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Population Administration Service Quality amid Digital and Staffing Constraints: A Qualitative Case Study in Surabaya

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A B S T R A C T

Population-administration access depends on more than formal service standards. This qualitative case study examined public service quality at Kedurus Urban Village, Surabaya, using observation, document review and semi-structured interviews, including interviews dated 29 June 2026. Five SERVQUAL dimensions structured the interpretation. Officials and service users described clear procedures, courteous assistance and generally adequate facilities, but network interruptions, equipment limitations, peak-hour queues and incomplete application requirements impeded service continuity. Reported service transactions rose from 9,837 in 2023 to 11,072 in 2025. The findings identify a mismatch between positive interpersonal service experiences and operational resilience; verified processing-time improvements or causal effects were not established

INTRODUCTION

For citizens, population administration is not a routine clerical transaction: documentary identity conditions access to schooling, health insurance, social assistance and other public entitlements. A registration office can be formally compliant yet still difficult to use when applicants cannot determine which documents are required or when digital verification is interrupted. Indonesia's Public Service Law establishes duties of accessibility, transparency and accountable service, while the amended Population Administration Law addresses the provision and integrity of identity records (Republic of Indonesia, 2009, 2013). The practical question is therefore not only whether a procedure exists, but whether residents can complete it reliably in everyday operating conditions.

Kedurus, an urban village within Karang Pilang District, Surabaya, offers a case in which expanding service demand encounters limits in staffing, information access and digital infrastructure. Recorded population-administration service transactions numbered 9,837 in 2023, 10,569 in 2024 and 11,072 in 2025. These are administrative volumes rather than direct measures of quality, but the upward pattern implies a growing need to coordinate counter services, document verification and citizen assistance. The site is described as serving approximately 27,349 residents in 2025 across nine neighbourhood associations (RW) and 71 smaller neighbourhood units (RT). The volume data give operational relevance to questions of waiting, continuity and accessibility; they do not by themselves prove delays or improvements.

The field accounts contain a contrast that aggregate activity figures cannot resolve. Users and officials generally described courteous staff, visible service information and procedures guided by standard operating procedures (SOPs). They also reported intermittent internet connections, limited computer capacity, congestion at peak hours and incomplete documents brought by applicants. Information that is physically available at the counter is not necessarily understood before a person travels to the office. Likewise, staff willingness to help does not guarantee an uninterrupted digital transaction. These differences make service quality a question of connected organizational and citizen-facing conditions, not a single judgement of whether service is good or poor.

Existing studies offer useful but non-identical evidence. A study in another Surabaya urban village characterized service quality positively across several SERVQUAL dimensions (Lutfia & Indartuti, 2022), while Maulia Wati and Sukmana (2022) described delays in population-document processing in Sidoarjo. Shafira and Aji (2022) similarly addressed the practical constraints of administrative services at subdistrict level. At a district civil-registration office, Sari et al. (2025) reported more conspicuous facility, equipment and procedural limitations. Differences in administrative level, interview sources and documentary evidence mean that these findings should not be treated as equivalent measurements of a single citywide condition.

Digital service studies also caution against assuming that the presence of an application ensures better experiences. Parapat et al. (2024) described an e-

government application for population administration in Padangsidimpuan but found that users continued to rely substantially on face-to-face service and did not consistently perceive the electronic system as effective. This provides a useful counterpoint to institutional narratives that equate system adoption with successful service delivery. At Kedurus, the relevant empirical issue is how a digital-enabled administrative process performs when applicants require explanations and when technical interruptions alter the work at the counter.

The specific contribution of the present case study is to connect the five SERVQUAL service-quality lenses with the operational path of population-document applications and the interaction between staff, technology and applicant preparedness. Rather than assign numerical scores to interviews, the analysis examines where positive user encounters coexist with bottlenecks and what these tensions mean for locally actionable service improvements. The study asks how public service quality is experienced in Kedurus, how the administrative process is enacted, and which supporting and constraining conditions are evidenced by field interviews, observation and documentary material.

LITERATURE REVIEW

Public Service Obligations and the Citizen Perspective

Indonesia's Law No. 25 of 2009 places administrative services within the state's obligation to fulfil public needs; the Ministerial Regulation No. 15 of 2014 requires identifiable service requirements, procedures, outputs and other standards (Ministry of Administrative and Bureaucratic Reform, 2014; Republic of Indonesia, 2009). In population administration, legal identification is an entitlement with consequences extending beyond the immediate service encounter. A service that is procedurally correct but difficult to access can therefore remain problematic from the standpoint of citizens. Denhardt and Denhardt (2000) frame public service as assisting citizens in articulating and meeting collective interests rather than simply treating them as customers to be processed.

