

ANALYSIS OF THE DIMENSIONS OF PUBLIC SATISFACTION IN ONLINE BASED PUBLIC SERVICES AT THE ONE STOP INVESTMENT AND INTEGRATED SERVICES OFFICE

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Abstract

Technological development and advancement have influenced public services with the transition from conventional public services to online-based services, as implemented at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Tana Toraja Regency. However, the online-based services that have been implemented still have many weaknesses. This research aims to analyze and describe the dimensions of public satisfaction in online-based public services. The research uses a qualitative approach with a case study type, and data is collected through interviews, observation, and documentation. Data is analyzed qualitatively using the Miles and Huberman model. The results show that the five dimensions of service quality according to Servqual theory meet public expectations. To improve online-based services according to public demands, several things need attention. First, the tangible dimension needs to be complemented with supporting facilities such as waiting rooms. Second, in the responsiveness dimension, service decreases when the number of residents being served is very high, necessitating additional staff, especially to serve residents who do not yet understand how to operate the application system. Third, the assurance dimension requires the provision of computer facilities that can be accessed directly by users and improved internet connectivity so that slow data transfer in online business licensing services through the OSS application can be enhanced. Fourth, the empathy dimension involves providing satisfactory services and helping citizens in need. This study suggests improving ICT capacity, increasing the number of employees, and enhancing employee knowledge and technical skills in using computer programs.

Keywords: Digitalization, Online Public Services, Public Satisfaction, Service Quality, Servqual

INTRODUCTION

Public service is an issue that continues to receive global attention, especially in the context of government bureaucratic effectiveness and efficiency. Various countries face challenges in improving the quality of services to the community, particularly in terms of transparency, speed, and accountability of public services (Carter & Bélanger, 2005). In Indonesia, public service issues remain a significant problem. Many citizens express dissatisfaction with services provided by government agencies, characterized by slow service, convoluted procedures, low transparency, and limited supporting facilities and infrastructure

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(Mahsyar, 2011). One of the root causes leading to the low quality of public services is the poor quality and quantity of human resources as well as inadequate service infrastructure.

In response to these challenges, the Indonesian government has adopted various policies to improve the public service system. One of them is the enactment of Law Number 25 of 2009 on Public Services, as well as the implementation of an Electronic-Based Government System (SPBE). Digitalization of public services has become one of the main innovations, aiming to accelerate processes, reduce costs, and expand service access to the community (Ho, 2002). In the context of regional licensing, the implementation of digital services is regulated through the Minister of Home Affairs Regulation Number 138 of 2017 concerning the Implementation of Regional One-Stop Integrated Services (PTSPD).

However, this digitalization innovation has not fully succeeded in overcoming existing problems. In Tana Toraja Regency, particularly at the Investment and One-Stop Integrated Services Office (DPMPSTP), various obstacles are still found in the implementation of digital services, such as OSS (Online Single Submission), SIMBG (Building Management Information System), NIB (Business Identification Number) services, and standard certificates. Both government apparatus and the community as service users still experience difficulties in adapting to this digital system. The unpreparedness of the community becomes a major challenge in realizing inclusive, fast, and efficient services, as expected from the implementation of e-government.

Previous studies show that the quality of digitally-based services positively affects public satisfaction. Research by Sophia & Sudrajat (2023) found that e-service quality has a strong correlation with the level of public satisfaction with government services. Similarly, Dewi et al. (2019) noted that dimensions in digital service quality play a significant role in shaping public perceptions of service quality at the BPJS Health office in Singaraja.

Nevertheless, there is a research gap in the approaches used by previous studies. Most studies on digital public services tend to use juridical-normative or economic approaches, while research from the perspective of public administration and governance, especially using qualitative approaches, is still limited. Additionally, phenomena occurring in the field indicate that e-government implementation has not been fully optimal. Factors such as technological unpreparedness, low digital literacy among the community, as well as limited infrastructure and non-integrated data become separate challenges (Maulani & Setiawan, 2024).

The novelty in this research lies in its focus on examining public satisfaction with digital public services through the Servqual (Service Quality) approach developed by Parasuraman,

Zeithaml, and Berry in five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Tjiptono, 2005). Using this approach, this research is able to identify in more depth the factors that influence public perception and satisfaction with government digital services, particularly at DPMPTSP Tana Toraja Regency.

