

## Citizen Satisfaction in Public Services: A Descriptive and Explanatory Study in an Archipelagic Region

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### ABSTRACT

Satisfaction has long been discussed in academic literature, although its interpretation varies depending on market structures and consumer conditions. Customer satisfaction generally refers to the evaluation made by customers after purchasing or using a product in a competitive market. However, in a monopoly context where consumers have limited choices, the concept shifts toward citizen satisfaction, particularly in relation to public services provided by the government. Public service delivery becomes more complex when geographical conditions are involved, especially in archipelagic regions. North Maluku Province represents one of Indonesia's ocean-dominated regions, reflecting the characteristics of the country as the world's largest archipelagic state. This study aims to analyze descriptively the level of citizen satisfaction with public services in North Maluku Province. Citizen satisfaction is considered a primary objective of government service delivery. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) No. 14 of 2017, nine service elements are used to measure public satisfaction. This study employs a quantitative deductive approach to examine the relationship between these elements and community satisfaction.

**Keywords:** Archipelago; Citizen Satisfaction; Public Sector

## INTRODUCTION

In the provisions of Law no. 25 of 2009 concerning public services, which states that "the state is obliged to serve all citizens and residents to fulfill basic rights and needs in the field of public services" means that the right of every citizen is to obtain good government services. The quality of public service performance has a great impact on various lives, especially to achieve the level of community welfare. Therefore, efforts to improve public services must be carried out continuously and continuously (Knies et al., 2024).

The assessment of public service performance based on the perspective of service providers is no longer the dominant measuring tool, but along with the demands of good governance and democracy, the use of the perspective of service users in assessing the performance of public services has become a must as a benchmark for assessing government performance (Latupeirissa et al., 2024). Through the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) Number 14 of 2017 concerning Guidelines for the Preparation of Public Satisfaction Surveys of Public Service Implementation Units which refers to Government Regulation Number 96 of 2012 concerning the Implementation of Law Number 25 of 2009 concerning Public Services mandates all service units of government institutions, both at the central and regional levels, to conduct a Community Satisfaction Survey as a benchmark for the success of the implementation of public services.

The two legal products expressly affirm that public satisfaction is the result of public opinion and assessment of the performance of services provided to public service providers (Lamsal & Gupta, 2022). PAN-RB Ministerial Regulation Number 14 of 2017 is a reference for the central and regional governments to evaluate the implementation of public services as well as a tool to improve the performance of public services

In today's framework of regional autonomy which is closely related to the principles of democracy as its foundation, the approach from the perspective of the public as a service user in assessing service performance must be an important concern to find out the extent to which the services provided have met the expectations, satisfactions and other needs of the local public as service recipients (Mukhlis, 2025).

However, the performance of public service delivery by government apparatus in various service sectors is currently not in line with expectations (Schoeman & Chakwizira, 2023). Public services, especially civil rights and the primary needs of the community, have not been optimal, where the quality of service has not been in accordance with the expectations of the community. Therefore, the community really expects a change in the implementation of a clean, accountable and reliable government in carrying out its functions and roles (Muftih & Muhammedi, 2024). Efforts to improve the quality of services must be carried out jointly, integrated, planned, direct and continuous, taking into account the needs and expectations of the community. It is hoped that the services provided to the community can be carried out correctly, quickly, economically, openly, simply and easily and not discriminatory (Rijal, 2023).

Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia no. 16 of 2014, related to the guidelines for public satisfaction surveys on the implementation of public services, each service provider is obliged to evaluate the quality of services provided to the public in a 1-year 2-year survey. Therefore, the North Maluku Provincial Government conducts comprehensive measurements to find out what the needs of the community are, one of which is by conducting a Community Satisfaction Index survey.

Currently, the North Maluku Provincial Government has followed up on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for the Preparation of Community Satisfaction Surveys for Public Service Provider Units where all service units in North Maluku Province are required by the North Maluku Provincial government to conduct a Community Satisfaction Survey (SKM). Periodically at least once a year and done no later than the third quarter. This study attempts to demonstrate how the elements of the regulation can predict the level of satisfaction—a general concept of it.