This perspective makes two types of evidence relevant: the institution's account of how services are organized and the applicant's account of the effort required to obtain them. These accounts can agree about staff politeness while diverging on waiting time or the burden of gathering documentation. An analytically defensible quality assessment must be able to report both. It cannot replace direct evidence of delay with the mere existence of an SOP, nor can isolated complaints support an estimate of failure prevalence without a defined denominator.

SERVQUAL as an Interpretive Framework, not a Survey Score

Parasuraman et al. (1985, 1988) developed the service-quality approach that later became associated with five familiar domains: tangibles, reliability, responsiveness, assurance and empathy. For a population-administration counter, tangibles encompass waiting facilities, devices and connectivity; reliability concerns correct and consistent application of requirements; responsiveness concerns staff assistance and handling of requests; assurance concerns trust and procedural certainty; and empathy concerns respectful attention to different applicants. These definitions provide a coherent structure for examining a real service encounter without assuming that any single dimension explains all operational outcomes (Zeithaml et al., 2018).

The present research does not administer the original paired expectation-perception SERVQUAL questionnaire and does not compute a gap score. The dimensions function as sensitizing categories for a qualitative single-case interpretation. Statements that a dimension is relatively strong consequently refer to patterns of interview and observational evidence, not a statistically ranked scale. This distinction matters because qualitative descriptions of courtesy, procedural compliance or facility adequacy cannot be converted into numerical performance estimates without an instrument and comparable observations.

Prior Empirical Findings and the Analytical Tension

The closest comparative studies suggest that service delivery combines interpersonal and organizational capacities. Lutfia and Indartuti (2022) documented generally favourable perceptions in another Surabaya urban-village setting, although the study used secondary information rather than an equivalent interview protocol. In contrast, Maulia Wati and Sukmana (2022) reported that civil-registration processing in a Sidoarjo village exceeded an expected time frame. Shafira and Aji (2022) highlighted service-quality constraints in Gamping. The cases differ in jurisdiction, procedure and observation period, yet collectively show why courteous contact and reliable completion should be examined separately.

Recent studies reinforce this separation. In Banjar, Sari et al. (2025) associated service difficulties with inadequate equipment, crowded waiting areas and inconsistent information. Parapat et al. (2024) found that an available e-government application did not eliminate use of conventional channels. The apparent tension is not that digitization always harms or always helps service: rather, its benefits depend on device availability, network stability, staff capacity and the applicant's ability to follow documentary requirements. Kedurus makes these interdependencies visible in a frontline administrative environment where the same staff must maintain procedural accuracy and explain processes to users.

Figure 1 presents the study's analytical structure. The five domains organize attention to service encounters; interview, observation and documentary material provide the evidence streams; and their combined interpretation identifies experienced strengths alongside process-level

constraints. Arrows represent analytical integration rather than empirically established causal relationships.

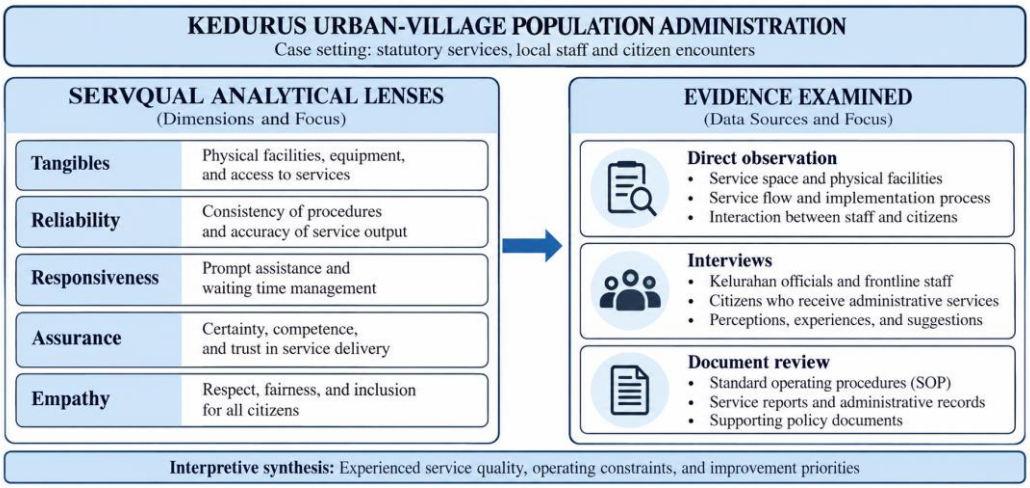


Figure 1. Qualitative Analytical Framework for Population-Administration Service Quality