The purpose of this research is to analyze and describe the implementation of internet-based digital public services applied by DPMPTSP Tana Toraja Regency, as well as to identify the service quality dimensions that most contribute to public satisfaction. This research is expected to contribute to strengthening the design of digital public service policies that are more responsive, efficient, and inclusive, as well as becoming a basis for developing the capacity of apparatus and community digital literacy.

RESEARCH METHODS

Research Type

This research uses a qualitative approach with a case study design, which aims to explore and understand the phenomena that occur in the context of public services at DPMPTSP Tana Toraja Regency. A qualitative approach is chosen because of its nature that allows researchers to dig deeper into the perceptions, experiences, and assessments of individuals regarding the quality of services provided.

Research Subjects

The data sources in this study consist of two groups of informants, namely the community receiving services and employees who are in charge of service delivery. The community is chosen because they are the ones who directly experience the quality of services provided, while employees are selected to provide perspectives on service implementation and challenges faced in the service process. The selection of informants is done using purposive sampling technique, which selects individuals who have relevant and representative information to delve into the issues being researched.

Data Collection Techniques

Data in this study are collected using three main techniques, namely in-depth interviews, field observations, and document analysis.

1) Interviews

Interviews are conducted semi-structurally using pre-prepared interview guidelines. These interview guidelines allow researchers to obtain information focused on the topics being researched, while still giving informants the flexibility to express their views and

experiences more openly. Interviews are conducted with service users from the community and employees directly involved in the service process.

2) Field Observation

Observation is conducted to directly observe the situations, processes, and dynamics that occur in service implementation. In this case, researchers note the physical condition of service facilities, interactions between officers and the community, as well as obstacles faced in service delivery. This observation aims to obtain a more comprehensive picture of service quality that cannot be obtained through interviews alone.

3) Document Analysis

Document analysis is carried out on documents related to service policies and procedures at DPMPSTSP, such as SOPs (Standard Operating Procedures), performance reports, and other related documents. These documents are analyzed to provide deeper understanding of the policies underlying the service process and to verify findings obtained from interviews and observations.

Data Validity

In order to increase the validity and credibility of the data, researchers use triangulation techniques. Triangulation is done by comparing data obtained from various sources (interviews, observations, and documents) as well as at different times. This triangulation is expected to reduce bias and ensure that the findings obtained can be scientifically accounted for.

Data Analysis Techniques

Data obtained from interviews, observations, and document analysis are analyzed using an interactive data analysis model developed by Miles & Huberman (1994). This data analysis process consists of four main stages, namely:

- 1) Data Collection: At this stage, data is collected through interviews, field observations, and analysis of documents relevant to the research focus.
- 2) Data Condensation: Data that has been collected is then analyzed and filtered to focus on information relevant to the research objectives. This condensation process aims to simplify complex data and make it easier for researchers to identify the main themes that will be further analyzed.
- 3) Data Display: After the condensation process, relevant data is presented in a structured form, such as matrices, diagrams, or descriptive narratives. This data presentation aims

to facilitate understanding of the findings obtained and provide a clear picture of the phenomena being studied.

- 4) **Conclusion: Drawing and Verification** In the final stage, researchers draw conclusions based on the data analysis that has been carried out. This conclusion is inductive in nature, drawing generalizations or new understandings based on the findings. The verification process is carried out to ensure that the conclusions drawn are valid and can be accounted for, either through confirmation to informants or by comparing research findings with existing theories.

RESULTS AND DISCUSSION

Research Results

The Investment and One-Stop Integrated Service Office (DPMPTSP) of Tana Toraja Regency has the main task of providing public services to the community related to various types of licensing services. Based on Tana Toraja Regent Regulation Number 53 of 2016 concerning Position, Organizational Structure, Tasks and Functions, and Work Procedures of the Investment and One-Stop Integrated Service Office of Tana Toraja Regency, the office issues business licenses for activities and investments, as well as non-licensing services under regional authority. The types of licensing services carried out at this agency include: (1) licensing services under Regional Government authority that are self-managed, and (2) assistance services from the Central Government consisting of two types of services: (a) OSS (Online Single Submission) services and (b) SIMBG (Building Management Information System).

