Cards). This reliability is maintained through a mandatory dual-validation mechanism prior to final document printing, supported by the strong performance of operators in maintaining service standards [15]. Service counter officers consistently verify submissions according to transparent SOPs.

c) Responsiveness

Counter officers demonstrate proactive helpfulness. When applicants submit incomplete documentation, officers do not reject applications outright; instead, they provide clear explanations regarding missing requirements and guide citizens on the exact steps needed to complete their files. Additionally, complaint handling is supported by dedicated physical service counters and integrated digital channels (WhatsApp and official social media). Digital complaint logs demonstrate an average issue resolution time of under 24 business hours, reflecting exceptional responsiveness.

d) Assurance

Legal certainty and cost clarity constitute key operational strengths. All population administration services are guaranteed 100% free of charge. The agency maintains a strict commitment to zero-cost processing and enforces measures to prevent illegal fees or extortion.

e) Empathy

Empathy is embedded in daily operations through courteous staff demeanor and the practice of the 5S standard (Smile, Greet, Welcome, Polite, and Respectful). Social empathy is manifested through priority non-queuing queues express lanes Frasa "non-queuing queues" terdengar kontradiktif (oxymoron). "Express lanes" atau "priority lines" lebih natural. for the elderly, pregnant women, nursing mothers, and individuals with disabilities. Notably, the flagship outreach initiative 'Jempol Gadis Manis' (Mobile Outreach Service for Persons with Disabilities, the Sick, and the Elderly) sends officers equipped with mobile kits directly to remote villages, schools, and homes of chronically ill or disabled citizens to conduct on-site biometric and demographic data collection.

DISCUSSION

The findings demonstrate that the implementation of service excellence at the Office of Population and Civil Registration of Ciamis Regency effectively meets modern administrative demands. This success stems from the effective integration of tangible elements with intangible service qualities like reliability, responsiveness, assurance, and empathy. This aligns with findings by Rahman & Hidayat (2022) [16], who emphasized that strong tangibles and assurance form the foundation of public satisfaction. However, while Rahman & Hidayat noted responsiveness bottlenecks due to online queue systems, Ciamis Regency successfully mitigates this by maintaining rapid digital response times under 24 hours.

From a digital transformation perspective, achieving 70% IT adoption represents a major positive transition while highlighting areas for growth. As noted by Pratama (2024) [17], public service digitalization cuts administrative bureaucracy significantly but is frequently constrained by regional network infrastructure and

public digital literacy. Periodic connection disruptions with the Centralized SIAK system in Ciamis reinforce this insight. The agency's tactical use of barcode receipts provides smart operational workarounds to maintain service reliability during system downtime.

To sustain and enhance service quality, the agency relies on three strategic pillars: (1) operational standardization via monthly SOP audits to eliminate physical and digital bottlenecks; (2) acceleration toward 100% digital coverage by promoting the Digital Population Identification (IKD) application for self-service processing; and (3) extensive public outreach campaigns and service innovations [18] to bridge the digital literacy gap among rural communities.

CONCLUSION

The Office of Population and Civil Registration of Ciamis Regency has successfully implemented service excellence across all five SERVQUAL dimensions. Physical facilities provide a comfortable environment for visitors. Although full digital implementation remains ongoing (at ~70%), staff reliability, responsiveness, assurance, and empathy are firmly established in daily operations. Service quality is continuously safeguarded through routine SOP evaluations, accelerated rollout of Digital Population Identification (IKD), and mobile outreach services ('Jempol Gadis Manis') for vulnerable populations.

To further elevate service quality, several strategic recommendations are proposed: (1) strengthen technical coordination with the Ministry of Home Affairs and the Communication and Information Agency to increase local server bandwidth and reduce Centralized SIAK disruptions; (2) expand Autonomous Dukcapil Kiosks (ADM) to remote sub-districts to improve rural access; and (3) conduct periodic IT training for staff to enhance technical problem-solving capabilities and maintain service efficiency.

Declarations

Ethical Approval: This study was approved by the Academic and Research Board of the Faculty of Social and Political Sciences, Universitas Galuh. **All informants** participated voluntarily and provided informed consent prior to interviews. **Conflict of Interest:** The authors declare that they have no competing interests regarding the publication of this article. **Data Availability:** The qualitative datasets and interview transcripts analyzed during this study are available from the corresponding author upon reasonable request.

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