

EVALUATION OF PUBLIC SERVICE PERFORMANCE AND PUBLIC SATISFACTION AT THE NATIONAL LAND AGENCY SURABAYA

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ABSTRACT

This study aims to evaluate public service performance and community satisfaction at the National Land Agency (*BPN*) Surabaya, using the theoretical framework proposed by Dwiyanto in his book *Reformasi Administrasi Publik* (Public Administration Reform). Five key performance indicators—productivity, service quality, responsiveness, responsibility, and accountability—are used as the basis for analyzing the extent to which *BPN* Surabaya meets the needs and expectations of the community. This qualitative study employs data collection methods such as in-depth interviews, community satisfaction surveys, and document analysis. The findings indicate that productivity at *BPN* Surabaya needs improvement, as data from 2023 shows that 26.6% of land certification applications experienced delays beyond the targeted completion time. In terms of service quality, 72% of the respondents felt that the waiting room facilities were inadequate, significantly hindering user comfort. Responsiveness also requires attention, with 68% of the respondents reporting slow or inaccurate responses to inquiries or complaints. Regarding responsibility, 62% of the respondents stated that information related to procedures and requirements was unclear, highlighting the need for better internal supervision. Furthermore, accountability also needs enhancement, with only 60% of the respondents believing that information about costs and procedures was transparent, and 55% indicating that the complaint mechanisms were ineffective.

Keywords: *Public Service Performance; Community Satisfaction; National Land Agency (BPN)*

A. INTRODUCTION

Public services in the land sector are a crucial element for community welfare because land is not just a physical asset but also the foundation for economic development, housing, and social security for many groups. The National Land Agency (*BPN*) as an institution managing land affairs in Indonesia has the responsibility to provide effective, transparent, and fair services to the public. According to (Kusbudiyanto et al., 2023), quality land services are closely related to social and economic stability, as land issues often impact the daily lives of communities. Land serves as a fundamental asset for the livelihoods and economy of the people, making it essential for *BPN* to ensure the proper management of ownership rights and land use. In this regard, effective services from *BPN* will build trust and legal certainty, ultimately supporting social order and economic growth.

BPN plays a role in regulating and managing land rights, including issuing land certificates, resolving disputes, and formulating land policies. Research conducted by (Iman Iswara, 2019) found that *BPN*'s role extends beyond land administration to include acting as a mediator in land conflicts that frequently arise in society. This demonstrates that *BPN*'s service quality directly impacts the sense of security and satisfaction among people regarding land ownership. In practice, suboptimal services can lead to dissatisfaction and even prolonged conflicts, hindering national development. Therefore, through professional and responsive management, *BPN* is expected to meet the community's need for fair land services that support collective welfare.

The development of public services at the National Land Agency (*BPN*) is increasingly driven by rising public demands for transparency, efficiency, and effectiveness, especially in the increasingly complex land sector. Along with growing public awareness of their land rights, expectations for fast, accurate, and transparent services are also increasing. According to research by (Kurniawan Ahmad, 2024), transparency of information and improvement in public service quality in the land sector are becoming increasingly urgent demands. The public now not only desires legal certainty over land ownership but also easy access to services ranging from land registration to dispute resolution. In many cases, delays and convoluted procedures lead to dissatisfaction and can trigger social conflicts, potentially obstructing national development.

The challenges faced by *BPN* in meeting public expectations include the rising number of service requests and the increasing complexity of land cases, especially in urban areas with more intricate land issues. Research conducted by (Tenri Bali, 2024) found that current land cases are more dynamic and often involve multi-party disputes, adding to the administrative and technical burden on *BPN*. Moreover, demands for fast and accurate services necessitate the adoption of technology and continuous staff competency improvements. Without adequate responses to these challenges, *BPN* risks losing public trust and facing obstacles in achieving service efficiency. Digital transformation and appropriate human resource training are strategic steps that *BPN* needs to take to meet public demands and improve the quality of land sector services.

The performance of public services provided by the National Land Agency (*BPN*) is not only evaluated based on the ability to fulfill administrative procedures but also on how well the services meet the quality standards expected by the public (Candra Muria Pratama & Dwi Hartomo, 2021). Performance evaluation serves as an essential instrument to ensure that every aspect of public service at *BPN* aligns with established standards and effectively addresses community needs. According to (Putri Diana, 2023), performance evaluation in public services enables institutions like *BPN* to identify the extent to which the services provided are accountable in terms of quality and relevance (Febby Paquita, 2023). This aligns with the importance of measuring public satisfaction, which focuses not only on administrative processes but also on service aspects that enhance the comfort and trust of the public in the institution.