METHODOLOGY

Case Design, Setting and Evidence

The investigation used a qualitative single-case design focused on population-administration services at the Kedurus urban-village office in Surabaya. The case concerned interactions among service applicants, counter personnel, the village administration and interconnected digital systems. Evidence was gathered through direct observation of service facilities and processes, semi-structured interviews and document review; the cited interviews were dated 29 June 2026. The service-volume record covers 2023-2025 and is used to describe the local demand context rather than to calculate service-quality change.

Interview evidence includes the village head's descriptions of procedural arrangements, facilities, staff responses and operational barriers, together with residents' descriptions of their own service experiences. The results section also refers to operator activity in the field setting. The available field records do not specify a full participant roster, sampling criteria, participant counts by role or the date of every interview. Accordingly, participant representativeness and saturation are not claimed. Short extracts from interviews conducted in Indonesian are presented in English translation, with the speaker role identified without reproducing personal names.

Observation concerned the counter and waiting area, visible information boards, equipment, the handling of applications and the assistance provided during service encounters. Documentary material addressed the stated SOP-based process, service information and reported transaction totals. The methods account describes collection, data reduction, narrative data display and conclusion drawing following the qualitative analytic logic associated with Miles et al. (2014). It does not identify an independent coding team, inter-coder agreement exercise, audio-verification procedure or a controlled time-and-

motion protocol; such procedures are not retrospectively attributed to the research.

Analytical Procedure and Evidence Boundaries

Interpretation follows the five SERVQUAL domains while also tracing the main procedural sequence: application reception, requirement checking, document verification, data entry and completion. Evidence is compared for convergence and tension across the available official statements, user accounts and observations. A claim is treated as an observed condition, a reported experience or a procedural assertion according to its basis. For example, reported staff adherence to SOPs is not represented as independent documentary proof that every case met its service deadline. Likewise, accounts of occasional network outages do not establish their frequency, average duration or overall effect on throughput.

The study is interpretive rather than a formal survey of expectation-perception gaps, an audit of individual case files or an estimate of the effects of digitalization. Quantitative counts are retained as contextual data where available, but frequencies of dissatisfaction, waiting times and error rates are not introduced without source records. The analysis focuses on case-specific service processes, how users encounter them and the scope of practical inferences supported by the available evidence.

RESEARCH RESULT

Service Environment and Reported Administrative Demand

Kedurus is situated within Karang Pilang District in southern Surabaya. The case-site profile describes a service area with approximately 27,349 residents in 2025, nine RW and 71 RT. Applications include family-card changes, identity documents, child identity cards, birth and death records, migration records and associated administrative correspondence. The village office serves as an accessible first contact for residents, while some transactions depend on records or systems managed by other government units. That institutional dependence makes clarity about requirements and the status of a file as important to the applicant as the physical availability of a counter.

The number of service transactions reported for 2023-2025 rose each year (Table 1). The increase from 9,837 to 11,072 transactions represents 1,235 additional cases over the two-year period, calculated from the reported totals. The figures do not distinguish among document types, repeat visits, completed outputs or unsuccessful attempts. They show workload scale and direction only. Nor can increased transaction volume independently establish an improvement in access, awareness or administrative performance; all are plausible possibilities that require different evidence.

Table 1. Population-Administration Transaction Volumes Reported for Kedurus, 2023-2025

Year	Recorded transactions	Change from previous year
2023	9,837	Not applicable
2024	10,569	+732 (+7.4%)
2025	11,072	+503 (+4.8%)

Source: Kedurus case-site service totals reproduced in the study records for 2023-2025. Year-on-year differences and percentages are arithmetic calculations from the three reported totals; they are not processing-time or satisfaction indicators.