Community satisfaction with service results obtained from service providers is viewed through five service quality dimensions based on the servqual theory proposed by Parasuraman, Zeithaml, and Berry (Tjiptono, 2005), namely tangibles, reliability, responsiveness, assurance, and empathy. The description of research results is depicted in table 1 as follows:

Table 1. DPMPSTSP Tana Toraja Service Quality Based on SERVQUAL Dimensions

No	Dimension	Subdimension/Indicator	Field Findings
1	Tangibles	Physical facilities, equipment, staff appearance	The service building is clean, waiting room comfortable, computers and printers available, although sometimes slow.
2	Reliability	Service accuracy, clarity of SOPs	Service processes are generally on time and according to procedures, but sometimes disrupted when staff is limited.
3	Responsiveness	Readiness to help and respond to needs	Staff responds quickly when asked, but waiting times can be long when network issues occur.
4	Assurance	Competence, courtesy, sense of security	Staff appears competent and polite, providing clear information and making the community feel confident.
5	Empathy	Personal attention, understanding needs	Staff is friendly and understands community conditions, especially those not familiar with technology.

Tangibles Dimension

The tangibles dimension is an important aspect in the provision of public services that contributes to community satisfaction as service users. This dimension reflects everything that can be visibly seen by the community and plays a role in forming initial perceptions of service quality. In the context of public services, physical evidence elements may differ depending on the type of service and community expectations regarding the final outcome of the service.

In the implementation of digital-based (online) services at the Investment and One-Stop Integrated Service Office (DPMPSTSP) of Tana Toraja Regency, the tangibles dimension is reflected in the physical facilities and infrastructure provided by the service provider. These physical facilities include, among others, a representative office building, adequate parking area, completeness and condition of furniture (mobiles), cleanliness of the office environment, and the appropriateness of various supporting facilities such as waiting rooms, toilets, lighting systems, and air conditioning (AC), all of which function to support the comfort and satisfaction of the community during the service process.

In addition, the supporting facilities specifically used in the provision of digital services include computer devices, internet networks, capacity and reliability of online communication systems, and other relevant information technology devices. The availability and quality of this infrastructure is an important indicator in assessing the extent to which digital-based public services can meet community expectations. Several residents who

became informants in this study provided responses related to these physical evidence aspects, as described in the following description.

"The facilities provided by the agency in providing services to the community, in my opinion, are already very good, such as a good, spacious waiting room, sufficient chairs, neat and clean, and a cool room because it is equipped with AC. So that residents are not bored waiting for service queues, there is also a television. Basically, if we talk about service infrastructure facilities at this agency, they can be said to be very good" (Interview with AP, March 12, 2024).

Based on this information, it can generally be said that the service facilities provided, both facilities and infrastructure, are already very good and adequate. This is also evidenced from observations made showing that the available facilities are already good.

In addition to infrastructure as an important supporting aspect in service delivery, the main means used by service providers is the main thing in service. The main means used by service implementers at this agency are computer devices and completeness of facilities related to the implementation of digital online services. As explained by informants related to service facilities, it is explained as follows:

"Service facilities available or what I see at this agency, such as computers and other service equipment, are already quite good. I say this because each employee who serves processes all documents through the computer device. In addition, because the service here also serves business licensing that is done online, there is also an internet facility that can be accessed by all residents who need services according to the service needs required" (Interview with GS, March 12, 2024).

The informant's assessment of the main service facilities at this agency can be said to be quite adequate according to the service needs required by residents. The main facilities for digital services are the availability of computer units as the main tool and online system devices, namely the internet. From observations, it seems that online services are running well, but sometimes there are disruptions such as slowness and offline occurrences. This condition is specifically for assistance services because it is part of the national network (OSS), so sometimes the internet capacity is down. From observations, it appears that internet disruptions occur due to several causes such as problematic networks and also because the computer system equipment at this office has decreased in capacity.

Reliability Dimension

The service implementation at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Tana Toraja Regency has referred to a standardized service system through the application of Standard Operating Procedures (SOP). This is reflected in the service flow

that is transparently displayed on the information board in the service area, so that the community can understand the stages and procedures that must be followed. The application of this SOP allows for consistency in the provision of public services, minimizes the occurrence of errors or procedural deviations, and ultimately increases public trust in the quality of services provided.