In measuring public satisfaction with *BPN* services, satisfaction surveys and interviews are used to gather comprehensive information about the community's experiences when utilizing the services. Research by (Lubis Iyutami, 2023) found that public satisfaction surveys help identify areas for improvement, such as service timeliness, cost transparency, and staff friendliness. This method also provides quantitative and qualitative data crucial for decision-making in improving public service quality. Additionally, tools such as the Community Satisfaction Index (*IKM*) provide *BPN* with objective and measurable indicators to assess the effectiveness of services. Measuring public satisfaction not only serves as feedback but also becomes a basis for *BPN* to develop continuous improvement strategies so that land services can be more responsive and meet public expectations optimally.

The selection of *BPN* Surabaya as a research subject is highly relevant given the local characteristics and specific challenges faced in the context of land services. As a major city with rapid urbanization, Surabaya encounters high complexity in terms of land needs, ownership disputes, and pressure for efficient and accurate services. According to research by (Trimurti Ningtyas, 2019), land issues in metropolitan areas like Surabaya are often exacerbated by the increasing demand for land for commercial and residential development, which can escalate disputes and public dissatisfaction if *BPN* services are not optimal. Local factors such as population density, economic growth rates, and public legal awareness also influence perceptions and expectations of *BPN*'s services. Therefore, research on the performance of public services and the level of public satisfaction at *BPN* Surabaya is not only locally relevant but also provides insights for improving *BPN*'s service quality on a national scale, as Surabaya's situation can represent challenges faced in other major cities in Indonesia.

The aim of this research is not only to enhance services at *BPN* Surabaya but also to provide broader understanding in national and international contexts regarding public service quality in the land sector. Considering that land issues are globally complex, the findings of this research can serve as a reference for other countries facing similar challenges in managing land services. According to (Hardianti, 2022), challenges in public services in the land sector generally involve aspects of transparency, efficiency, and public satisfaction, which need to be addressed in a structured and systematic manner. By identifying best practices

that can be implemented, this research contributes to improving public services that can be adapted both in Indonesia and internationally.

This research is strongly supported by previous literature highlighting the importance of performance evaluation and public satisfaction in the government sector, particularly in public services. Research by (Nugraha Indra, 2023) emphasizes that performance evaluation in public services is a fundamental basis for understanding public perceptions and expectations and serves as a means to comprehensively improve service quality. Existing literature shows that satisfaction survey methods, service quality analysis, and community satisfaction indices are important tools used to assess the effectiveness of public services in many countries. This research not only strengthens existing knowledge but also offers new perspectives in measuring and improving public service quality with a focus on the specific needs of the community.

B. LITERATURE REVIEW

The theoretical framework in a study serves as the foundation for understanding and explaining the phenomenon being investigated. This section discusses various theories, concepts, and frameworks relevant to the research topic to provide a comprehensive understanding of the context and issues addressed. In this research, the theoretical framework includes several key aspects, namely the theory of public service performance, the concept of public satisfaction, and the public service management approach, particularly in the context of land services at the National Land Agency (*BPN*) Surabaya.

Public Service Performance

According to Mahmudi (as cited in Sulfiana, 2020), performance is a multidimensional concept, with its measurement methods varying based on the complexity of influencing factors. Performance can be understood as the outcomes of work, closely tied to achieving the strategic objectives of an organization, customer satisfaction, and contributions to economic aspects. Essentially, to operationalize a concept, specific indicators are commonly used to measure performance. Mahmudi states that performance indicators serve as tools or means to assess the results of an activity, task, or process—not as the end goal itself. For public sector organizations, performance indicators act as guides for managers and external stakeholders to evaluate organizational performance.

According to Dwiyanto in his book *Public Administration Reform* (as cited in Fikri, 2019), there are several performance indicators as follows:

1. Productivity not only measures efficiency but also the effectiveness of services. Generally, productivity is understood as the ratio between input and output. However, this concept is considered too narrow and has been expanded to include more comprehensive measures of productivity, encompassing how well public services achieve the expected results. Productivity indicators are widely used to evaluate and measure the outputs or results achieved by an organization over a certain period.
2. Service quality essentially refers to actions, efforts, or performances carried out while meeting specific requirements. Service quality serves as a benchmark for

organizations in assessing their performance, where services that meet standards and satisfy the public are deemed high-quality services.