In day-to-day operation, the study noted a waiting area, chairs, service desks, computers, printers, an internet connection, and posted requirements. A banner communicated that population-administration service is free of charge. The combination is material: posted rules and transparent fees can reduce uncertainty, while on-site devices facilitate verification and processing. Yet interview and observation evidence identified periods when the waiting area was crowded, parking space was limited and internet connectivity delayed transactions. The practical accessibility of a service was thus not fully captured by whether a facility was present.

Tangibles: Available Facilities with Intermittent Operational Limits

The official view was that physical capacity was generally adequate but that additional computers and a stronger network would improve operations. The village head described an established waiting area and service infrastructure while acknowledging specific shortfalls. Residents also characterized the space as clean and generally comfortable, although they reported longer waits when the service point became busy. Direct observation added two details: limited waiting capacity during crowding and the absence of an interactive digital medium that could explain each administrative requirement before a request reached the counter.

"Service facilities are generally adequate ... [but] additional computers and a better internet connection are still needed." (Village head, interview of 29 June 2026; translated from Indonesian).

The apparent coexistence of adequate furnishings and service difficulty is important. The main problem was not simply a lack of chairs or service signs; it was the dependence of administrative tasks on functional equipment and on information that residents could understand without repeated clarification. Neither the number of working computers nor network outage duration was measured in the study, so the evidence supports a specific capacity concern, not a calculated technology deficit.

Reliability: Procedural Consistency Under Variable Conditions

The village head and resident account converged on the presence of prescribed procedures. Applicants were told what documents were required, officers examined the files and complete requests were then processed under the applicable rules. The official account described SOP-guided, orderly processing. A resident emphasized that completion within the promised period depended on both bringing the correct documents and avoiding technical interruptions. This is a conditional description of reliability: the stated process is coherent, but dependable completion depends on resources and user readiness that are not wholly controlled at the service desk.

"If the system is disrupted or the queue is crowded, the service process can take a little longer." (Service user, interview of 29 June 2026; translated from Indonesian).

The observation and interview material therefore does not justify saying that every application was completed on time or without error. It shows that standards organize the workflow and that residents can experience it as predictable when requirements are complete. The same evidence establishes that the relationship between the written standard and actual waiting time can break down during demand peaks or connectivity problems.

Responsiveness: Helpful Contact Constrained by Queue Capacity

Respondents described staff as willing to explain requirements, help applicants complete forms and offer clarification when questions arose. The village head framed such assistance as a regular responsibility rather than an exception. Citizens described staff answering questions directly and providing help when documents were missing. This demonstrates reported responsiveness in the interpersonal exchange; there is no measured response-time series or independently observed count of people served within particular time limits.

"When I ask about the requirements or procedures, the staff immediately explain them and help if a document is missing." (Service user, interview of 29 June 2026; translated from Indonesian).

The evidence simultaneously recognizes a limit: when the number of applicants increases, relatively few staff must handle several inquiries and transactions. A responsive attitude does not eliminate queuing caused by constrained staffing. It can even create a productive tension: careful explanation improves comprehension for one citizen but uses counter time that may extend another citizen's wait. This is a service-design consideration inferred from the observed workflow, not a quantified trade-off or a demonstrated cause of congestion.

Assurance And Empathy: Procedural Confidence and Inclusive Treatment

The assurance dimension emerged through the official assertion that staff understand administrative rules and receive guidance for digital service processes, as well as through statements that fees and procedures are communicated. Respondents indicated that the necessary steps were explained and that officers could correct misunderstandings. Officials also described an

intention to protect personal documents and provide legal certainty. However, it contains no separate data-security audit, deadline compliance register or independent check of staff competencies; the findings concern perceived and reported assurance.

Empathy was particularly visible in user descriptions of polite, patient and nondiscriminatory treatment. Residents indicated that officers explained requirements again in simpler language when necessary. Field reporting also described assistance for older applicants, people with disabilities and residents less confident with digital tools. The documented basis here is descriptive observation and interview testimony, not a representative equality or accessibility assessment. The strength of the evidence lies in showing why explanatory assistance forms part of quality; its limitation is that it cannot quantify whether every vulnerable applicant receives comparable support.

"The staff are polite, friendly and patient ... I feel respected as a resident needing a service." (Service user, interview of 29 June 2026; translated from Indonesian).