### LITERATURE REVIEW

"A person's feelings of pleasure or disappointment that result from comparing a product's perceived performance" is what Kotler et al. (2014, p. 128) define as satisfaction. For many years, studies on customer satisfaction have employed this definition or variations on it to characterize the level of satisfaction among consumers. This definition has mostly been used to highlight the mutually beneficial relationship between a manufacturer and their consumer. This implies that a manufacturer must continue to have a solid rapport with its clients. When the producer understands that keeping current clients is far more vital than bringing in new ones, the relationship is made possible (Yue, 2022).

In a highly competitive corporate market, it is nearly impossible to retain client loyalty based on their happiness with a particular product. The competition has been using social media to offer better items than their rivals, which has made the situation much more intense recently (Agnihotri et al., 2016; Alalwan et al., 2017). The producer-customer paradigm is thought to fit this setting better (Abdullah & Kalianan, 2008).

The aforementioned circumstance, however, takes place in a free market where rivals are present and offer the same services. Customers and users are not the same when a producer, particularly the government, controls a monopoly on a good or service (Daunorienė & Žekevičienė, 2015). The democratic political theory, which holds that each person is the ultimate repository of power, is fully consistent with the necessity to represent the sovereign consumer. The producer-customer paradigm needs to be replaced in this situation with the government-citizen paradigm. Table 1 illustrates how Abdullah and Kalianan (2008) distinguish between the two.

**Table 1.** The Two-Paradigm Dimension (Abdullah & Kalianan, 2008, p. 92)

Dimension	Producer-Customer	Government-Citizen
Role	Producer/Provider	Government/Protector
Challenge	Production/Management	Welfare and Safety/Consultation/Balance
Relationship	Economic	Political/Social
Indicators	Productivity/Satisfaction	Support/Participation
Public	Consumers/Recipients/Buyers	Deciders/Participants/Tax Payers

Furthermore, it should be noted that the definition of a "customer" may appear inappropriate in light of the government-citizen paradigm. Nevertheless, the word "customer" is helpful in improving service delivery because it upholds certain values that are essential to both the provision of services and the provision of services for profit (Abdullah & Kalianan, 2008). In addition, Moodley (2017) clarifies that the government, viewing citizens as consumers, must listen to and consider citizen opinions when making decisions; determine what services to provide; treat citizens with decency and respect;

guarantee that the agreed-upon level and quality of services are always of the highest calibre; and respond promptly and empathetically.

The distinction between citizen and consumer satisfaction is briefly discussed in the following explanations. [Abdullah and Kalianan \(2008\)](#) reiterate that citizen satisfaction, not only consumer satisfaction, is the primary indicator of local government effectiveness. Nonetheless, residents are forced to accept the goods and services offered by the government since it is the only supplier of some services. It is necessary to measure citizen satisfaction in this situation. According to [Zhong and Duan \(2018\)](#), the public's sensational status is a subjective assessment of how well government institutions are performing in comparison to citizens' expectations, and this assessment serves as a gauge of citizen contentment.

The measurement should be differentiated as well, since the fundamental paradigm for citizen satisfaction differs from that of customer satisfaction ([Ali & Raza, 2017](#)). It is imperative to emphasize the methodology used to quantify customer happiness, nevertheless. A number of research have been conducted recently in an effort to raise the comprehensive measure of customer satisfaction, such as by adding emotional components to the customer satisfaction index ([Deng et al., 2013](#)). Additional research looks at the relationship between customer satisfaction surveys and the success of strategic marketing as well as and overall organization's performance ([Otto et al., 2020](#)).

However, under the producer-consumer paradigm, the majority of the studies mentioned above focus on client satisfaction ([Chong, et.al, 2023](#); [Pérez-Morón, 2022](#)). Few studies have examined citizen satisfaction until lately, when the public is the target market ([Zenker & Rütter, 2014](#)). Citizens make up the majority of users since they are forced to utilize the goods and services offered by the government. "Efforts to improve city performance ultimately affect the benefit and comfort of city inhabitants. Citizen satisfaction is an important metric in evaluating cities" ([Metwally & Samir, 2024](#)). Furthermore, surveys of satisfaction are said to be very appealing as a practical means of gauging the impact of governance ([Akinboade et al., 2012](#)).