3. Responsiveness is the ability of an organization to understand the needs of the public, set service agendas and priorities, and design public service programs aligned with public aspirations. Responsiveness is recognized as a performance indicator because it reflects the capability of public organizations to fulfill their mission and objectives, particularly in meeting public needs.
4. According to Levine (as cited in Dwiyanto), responsibility refers to whether the activities within public organizations are conducted in accordance with proper administrative principles or organizational policies, both explicit and implicit. Responsibility may sometimes conflict with responsiveness.
5. Organizational performance should ideally be evaluated against external standards, such as the values and norms prevailing in society. Activities within public organizations are considered to have high accountability if they are deemed appropriate and aligned with the social values and norms evolving in the community.

Concept of Public Satisfaction

Satisfaction refers to the extent to which needs, desires, and expectations are fulfilled, contributing to customer loyalty (Kusbudiyanto et al., 2023). Performance and service quality are the primary factors in creating satisfaction. The level of satisfaction is influenced by the gap between perceived performance and customer expectations. Quality encompasses all aspects required to achieve goals, both internal and external, and is evaluated based on the standards of service delivered. While satisfaction is subjective, it can be measured through surveys or satisfaction indexes. Satisfaction is built upon principles used to assess an organization's performance in delivering services.

According to Zepiel (as cited in Hayani, 2019), three conceptualizations of customer satisfaction can be identified:

1. System Satisfaction: This involves consumers' subjective evaluation of all the benefits they receive from the operations of the marketing system.
2. Enterprise Satisfaction: This pertains to the benefits or advantages consumers gain from their interaction or relationship with the company.
3. Product/Service Satisfaction: This involves consumers' subjective evaluation of the benefits they gain from consuming specific products or services.

Service Management (BPN Surabaya)

Public service management refers to a series of processes and policies designed to ensure that government agency services meet the needs and expectations of the public (Rahman, 2021). According to (Mursyidah & Ap, 2020), public service management includes planning, organizing, implementing, and supervising the services provided, with the aim of improving efficiency, effectiveness, and quality of public service delivery. In the context of the National Land Agency (*BPN*), service management focuses on land services such as land registration, certificate issuance, and land dispute resolution.

In Surabaya, *BPN* has implemented various innovations in its service management to enhance the quality and efficiency of services to the public. One such innovation is the Seven-Minute Service (*LANTUM*), which allows the

completion of certain land services within seven minutes. According to a study published on Kompasiana, *LANTUM* has significantly reduced service time by leveraging data digitization and computerization systems, making the service process faster and more efficient.

In addition to *LANTUM*, *BPN* Surabaya introduced electronic land certificates (Sertipikat-el) in May 2024. This service allows the public to manage land certificates online without needing to visit the *BPN* office in person. According to a report by *Pikiran Rakyat* Jatim, the implementation of Sertipikat-el in Surabaya aims to improve efficiency and transparency in land services while minimizing the potential for misuse or loss of physical documents.

To support digital transformation in service management, *BPN* Surabaya also provides an application portal that facilitates public access to various land services online. This portal is designed to enhance public trust through professional service delivery and continuous digital transformation. These efforts demonstrate *BPN* Surabaya's commitment to improving service management through innovation and digitalization. Consequently, the quality of public services in the land sector is expected to continuously improve, aligning with the public's expectations and needs.

C. METHOD

This section explains the research methods used to evaluate the performance of public services and public satisfaction at the National Land Agency (*BPN*) Surabaya. The research methods employed are crucial to ensuring that the research objectives are achieved effectively and provide an in-depth understanding of the interaction between the service performance delivered by *BPN* and the level of satisfaction among the public as service recipients. This study utilizes a qualitative method to gather rich and detailed information regarding public perceptions and the service delivery processes at *BPN* Surabaya.