Table 2 consolidates the five-domain evidence without converting qualitative accounts into numerical category scores. The central pattern is cross-dimensional: accessible and respectful front-desk treatment coexists with technical and capacity bottlenecks. The reported operating conditions affect several domains at once, particularly tangibles, reliability and responsiveness.

Table 2. SERVQUAL-Oriented Evidence Matrix for the Kedurus Case

Domain	**Evidence of service strength**	**Continuing limitation evidenced**
Tangibles	Waiting room, service desk, posted information and working equipment were described.	Crowding, limited computer capacity, sporadic connectivity and restricted parking.
Reliability	Officials and users described a recognizable SOP and verification sequence.	Completion slowed when prerequisites were missing or digital systems failed.
Responsiveness	Staff explained requirements and assisted with forms or incomplete files.	Busy service periods increased waiting; staffing was described as limited.
Assurance	Procedures and no-fee arrangements were communicated to applicants.	No independent audit of completion deadlines, competence or document security.
Empathy	Residents described respectful, patient and nondiscriminatory interaction.	Individual experiences cannot establish uniform treatment across all applicants.

Source: Synthesis of case interviews and field observations (2026). The entries are qualitative descriptions, not weighted scores, rankings or audited population frequencies.

How The Service Sequence Connects Strengths and Disruptions

The observed service sequence began when a resident approached the counter with an application. Staff reviewed administrative prerequisites, verified documents and entered data into the electronic population-administration process; completion depended on the type of request and the applicable workflow. Instructions and direct staff assistance provided clarity at the front end. At the same time, the need to correct missing requirements, await network recovery or manage a crowded counter introduced points where an otherwise orderly sequence could be interrupted.

Two different types of constraint appear along this sequence. Technical constraints intervene even if an applicant has prepared all documents correctly, because digital verification or data entry still requires a functioning network. Information constraints arise when an applicant does not understand the requirements or cannot prepare the necessary paperwork before visiting. Staffing constraints intensify the handling of either problem during busy periods. Treating all three as a single failure of employee responsiveness would conceal how different operational adjustments are needed.

The record includes official descriptions of complaint handling: residents may approach staff or the village leadership, after which the issue is clarified and addressed within applicable rules. This demonstrates a stated route for receiving complaints. The source does not report the number of complaints, resolution duration or share resolved to users' satisfaction. Accordingly, the analysis treats complaint responsiveness as a described procedure rather than verified performance.

Supporting Conditions, Barriers and Evidence Convergence

The case identifies six supporting conditions: staff competence and experience, an established SOP, available facilities, a linked digital service system, interagency coordination and a commitment to respectful citizen contact. The recurring constraints are unreliable network connections or applications, insufficient staffing during peak demand, incomplete citizen understanding of requirements and changing rules that require communication. These themes recur at different points in the narrative and form a more useful operational diagnosis than an undifferentiated statement that service quality is satisfactory. Table 3 compares their documentary and interview basis.

Table 3. Convergent Evidence, Outstanding Uncertainty and Operational Meaning

Evidence stream	Recorded content	What the case can support
Village leadership	SOP-guided processing; available facilities; acknowledged need for additional computers and network improvement.	Institutional account of standards and recognized operating constraints.
Service users	Polite explanations, responsive assistance; longer waiting during queues or system difficulties.	Reported experiences of both interpersonal quality and conditional delay.
Direct observation	Waiting space, signage and service infrastructure; restricted space and occasional technical disruption.	Concrete contextual evidence for facilities and points of friction.
Administrative totals	9,837, 10,569 and 11,072 transactions reported for 2023-2025.	Growth in reported activity volume, not a measured change in effectiveness.

Source: Case interviews, field observations and reported service totals (2023-2026).

The official and user accounts mostly converge on strengths in guidance and courtesy. They also converge, rather than contradict each other, on

conditional delays when queues lengthen or technical systems are interrupted. Observations introduce further qualifications about waiting capacity, parking and limited ways of accessing procedural explanations in advance. A remaining evidentiary tension concerns assurance: the institution reports consistent adherence to rules, but independent completion-time and error records are absent. The most cautious interpretation preserves that uncertainty rather than treating an institutional assertion as an observed outcome.

The overall result is therefore differentiated. The evidence indicates functioning procedural arrangements and positive user-staff encounters, while also documenting bottlenecks that limit service continuity for some applicants and at some times. The absence of quantitative completion and waiting data prevents claims about the percentage of cases served within an SOP deadline or the magnitude of any digital improvement. What is supported is a more focused diagnosis of administrative service quality at one urban-village interface.