The reliability dimension is also evident from the competence of employees in carrying out service tasks. Employees demonstrate mastery of their assigned tasks and have relevant knowledge and skills, which is reflected in satisfactory service results for the community. This is reinforced by responses from service users, as shown in the following informant quote:

"If we look at the ability of the officers, I think it is already very good and it seems they already understand their duties, can operate service facilities properly such as various internet-based digital service applications. In addition, the implementation of services at the agency can be said to be easy because service procedure instructions are provided as seen on the service instruction board, namely the availability of SOP (standard operating procedures) for services" (Interview with OS, March 18, 2024).

The results of the researcher's observations at this agency show that officers can provide good service, can operate service devices such as existing digital service applications, can overcome problems faced by people who use the application, and look fluent in providing services. From these observations, officers show good performance, can carry out services quickly and precisely, and understand very well the tasks that are their authority. It's just that because the number of counters operating and the few officers sometimes employees take turns in providing services, this slows down the service a bit if the number of residents who deal with this agency at certain times is quite large, so it is quite influential on the speed of document completion.

The provision of services at government agencies is carried out with strict procedures and usually requires supporting service documents that must be available. Related to this, regarding the service procedures applied at this agency, it can be seen from the informant's explanation as follows:

"The service procedures implemented at this agency, for me personally, can be said to be very easy and clear because the service requirements needed are also prepared on the announcement wall board at this agency. In addition, for services through the process of inputting data into the online service system such as business licensing services, facilities are also provided, and if we do not know the process of inputting data, officers are also ready to provide direction and help, making it easier for us" (Interview with DM, March 18, 2024).

Based on interviews with informants and direct observations in the field, it is known that the service procedures at DPMPTSP Tana Toraja Regency are carried out strictly. This is due to the data input system in digital applications that is automatic and cannot process invalid data; input errors will be immediately rejected by the system. In the context of digital services, the reliability dimension at this agency, according to the views of research informants, has been able to provide a fairly high level of satisfaction to the community. Several indicators that become benchmarks include the level of public trust in the available service procedures and the ability of officers to provide services professionally and complete community administrative needs accurately and efficiently.

Responsiveness Dimension

The responsiveness shown by employees in providing services is one of the important indicators in efforts to achieve community satisfaction. At the Investment and One-Stop Integrated Service Office (DPMPTSP) of Tana Toraja Regency, responsiveness to community service needs can be seen in the feedback given by residents after receiving services. This feedback functions as a mechanism to identify and correct deficiencies in services quickly and accurately.

In addition, responsiveness is also reflected in the delivery of information related to service procedures and the completeness of required documents. This information is disseminated through several channels, including information boards installed in the service area and online applications provided by the agency. Community responses to the responsiveness aspect of service can be analyzed based on the following information:

"I see that the employees at this agency are quite responsive in providing services to people who are taking care of licensing. This can be seen in the placement of employees on duty at the entrance who greet all visitors and ask about the service needs required and are then directed to take a queue number for residents who are submitting new files or directed to the waiting room for people who will take files that have been processed, so that we feel cared for and helped. Furthermore, the service process is provided according to the queue number that has already been provided" (Interview with KM, March 13, 2024).

The service standards applied at this agency, as stated by the informant above and from the results of field observations, show that this agency has implemented good service standards that are also found in private institution services. The presence of employees on duty at the front office greeting visitors who come is a form of agency responsiveness to find out what residents' needs are when they deal with this agency. Through greetings and

salutations to residents who come to this agency, it also makes residents feel valued and cared for by employees, so they feel comfortable.

Another responsiveness shown by employees is their willingness to provide quick assistance to residents who experience problems in inputting data for the services needed. As is known in digital services, all data related to the services needed is done by the residents themselves into the available system page, but because not all people who need services understand how to input data, many of them need employee assistance. For this, employees try to help, but sometimes it is slow if many people are served at the same time. This condition is also caused by the small number of employees and the existing employees are already posted at service counters according to their assignments. As such, services can run smoothly and the community is served according to their needs, employees manage the time to provide assistance services to the community who need assistance. For this case, it often occurs in assisted services such as OSS (Online Single Submission), SIMBG (Building Management Information System), NIB (Business Identification Number) applications, and SS (standard certificate) application services, which are national network services from the central government. The obstacle found in this service is also the slow internet capacity during busy hours.