The type of research used in this study is qualitative research. Qualitative research was chosen because it allows researchers to gain an in-depth understanding of social phenomena related to public service performance and public satisfaction at the National Land Agency (*BPN*) Surabaya. Through this approach, researchers can holistically explore the experiences, perceptions, and interaction dynamics between the community as service users and *BPN* employees as service providers. The qualitative approach is highly relevant for studying complex phenomena, particularly in the context of the relationship between public service quality and the level of public satisfaction.

This qualitative study employs data collection methods such as in-depth interviews, direct observation, and document analysis. In-depth interviews are conducted with various informants, including *BPN* employees directly involved in the service process and community members who have utilized *BPN* Surabaya's services. This method allows researchers to delve into perspectives, experiences, and challenges encountered in the context of public service. Direct observation is conducted at service locations to understand work mechanisms, interactions between employees and the community, and potential obstacles in service

delivery. Document analysis includes a review of performance reports, service guidelines, and documented public satisfaction data at *BPN* Surabaya.

This approach focuses not only on collecting descriptive data but also on exploring the meaning and context behind the data. In this study, the data is analyzed inductively by identifying patterns, themes, and relevant categories from the collected interviews, observations, and documents. According to Creswell (2014), inductive analysis is an effective approach in qualitative research for building conceptual understanding based on field data.

Through this qualitative approach, the study aims to provide a rich depiction of public service quality at *BPN* Surabaya and the factors influencing public satisfaction. Insights obtained from this research are expected to identify weaknesses in the service process and offer practical recommendations to improve public service performance. This research seeks to make a significant contribution to the development of public services in the land sector.

The focus of this research is to examine public service performance and public satisfaction at the National Land Agency (*BPN*) Surabaya. The study aims to understand the extent to which the service performance provided by *BPN* meets public expectations, particularly in terms of speed, clarity of information, data accuracy, and friendliness of service. Additionally, the research will highlight various factors affecting the quality of public services at *BPN*, including internal and external challenges faced by employees in their daily tasks.

This study also explores the impact of service performance on the level of public satisfaction as service users. This focus includes an analysis of how aspects of service, such as timeliness and transparent procedures, contribute to positive public perceptions of *BPN*. Furthermore, the research will delve deeper into other factors influencing public satisfaction, such as employee professionalism, the use of information technology, and efforts to simplify procedures implemented by *BPN* Surabaya.

In addition to operational aspects, the study will also highlight management policies and work procedures at *BPN* Surabaya that support employee performance. This focus includes an analysis of employees' understanding of service policies, training provided by management, and the availability of infrastructure. The research aims to evaluate the effectiveness of policies and procedures implemented and their contribution to maintaining optimal public service quality at *BPN* Surabaya.

This research also investigates public perceptions of the services provided by *BPN*, including challenges faced by service users in accessing and obtaining land-related services. The study focuses on identifying potential obstacles in the service process and examining how *BPN* Surabaya addresses these challenges through innovations and responsive approaches to community needs.

The research location is the office of the National Land Agency (*BPN*) in Surabaya, situated in the metropolitan area of East Java with high public service activity. *BPN* Surabaya is recognized as one of the government agencies providing direct land services to the public, such as land certificate management, land rights registration, and resolution of land disputes. This location was chosen because it reflects the complex needs of urban communities regarding land

services and serves as a strategic setting for evaluating public service performance in this sector.

D. RESULT AND DISCUSSION

This section provides a detailed description of the research findings conducted at the National Land Agency (*BPN*) Surabaya, along with a comprehensive analysis of public service performance, the challenges faced by employees, and their impact on the level of satisfaction among the served community.

Public Service Performance

This study aims to explore and analyze public service performance and public satisfaction at the National Land Agency (*BPN*) Surabaya using the theory presented by Dwiyanto in his book *Public Administration Reform*. The theory offers five performance indicators: Productivity, Service Quality, Responsiveness, Responsibility, and Accountability, which are used to assess the extent to which public service performance meets the needs and expectations of the community. These indicators form the basis for analyzing and evaluating the quality of public services provided by *BPN* Surabaya. These aspects are reflected in the variables defined by the researcher as follows:

Productivity

Productivity in public administration does not merely measure efficiency but also includes the effectiveness of services provided by the organization. Efficiency is typically understood as the ratio of inputs used to outputs produced. However, this approach is considered too narrow, as it focuses solely on quantity. Therefore, the concept of productivity has been expanded to a more comprehensive understanding. Broader productivity involves evaluating the extent to which public services achieve the desired results, including the organization's success in meeting its strategic objectives. Productivity becomes an important indicator that reflects the organization's capacity to produce quality outputs within a specific period.