The nature of the offered goods or services is suspected due to the tendency of citizen satisfaction surveys to lack concrete evidence ([Ambrose et al., 2005](#)). This is most likely due to the fact that the citizens are forced to use those goods and services. Stated differently, the government would not be concerned with the satisfaction of its citizens ([Liestyanti & Prawiraatmadja, 2021](#)) if there were no other options. Therefore, using the producer-consumer paradigm as the foundational idea, it is necessary to measure the efficacy and efficiency of government ([Abdullah & Kalianan, 2008](#); [Daunoriené & Žekevičienė, 2015](#)).

Another study that borrows from the producer-customer paradigm to conduct a new survey is probably going to be offered in order to fill the aforementioned gap. Using an institutionalized method, governments worldwide have been attempting to gauge how well they are able to serve their citizens. This comprises the Indonesian government's General Guidelines on Establishing Citizen Satisfaction Index of Government Institution Unit, as stated in Ministerial Decree (KEPMENPAN) Number KEP/25/M.PAN/2 of 2004.

**Figure 1.** Types of Satisfaction

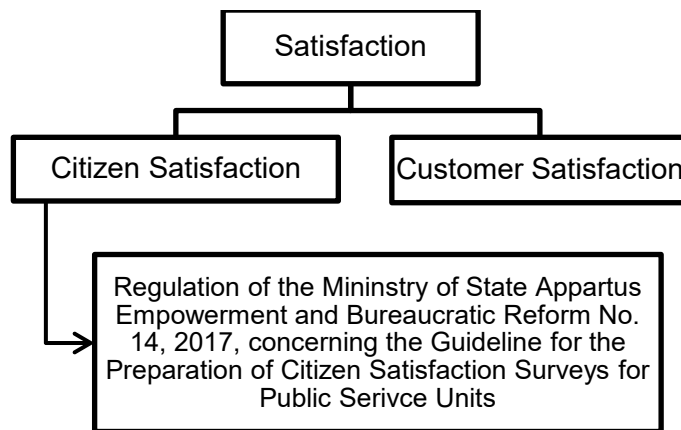


Figure 1 provides a framework for this research to test the model based on public sector services to the citizen. This research used indicators of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017. These indicators consists of Element 1: Requirements; Element 2: Systems, Mechanisms, and Procedures; Element 3: Completion Time; Element 4: Fees/Rates; Element 5: Product Service Type Specification; Element 6: Staff Competence; Element 7: Staff Behaviour; Element 8: Handling Complaints, Suggestions and Inputs; and Element 9: Facilities and infrastructure. These elements were then used to build a series of hypothesis, as summarized in Table 2 below.

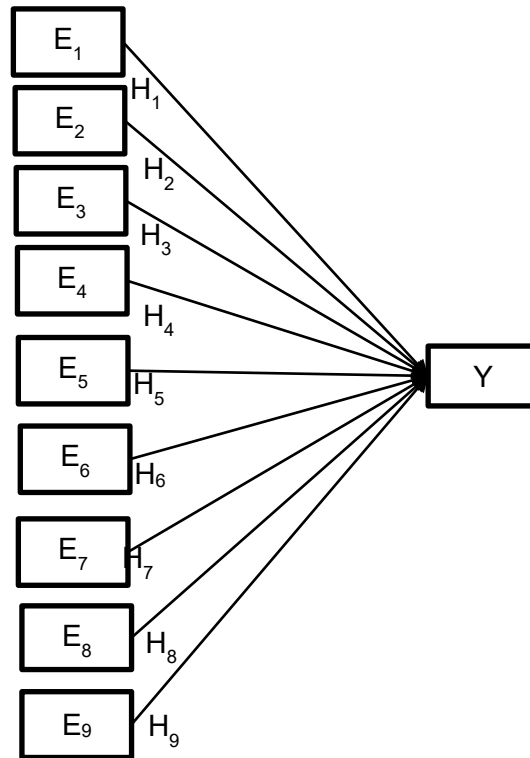
**Table 2.** Hypotheses Development

Hypothesis	Statements
H1	Requirements (E1) satisfy citizens
H2	Systems, Mechanisms, and Procedures (E2) satisfy citizens
H3	Completion Time (E3) satisfies citizens
H4	Fees/rates (E4) satisfy citizen
H5	Product Service Type Specification (E5) satisfies citizens
H6	Staff Competence (E6) satisfies citizens
H7	Staff Behaviour (E7) satisfies citizens
H8	Handling Complaints, Suggestions and Inputs (E8) satisfy citizens
H9	Facilities and infrastructure (E9) satisfy citizen

### Conceptual Framework

With these hypotheses, this research proposed the framework as illustrated in Figure 2. This figure depicts how those elements led to the satisfaction of the respondents (served citizens).