DISCUSSION

Why an Apparently Satisfactory Service can Still be Operationally Fragile

The key contribution of the Kedurus case is to make visible the difference between service conduct and service capacity. Staff were generally portrayed as respectful, helpful and familiar with the prescribed process, but these favourable accounts coexist with intermittent connectivity, equipment limitations and waiting under peak demand. This is not necessarily contradictory testimony. An applicant can feel respected by an officer and still experience a slow administrative transaction. Analytically, courtesy and procedural reliability should therefore remain distinct from throughput and system availability.

The five-domain SERVQUAL structure is useful precisely because it prevents an overall positive label from hiding such differences (Parasuraman et al., 1988). Yet the present findings also reveal a limitation of purely dimension-by-dimension discussion: one network interruption can affect several domains simultaneously. When verification cannot proceed, a technically adequate service counter appears less tangible in practice, reliability is challenged, and a willing officer may be unable to respond with a completed document. Service quality here is better understood as an interacting system of people, procedures, infrastructure and information than as five independent attributes.

The result resonates with Sari et al. (2025), who documented facility and information problems in Banjar, and with Maulia Wati and Sukmana (2022), who reported processing delays in a Sidoarjo case. These studies cannot provide a direct quantitative benchmark for Kedurus: their administrative levels and research designs differ, and they do not share the same indicators. They do, however, show that orderly procedures alone do not remove all obstacles to dependable document services. The proximity of Lutfia and Indartuti's (2022) Surabaya case strengthens the contextual relevance of frontline service relationships, while differences in evidence sources limit direct comparisons.

Digital Service is a Shared Dependency, not an Automatic Improvement

The recorded service workflow includes a digitally integrated administrative process. That integration provides a potential means to check records and communicate with other government units, but no before-after evaluation of processing time was undertaken. Claiming that digitalization caused faster service would therefore exceed the study's evidence. The more precise observation is that the current process depends on connectivity: when the network or application fails, the capacity of staff to complete an otherwise prepared application is constrained.

This conditional reading is consistent with the counterexample reported by Parapat et al. (2024). Their examination of a population-administration application found continuing reliance on conventional contact and questioned whether electronic implementation had achieved the intended effectiveness. The implication for Kedurus is not that the same application performance occurred, but that technological availability and experienced usability require separate assessment. Reliability depends not merely on installing a system, but on having working equipment, stable access, clear responsibilities during outages and an intelligible route for citizens who cannot complete digital steps independently.

It is equally important not to attribute all delay to technology. Accounts of incomplete documentary prerequisites indicate an information gap before a resident reaches the service desk. A resident may receive clear instructions during the encounter yet still have to return with additional papers. This raises a distinct question: whether requirement information reaches the applicant early enough to prevent avoidable visits. Field observations note posted requirements and interpersonal explanations, alongside limited interactive information provision. Strengthening advance communication through existing RT/RW channels and clearly organized service instructions is thus a plausible improvement priority; whether it reduces repeat visits must be tested.

Staff Responsiveness and the Limits of Individual Effort

Responsiveness was reported favourably because officers explained procedures and assisted applicants with missing documents. A separate staffing observation was less favourable: limited personnel handled increased demand at certain hours. These two findings should not be merged into a judgement about employee motivation. A counter staffed by diligent officers can still accumulate queues when one person must both explain and process multiple cases. Conversely, merely adding staff without revising information flows may leave preventable clarification work unchanged.

A practical response would balance capacity at known busy periods with simpler information before arrival. Reusable document checklists, visible escalation responsibilities and guidance designed for residents unfamiliar with digital administration are interventions aligned with the observed constraints. The study does not prove their effectiveness, so they should be treated as improvement candidates to be assessed through changes in verified wait times,

return visits, file completeness and complaint resolution rather than as accomplishments already delivered.

Empathy introduces a further governance dimension. Citizens indicated that officers were patient and provided explanations in accessible language, with field reporting noting additional assistance for older residents and those less familiar with technology. Denhardt and Denhardt (2000) argue for a public-service orientation that treats citizens as participants entitled to be heard. In this case, respectful interaction is not simply a satisfaction-enhancing courtesy; it can help residents understand requirements that govern access to legal identity documents. Nevertheless, the research does not establish whether such assistance is uniformly available across disability status, literacy levels or different service times.