Regarding the aspect of employee responsiveness in handling problems faced by the community during the licensing process, the informant expressed his opinion as follows:

"Indeed, it seems that there are still residents who do not understand how to input data for business permit applications and other online licensing on computer-based service applications, but this can be overcome because employees always accompany and provide assistance to fill out the existing forms, so it does not make it difficult for us. Indeed, sometimes there are obstacles if the internet is problematic, such as poor signal disruptions" (Interview with EP, March 13, 2024).

The informant's explanation indicates that the responsiveness dimension, namely the ability of employees to provide fast and responsive services to community needs, has been running optimally at this agency. Responsiveness becomes a crucial aspect in forming positive public perceptions of the quality of public services (Parasuraman et al., 1988). The ability of employees to provide prompt responses reflects the internalization of professionalism values and the existence of a work system that supports service speed. This is also in line with the researcher's observations which show that most service recipient residents show satisfaction, both verbally and through non-verbal expressions. This level of satisfaction is an indicator that the agency has been able to meet community expectations in

terms of service speed and readiness. Thus, it can be concluded that the responsiveness dimension is one of the main strengths in this agency's service system, which directly impacts positive perceptions and community loyalty towards the institution.

Assurance Dimension

Assurance in the context of service delivery refers to providing certainty regarding the quality and sustainability of services received by the community. In this agency, the guarantee in question includes the issuance of licensing documents that are valid and in accordance with applicable regulations. In this case, the legality aspect of service is very important to ensure that every stage in the service delivery process can be legally accountable. This guarantee also includes protection provided to the community during the process of using public services, where the main concern is efforts to minimize potential risks or hazards that may arise in the provision of services. Given that this service involves the use of residents' personal data, the guarantees provided include data protection so that collected personal information is not leaked or misused by unauthorized parties. This indicates that guarantees for privacy and data security are an integral part of service implementation that focuses on protecting individual rights.

Service guarantees to the community are shown by employees in forms such as having knowledge and skills for their duties, being polite in serving, and having the capacity to ensure that the services provided can be trusted. Assurance is basically providing service certainty, providing services as promised, carrying out service processes based on applicable regulations including clear and certain costs, as well as employee capabilities in the form of their knowledge and skills and their capacity to be able to provide good service. Informant responses to service guarantees at this agency can be seen as follows:

"I think the services provided by employees at the agency are guaranteed to be well implemented, because the service system used is already very good, as seen in the display on the wall or information board regarding service flow and the service implementation mechanism in place, so that the community can easily follow the process. Employees also seem to have a good commitment in carrying out their duties, have good abilities in operating devices or service equipment such as the use of digital online services" (Interview with PS, March 13, 2024).

The same thing was also stated by several informants who were interviewed during the service process and after receiving the service. In general, they said that the guarantee of service implementation at this agency was already very good, as shown by the service results obtained being completed according to the promised time, and the service results meeting

expectations. In addition, employees also seemed to work carefully, as seen in the examination of files submitted by licensing applicants, both business and non-business licenses. The results of field observations show that for licensing applications, there are requirements for complementary documents that are requirements in service, and these are seen to be checked in detail by officers, and if document file deficiencies are found, the officer communicates this to be completed by the applicant and the employee provides assistance with instructions or examples of document completeness.

Empathy Dimension

Empathy refers to the ability of service officers to understand, feel, and show attention to the needs of the individuals being served. In other words, empathy refers to the service provider's efforts to give full attention to service users, as well as provide assistance according to the needs submitted, both explicitly and implicitly. In the context of digital-based services, where residents often interact with computer devices, many of them experience confusion or uncertainty in using the system. Reluctance to ask officers also often arises due to communication barriers. In such situations, officers are expected to have the ability to recognize needs that have not been directly expressed by residents and provide the necessary attention and assistance. This action can be in the form of mentoring, directing, or providing necessary information, while maintaining compliance with applicable procedures and regulations.