**Figure 2.** Research Framework



## RESEARCH METHOD

There are 10 districts in North Maluku Province, but they will be selected based on the area and the number of population. The units studied where services are received directly by the community are: Health Office, Rural Service Center, Investment Agency, Population and Civil Registration Agency, Police Department, National Land Agency, Social and Welfare Agency, Education Agency. Targeted sample: 25 respondents per unit according to PAN-RB. The research period is February to June 2025.

In general, there are 5 (five) main stages of research. The first stage is the preparation of research administration, secondary data collection to determine the city or district that will be used as a research site, distribution of questionnaires to respondents to service users from related agencies; data analysis; as well as discussion and discussion. With these stages, there are indicators of achievement at each stage. In the administrative preparation stage, the assignment letter including ethical clearance from the University must already be possessed.

Population is a generation area consisting of objects, subjects that have certain qualities and characteristics that are determined by the researcher to be studied and drawn conclusions. (Sugiyono, 2017:117). The population used in this study is people who have selected districts/cities in the North Maluku Province area. A sample is a part of the number and characteristics that the population has. (Sugiyono, 2017:118). The sample used in this study is those who use or receive services from the government agencies mentioned earlier. The determination of the number of samples according to Hair, et al. (2010) states that depending on the number of indicators multiplied by 5 to 10.

The type of data used in the study is quantitative data. Quantitative research methods are research methods based on the philosophy of positivism, used to research on certain populations or samples, random, data collection using research instruments,

quantitative/statistical data analysis with the aim of testing the hypothesis that has been determined (Sugiyono, 2017:14). The data source used in this study is primary data obtained directly from the source. In the collection of primary data, it can be done by interview, questionnaire (questionnaire) and observation (observation). The Questionnaire Method is a data collection technique that is carried out by giving a set of questions or written statements to respondents for them to answer (Sugiyono, 2017). In this study, data collection uses surveys both through Google Form and also directly.

According to Sugiyono (2017), a questionnaire is a data collection technique that is carried out by giving a set of questions or written questions to respondents for them to answer. The questionnaire can be in the form of closed or open questions/statements, given to respondents directly or sent via post or internet.

Studies reveal other shortcomings even though the surveys offer important evidence to decision makers, particularly the government. Because surveys sometimes rely on broad assumptions, they have intrinsic problems that affect most customer satisfaction studies that employ them, such as "the possibility of missing appropriate context and of lacking respondents' knowledge" (Fahri & Alhadar, 2021). A more subjective method is required to investigate those researched sensations in order to prevent this broad presumption.

Open-ended questions would provide researchers with greater understanding of the respondents' perspectives on the subjects, claim Cheng and Rashid (2013). Put another way, as stated by Van de Walle (2018), it is anticipated that a qualitative strategy will be developed to close this gap. It is believed that studies ignore how people feel about the products they use. For the same reason, Deng et al. (2013) included an emotional element to their study. Thus, aside from the dearth of hard data on citizen satisfaction (Du & Zhu, 2024), surveys are not necessarily a panacea. A different approach is still seen to be necessary, and there is seen to be a greater discrepancy in the measuring of public satisfaction. Due to this high subjectivity of the satisfaction definitions, a quantitative parameter in the form of, for example Likert Scale, was used to find the general tendency of citizen satisfaction level.

The analysis method used in this study is multiple linear regression analysis, which is a general statistical method used to examine the relationship between a dependent variable and several independent variables. The variables measured based on PERMENPAN-RB NO. 16 OF 2014 concerning the Community Satisfaction Survey consist of Element 1: Requirements; Element 2: Systems, Mechanisms, and Procedures; Element 3: Completion Time; Element 4: Fees/Rates; Element 5: Product Specifications on Service Type; Element 6: Staff Competence; Element 7: Staff Behavior; Element 8: Handling Complaints, Suggestions, and Feedback; Element 9: Facilities and infrastructure.