Administrative Accountability and Policy Relevance

Formal service standards matter because they create an obligation that a resident can recognize and question. Under the Indonesian Public Service Law and the ministerial service-standard regulation, information about procedures, time, costs and the service product is central to accountability (Ministry of Administrative and Bureaucratic Reform, 2014; Republic of Indonesia, 2009). The Kedurus material indicates that staff described a recognizable SOP and that a no-fee message was displayed. What remains uncertain is the level of achieved performance against those standards. Compliance cannot be inferred in full from a management interview or public signage alone.

The study thus supports a distinction between procedural assurance and empirical verification. Citizens may receive accurate explanations about an expected deadline, but verification of the deadline requires application-level timestamps and the treatment of incomplete files or network downtime. For future administrative review, the most valuable measures would be arrival-to-verification time, time to completion by document type, number of returns due to missing requirements, outage duration, and the disposition of complaints. These are proposed monitoring measures, not unreported findings. Their value is that they would connect the qualitative friction described here with auditable service outcomes.

This approach also respects the limited scope of the research. A single case can clarify how administrative rules, digital reliance and citizen assistance interact at a counter, but it cannot estimate how all Surabaya urban villages perform or demonstrate that Kedurus is better or worse than another office. Nor can the rise in transaction volume be used as evidence that residents are more satisfied. The case contributes a contextual explanation of why apparently adequate service arrangements may still be fragile, while leaving their prevalence and change over time for further measurement.

Integrated Interpretation and Explanatory Alternatives

An alternative interpretation of the positive user accounts is that respondents who completed or nearly completed their transactions may have been more willing to discuss satisfactory encounters, while applicants who abandoned visits may be less visible. Participant recruitment and refusal records were not available to assess this possibility. Official interviews may likewise emphasize compliance more than unresolved cases. Rather than dismiss the positive accounts, these limitations require that they be understood as experiences of the interviewed users and described officials, not as representative estimates of the entire resident population.

The findings also cannot disentangle whether longer waits were primarily caused by user arrivals clustering at certain times, insufficient personnel, incomplete files, digital outages or combinations of these conditions. The qualitative record identifies all as relevant, but their separate contributions were not measured. The strongest defensible conclusion is that frontline service quality arises from joint administrative and user-side dependencies. Improving one component without monitoring the others may leave the documented friction in place. The contribution is an evidence-grounded explanation of that interdependence at the Kedurus service interface.

CONCLUSIONS AND RECOMMENDATIONS

The Kedurus case indicates generally positive experiences of service guidance, courtesy, visible facilities and described SOP-based procedures across the five qualitative SERVQUAL dimensions. Those strengths did not remove recurring difficulties associated with network interruptions, constrained equipment, queues during busy hours and applicants' incomplete understanding of requirements. Reported transaction volumes increased between 2023 and 2025, but the study did not establish corresponding improvements in processing speed, error rates or citizen satisfaction. Its central finding is the coexistence of favourable interpersonal service and operational vulnerability within a digital-dependent local administrative process.

Local improvement should prioritize reliable system access and computer availability, comprehensible requirement information before arrival, clear support for residents with different digital capabilities, and demand-sensitive allocation of staff. A simple record of waiting, incomplete applications, repeat visits, interruptions and complaint outcomes would allow the office to judge whether these changes produce measurable gains. Such recommendations are proportionate to the identified bottlenecks; they should not be presented as interventions already tested by this case study.

ADVANCED RESEARCH

The study is limited to one urban-village office and primarily relies on narrative interviews and observation, with contextual totals obtained from the recorded administrative profile. Available documentation lacks a complete participant roster, recruitment criteria, a fully dated interview inventory, transcripts for all informants, an independent coding audit and transaction-level waiting or completion records. The reported SERVQUAL dimensions were interpretive categories, not a paired expectation-perception scale. These limitations prevent claims of statistical representativeness, causal effectiveness, saturation or quantified differences among dimensions.

Future work should compare several urban villages using explicitly documented sampling, anonymized interview records, systematic evidence matrices and service-time registers. A mixed-method or longitudinal design could examine whether requirement checklists, network contingency procedures and flexible staffing arrangements reduce repeated visits or delays while preserving respectful treatment. Comparisons would be more credible if they controlled for document type, applicant preparedness, demand peaks and system downtime rather than treating all population-administration services as identical transactions.

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