Several aspects identified related to this empathetic attitude and behavior are friendly and polite behavior in employee performance in serving, as explained by informants from the results of the following interview:

"If we look at the attitude and behavior displayed by officers in interacting with people who need services at this agency, I think it is already very good. They are polite and friendly, for example, when we first enter the front door, we are already greeted with a greeting then invited in and asked about the service assistance needs that can be provided by employees. And after conveying the service needs required, we are then invited to the service desk where there are already officers, but if at the same time there are people who are being served, then we are invited to wait a moment in the waiting room that has been provided. Employee attention is also very good because they are always ready to help if we have difficulty or are confused using the existing computer devices" (Interview with SU, March 13, 2023).

In the empathy dimension, employee behavior in providing services shows a good understanding of the needs and interests of the community. Based on interviews with a number of informants and direct observations in the field, it appears that the empathy aspect

is one of the main strengths in the provision of public services in this office. Employees not only provide services formally and procedurally but also show attitudes of attention, accompaniment, and direction tailored to the conditions and needs of each resident.

The social context of the local community, which still upholds family values and communal living, also influences the pattern of service. Therefore, a personal approach that considers socio-cultural aspects, including local customs and norms, becomes an integral part of the service process. This practice is reflected in the way employees interact warmly and communicatively with the community, which ultimately increases public satisfaction and trust in the services provided. A service approach that is not merely based on formalistic aspects but also pays attention to local wisdom and social relations becomes a strength in building public services that are inclusive and community-oriented.

Discussion

Based on the research that has been conducted, it can be concluded that the five dimensions of service quality at the DPMP'TSP (Investment and One-Stop Integrated Services Office) of Tana Toraja Regency have basically been implemented well, as reflected in the level of public satisfaction with the services provided. Nevertheless, there are several obstacles that affect the optimization of public satisfaction, particularly related to information and communication technology (ICT) infrastructure.

One of the main obstacles found in this study is the limited technological facilities, such as computer devices that are not always updated both in terms of hardware and software. In addition, the capacity and speed of internet networks that sometimes experience disruptions are also factors that slow down the process of completing service documents. This finding is in line with the results of Afrizal (2018), which identified that the limitations of ICT infrastructure is one of the major challenges in digital services. This is more pronounced at the DPMP'TSP of Tana Toraja Regency, which is located far from the city center, so access to high-capacity internet facilities becomes limited.

Nevertheless, in terms of the "Tangibles" dimension, the condition of service facilities is already quite adequate. The comfortable waiting room, maintained cleanliness, and other service support devices have met the established standards. Similarly, the "Reliability" dimension has largely been running well. However, the main obstacle still encountered is the slow capacity of internet devices, especially during peak hours, which impacts the slowness in service completion.

In terms of implementing service standards, it was found that the service procedures that have been regulated in the SOP (Standard Operating Procedures) and the completeness of service documents are in accordance with applicable policies. This shows that the principles of transparent service and compliance with regulations have been well implemented by DPMPTSP. Therefore, although there are still some obstacles, overall, the quality of service provided can be categorized as good and is in line with public expectations.

The responsiveness of employees in serving is already good, especially employees are responsive to the service needs required by residents. At this agency, digital services have been implemented to streamline processes for residents visiting the office. However, instead of simply collecting prepared documents, many residents seek assistance from officers for data entry tasks. This situation shows that many residents do not have the application system in their mobile devices and do not have their own computers, so services are still carried out directly at the office. Additionally, many residents do not understand how to operate and input data themselves into the service computer system. This situation is in line with Kadir (2019), which states that service users lack digital skills. Another obstacle related to service responsiveness is the slow internet access, which is inseparable from the capacity of existing computer devices that are less suitable for the required data processing as well as the capacity of internet speed. This condition requires new procurement and maintenance of digital service system devices as needed. This finding is in line with Sudarsono (2017) that the cost of procurement and maintenance of ICT systems for public services is very high. Hence, this factor causes the replacement of equipment or regular physical maintenance to be rarely done due to high costs, especially since budget requests for procurement and maintenance costs through bureaucracy take a long time because this is related to existing policies and regulations as also found by Wibowo (2018) that matters related to digital services require policies and regulations from relevant institutions.