The multiple linear regression formula used is as follows:

$$Y = a + b_1E_1 + b_2E_2 + b_3E_3 + b_4E_4 + b_5E_5 + b_6E_6 + b_7E_7 + b_8E_8 + b_9E_9 + e \text{ where}$$

Y = Community Satisfaction

a = Constant value

b = Regression Coefficient

E<sub>1</sub> = requirements

E<sub>2</sub> = systems, mechanisms, and procedures

E<sub>3</sub> = completion time

E<sub>4</sub> = fee/fare

E<sub>5</sub> = product specifications

E<sub>6</sub> = staff competence

$E_7$  = staff behaviour  
 $E_8$  = product specifications;  
 $E_9$  = specifications of facilities and infrastructure; and  
 $e$  = standard error

## RESULTS

This study involved 117 respondents, who had received services from 9 agencies, as shown in Table 3 below. From the table, it can be seen that, of the nine agencies where respondents have received services from them, the Education Office is the agency with the highest respondents. A total of 59 respondents have received services from this service. In second place is the Police, where there are 16 respondents who receive services from this agency. In third place, there are 10 respondents who have received services from the Education and Civil Registration Office (DUKCAPIL).

**Table 3.** Number of Respondents by Government Agency

Government Agency	Quantity
BAPPEDA/BAPPELITBANGDA	5
BPN	7
DPMPSTP	7
DUKCAPIL	10
Education Agency	59
Health Agency	8
Police Dept.	16
PUSKESMAS	1
Welfare Agency	4
Total	117

Furthermore, descriptive analysis was carried out based on the origin of the respondents' region (city / district). This is important because it concerns areas where respondents find it easy to get access (go to their offices) compared to other areas in North Maluku Province—the province with the largest sea area in Indonesia (Yuan et al., 2022).

**Table 4.** Number of Respondents by Administrative Region

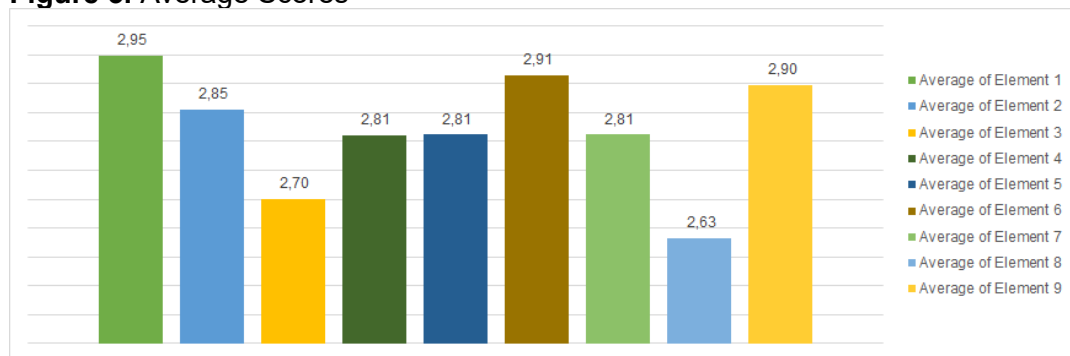
Administrative Region	Jumlah
West Halmahera regency	11
South Halmahera Selatan regency	5
Central Halmahera regency	3
East Halmahera regency	2
North Halmahera regency	9
Morotai Island regency	8
Taliabu Island regency	1
Sula Islands regency	6
City of Ternate	59
City of Tidore Islands	13
Total	117

From Table 4 above, it can be seen that respondents located in Ternate City were the most involved in this study. A total of 59 respondents came from the city of Ternate,

which also indicated that there was an inequality of internet access in answering questionnaires distributed through the Google Form link. This also means that public service services still have to be physically visited by the public and cannot rely on digital-based community services (for example, SmartCity with its various service derivatives).

From Table 4, it can also be seen that the involvement of respondents is smaller than other districts, such as Taliabu Island Regency (1 person) and East Halmahera Regency (2 people). This again strengthens the existence of community services carried out by government agencies "front liners" can only be visited directly by the community, whose residence is not on the same island as the district capital.

**Figure 3. Average Scores**



Furthermore, a descriptive analysis was carried out on the average score of respondents' answers to the 9 elements of the Community Satisfaction assessment. The nine elements based on PERMENPAN-RB NO. 16 OF 2014 concerning the Community Satisfaction Survey consist of (left to right in Figure 3): Element 1: Requirements; Element 2: Systems, Mechanisms, and Procedures; Element 3: Completion Time; Element 4: Fees/Rates; Element 5: Product Specifications on Service Type; Element 6: Staff Competence; Element 7: Staff Behavior; Element 8: Handling Complaints, Suggestions, and Feedback; Element 9: Facilities and infrastructure. The scores given by respondents on government services through studied agencies, were in the range of 1 (VERY POOR), 2 (BAD), 3 (GOOD), and 4 (VERY GOOD).

From the image above, it can be seen that ELEMENT 8 (Handling Complaints, Suggestions, and Inputs) received the lowest score (2.63) from respondents, compared to scores on other elements. This means that in general, respondents consider that the services provided by government agencies are still unsatisfactory, especially in handling complaints, suggestions, and inputs submitted by respondents as community citizens. The next in order with the lowest score is completion time (ELEMENT 3), with a score of 2.70. This means that respondents consider that the services provided by government agencies are still perceived to be slow; so that respondents give scores that have not reached the GOOD level.

Furthermore, still from Figure 3, it can be seen that the highest score given by the respondents was to ELEMENT 1 (Requirements). This means that respondents feel that the requirements they must meet when dealing with government agencies can be implemented. This also means that the requirements required by government agencies when they visit are not convoluted. However, from the results of the average statistical analysis of the total answers given by the respondents, the nine elements had an average score of 3.04. This means that in general, all respondents appreciated the public services provided by the agencies involved in this study with the above category of GOOD.

**Table 5.** Regression Test Results

	Coefficients	Standard Error	t Stat	P-value	Remark
Intercept	-0,370	0,133	-2,779	0,006	
E1	0,032	0,059	0,544	0,587	Not Supported
E2	0,084	0,062	1,358	0,177	Not Supported
E3	0,180	0,060	2,990	0,003	Supported
E4	0,134	0,045	3,004	0,003	Supported
E5	0,051	0,069	0,744	0,459	Not Supported
E6	0,145	0,057	2,554	0,012	Supported
E7	0,103	0,061	1,680	0,096	Not Supported
E8	0,174	0,062	2,824	0,006	Supported
E9	0,108	0,043	2,490	0,014	Supported

From the results of the inferential statistics in [Table 5](#), there are several indicators that appear, especially the regression equation produced as follows:

$$Y = -0.370 + 0.032E1 + 0.084E2 + 0.084E3 + 0.134E4 + 0.051E5 + 0.145E6 + 0.103E7 + 0.174E8 + 0.108E9$$

The regression coefficients resulting from the statistical analysis mean that firstly, when there are no other elements, the citizen satisfaction indicator is -0.370. This means that without other elements, the residents are already dissatisfied. Secondly, the largest coefficient is in Element 3 (Completion Time), which is 0.180. This means that the completion time is a more related element in shaping the satisfaction of respondents, as citizens who receive services from government services. Lastly, Element 1 (Requirements) is the element that has the lowest relationship in shaping the level of respondent satisfaction.

Furthermore, [Table 5](#) above also shows the level of significance of the nine variables. Because it produces a level of significance, it can also be concluded to prove the hypothesis that was previously proposed. The table shows that of the nine influences of each variable, there are 5 variables that have a significant influence; because the P-value is less than 0.05. The five variables are Element 3 (Settlement Time), Element 4 (Cost/Tariff); Element 6 (Staff Competence), Element 8 (Handling Complaints, Suggestions, and Input), and Element 9 (Facilities and infrastructure). Therefore, in this study, Citizen Satisfaction was significantly influenced by the completion time; fees/rates; staff competence; handling complaints, suggestions, and inputs; as well as facilities and pre-facilities.

From the five elements, it can be seen that the highest t-Stat value is owned by Element 4, which is 3,004. This means that respondents still see the cost or tariff set in the services provided by the government as still a significant element in shaping their sense of satisfaction for these services.