In the assurance dimension of public service, this dimension gives confidence to the public that dealing with the DPMPTSP of Tana Toraja Regency, the service process is guaranteed and can be completed in accordance with applicable regulations. The process is carried out according to procedures, at the right time, and at costs in accordance with applicable provisions. In addition, the legal aspect of service results, as these are official documents, provides legal certainty for service products that can be accepted and trusted by the community so that there is no doubt about the service results received.

In line with the findings in this study, the customer satisfaction theory proposed by Parasuraman et al. in Tjiptono & Diana (2020) emphasizes that the assurance dimension is a crucial aspect in the public service process. This dimension guarantees the quality of services received by the community, thereby increasing the level of satisfaction of service recipients because they feel confident that the services provided are in accordance with expectations. This finding is reinforced by research from Dewi et al. (2019) which shows that the assurance dimension has a positive influence on public satisfaction with the quality of services received.

The results of this study confirm that the empathy dimension plays an important role in the quality of public services, especially in the interaction between service officers and residents. In the SERVQUAL theory proposed by Parasuraman, Zeithaml, and Berry (in Tjiptono, 2019), empathy is positioned as one of the main dimensions that influence customer perception of service quality. This empathy dimension, according to the theory, includes the attention of officers to the individual needs of customers, as well as the ability of officers to show genuine care for the problems faced by customers. In the context of this research, the attention given by service officers, such as the application of the 3S principle (*senyum, salam, sapa*), asking relevant questions related to residents' needs, and body language that shows readiness to help, reflects the importance of the empathy aspect in service interactions.

Although information technology has been widely applied in public services, such as the use of digital systems and online services, findings from this study indicate that direct interaction between officers and residents still continues intensively. This is due to the low level of digital literacy among most of the community, which limits their ability to access and utilize technology-based services (Kadir, 2019). This research confirms that in such situations, the role of service officers who provide manual and personal assistance is still needed to bridge this digital gap. In this case, the empathy shown by officers becomes crucial, as it can create a sense of comfort and reduce the anxiety of residents in using public services.

Previous research, such as that conducted by Wibowo & Muflihah (2022), also supports this finding by emphasizing that the empathy dimension has a significant influence on service quality and customer satisfaction. They concluded that the attention given by officers to customer needs contributes greatly to achieving high levels of satisfaction. This is in line with the results of this study which shows that despite advances in service digitalization, empathetic direct interaction between officers and the community is still needed to ensure optimal service.

Finally, this research emphasizes that in the provision of public services, the empathy dimension not only acts as a supporting element but also as a very determining factor in creating customer satisfaction. This shows that although technology has a significant role in the efficiency and effectiveness of public services, human interactions based on empathy remain aspects that cannot be ignored in efforts to improve service quality and meet community expectations. Therefore, public service providers need to ensure that empathy becomes an integral part of the service culture in their agencies, as an effort to improve overall quality and public satisfaction.

CONCLUSION

Based on the research results, it can be concluded that the five dimensions of service quality according to the SERVQUAL model, namely tangible, reliability, responsiveness, assurance, and empathy, holistically play a role in shaping public satisfaction with digital-based services organized by the Investment and One-Stop Integrated Services Office (DPMPTSP) of Tana Toraja Regency. These five dimensions are interconnected and form synergy; if one dimension experiences weakness, it can affect the performance of other dimensions. In general, the digital services implemented have been running well and are able to provide satisfaction to the people who receive the services.

These findings indicate that the success of digital public services is not only determined by the use of technology alone, but also by the readiness of human resources, the adequacy of infrastructure, and the level of digital literacy of the community. Therefore, the implications of this research show the importance of an integrated approach between technical and non-technical aspects in managing digital-based public services. To support the sustainability and improvement of service quality, DPMPTSP of Tana Toraja Regency is advised to optimize the implementation of digital services through updating computer system devices, increasing internet connection capacity, and maintaining the system regularly. In addition, increasing the number of employees who have competence in operating online service systems becomes important to ensure smooth service. Socialization of the use of digital applications also needs to be expanded on an ongoing basis so that public digital literacy increases and their participation in utilizing online services is more optimal. Thus, adaptive, inclusive, and sustainable public services can be realized as a form of government responsibility in meeting the needs of society in the digital era.

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