**Table 6.** Model Fit Test Results

<i>Regression Statistics</i>	
Multiple R	0,92439315
R Square	0,854502696

Adjusted R Square	0,842264605
Standard Error	0,315044273
Observations	117

After analyzing the relationship and influence above, what we want to know in this study is the use of the model for the first time. This is because the citizen satisfaction variable (Y) is an adoption of the definition of consumer satisfaction in general, but the predictor variable uses elements set by public sector regulations. Table 6 shows the feasibility of this model with both R-Square and Adjusted R-Square values; where both indicators show numbers above 0.80 or 80%. This means that the nine elements used in public sector regulations can already predict (infer the level of citizen satisfaction); where this predictor model is not yet regulated and only uses nine elements to the limit of descriptive statistics.

## DISCUSSION

Law No. 25 of 2009 concerning Public Services states that the government is obliged to serve all citizens and residents in order to fulfill their basic rights and needs in the field of public services. This regulation emphasizes that every citizen has the right to receive quality public services from the government. The performance of public services plays an important role in improving community welfare; therefore, continuous efforts to enhance the quality of public service delivery are necessary.

Previously, the assessment of public service performance was primarily based on the perspective of service providers. However, with the growing demand for good governance and democratic principles, the perspective of service users has become increasingly important as a benchmark for evaluating government performance (Sulila, 2021). In this regard, the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) No. 14 of 2017 concerning Guidelines for the Preparation of Public Satisfaction Surveys provides a framework for measuring the quality of public services. This regulation, which refers to Government Regulation No. 96 of 2012 regarding the implementation of Law No. 25 of 2009 on Public Services, mandates all government service units, both at the central and regional levels, to conduct Community Satisfaction Surveys as an indicator of public service performance.

These regulatory frameworks emphasize that public satisfaction reflects citizens' perceptions and evaluations of the services provided by public institutions. Therefore, the Community Satisfaction Survey serves as an important instrument for evaluating and improving the quality of public service delivery. In the context of regional autonomy, which is closely associated with democratic governance, public perceptions as service users must be considered an essential component in assessing the effectiveness of government services. This approach enables governments to determine whether the services provided have met the expectations and needs of the community.

Despite these regulatory efforts, the performance of public service delivery in several sectors has not fully met public expectations. Many communities still perceive that the quality of services related to civil rights and basic needs remains suboptimal. Consequently, the public increasingly expects improvements in the implementation of clean, accountable, and reliable governance. Efforts to enhance service quality must therefore be carried out collaboratively, systematically, and continuously while considering the needs and expectations of the community (Basfirinci & Mitra, 2015). Public services are expected to be delivered efficiently, transparently, simply, and fairly without discrimination (Ghobehei et al., 2019).

In accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 14 of 2017, each public service provider is required to evaluate service quality through a Community Satisfaction Survey. Accordingly, the Government of North Maluku Province conducts regular evaluations to understand community needs and assess the effectiveness of public services. One of the key instruments used is the Community Satisfaction Index (CSI) survey.

The North Maluku Provincial Government has implemented the provisions of PAN-RB Regulation No. 14 of 2017 by requiring all service units within the province to conduct Community Satisfaction Surveys periodically. These surveys are carried out at least once a year and no later than the third quarter to ensure continuous monitoring and improvement of public service quality.

### **CONCLUSION**

This study highlights the importance of citizen satisfaction in public service delivery, particularly within geographically complex regions such as archipelagic areas. The findings reveal that service-related attributes, especially clear product specifications and service completion time, play a significant role in shaping public perceptions and satisfaction. Among these factors, service timeliness emerges as the most influential determinant, indicating that efficiency remains a critical expectation from public institutions.

The study also demonstrates that the proposed research model possesses strong explanatory power, confirming its suitability for analyzing citizen satisfaction in the context of public services. These results imply that government agencies should prioritize improving service clarity and reducing processing time to enhance overall public satisfaction. From a practical perspective, policymakers are encouraged to design more adaptive and efficient service systems that consider geographical challenges, particularly in maritime regions.

However, this study is limited to a specific regional context, which may affect the generalizability of the findings. Future research is recommended to expand the scope by incorporating different regions and additional variables to provide a more comprehensive understanding of public service satisfaction.

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### **DECLARATION OF CONFLICTING INTERESTS**

The authors have declared no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

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