In this study, productivity is analyzed as one of the main dimensions of public service performance at *BPN* Surabaya. This evaluation includes measuring *BPN*'s ability to efficiently and promptly process land-related services, such as land registration, certificate issuance, and dispute resolution. Additionally, the study examines the effectiveness of services in achieving *BPN*'s primary objective, which is to provide legal certainty for the public in land management. Productivity outcomes are assessed based on tangible outputs produced by *BPN*, such as the number of certificates successfully issued and the time taken to complete services compared to the set targets.

Beyond these aspects, productivity is also evaluated based on its impact on public satisfaction. High service efficiency holds little significance if the results do not align with the needs and expectations of service users. Therefore, this study examines the productivity of *BPN* Surabaya by considering how well the services provided meet public expectations. This approach offers a deeper understanding of the extent to which *BPN*'s productivity reflects optimal public service.

According to Mr. Subakir, one of the applicants for land certification at *BPN* Surabaya:

"I started the land certification process two months ago, and based on the initial information, the process was promised to be completed within a month. However, I am still waiting. Each time I ask about the progress, the staff says my documents are in the queue for verification. To me, this indicates that productivity at *BPN* Surabaya still needs improvement, particularly in time management. Although I see the staff working well, these delays naturally leave me less satisfied. If productivity were improved, issues like this could be minimized."

Ms. Yuni, who processed a land certificate transfer in February 2023, stated:

"I started the land certificate transfer process in February 2023, with an estimated completion time of 2 months. However, the process was only completed in August 2023, 4 months later than scheduled. During the wait, I had to repeatedly visit the *BPN* office to inquire about the progress. In my opinion, *BPN* Surabaya's productivity is still suboptimal. If the process could be quicker and adhere to the schedule, it would certainly be better for those of us who need legal certainty over our land."

Interviews with service applicants such as Mr. Subakir and Ms. Yuni reveal significant complaints regarding delays in land certification processing at *BPN* Surabaya. Both expressed that the services, which were initially promised to be completed within a certain timeframe, often experience considerable delays, sometimes lasting several months. This condition highlights weaknesses in *BPN* Surabaya's productivity, particularly in time management and workflow. The uncertainty surrounding service completion times not only causes public dissatisfaction but also indicates that the existing system is not yet optimized to meet service targets.

From these interviews, it is evident that the untimely completion of land certifications reflects *BPN* Surabaya's productivity issues that require improvement. For instance, in 2023, data shows that out of a total of 12,000 land certification requests, around 3,200 (26.6%) experienced delays exceeding the targeted timeframe. This indicates that nearly one-third of the total applications failed to meet the schedule, reflecting challenges in process efficiency and resource allocation. This condition underscores the need for a comprehensive evaluation of the systems and procedures applied at *BPN* Surabaya.

Strategic steps are necessary to enhance productivity, particularly in simplifying work processes and managing service time. Improved use of information technology, employee training to increase efficiency, and evaluation of bottlenecks within the service system can be initial measures to address these issues. From this, it becomes clear that productivity is not just a measure of output quantity but also includes time quality and public satisfaction as important indicators in evaluating public service performance at *BPN* Surabaya. With improvements in these aspects, it is expected that the delay rate can be reduced to

below 10% of the total applications, ensuring that public services are delivered more optimally and meet community expectations.

Service Quality

Service quality refers to the efforts made by an organization to meet established service standards, ensuring that the public receives services that meet their expectations and needs. In Dwiyanto's theory, service quality focuses not only on actions or outcomes but also on the extent to which those efforts align with public expectations and adhere to applicable standards. Therefore, service quality is a critical performance indicator in assessing how well a public organization, such as *BPN* Surabaya, fulfills its duties and functions in providing services to the community.

In this study, the quality of service at the National Land Agency (*BPN*) Surabaya is analyzed through various aspects such as speed, accuracy, transparency, and accessibility in processing land certificates and other administrative land services. If the services provided do not meet public expectations, it indicates issues with service quality implementation. For instance, if a certificate processing time expected to be completed within 1-2 months experiences significant delays, it reflects problems in service quality that need further evaluation.

This research aims to identify the extent to which service quality at *BPN* Surabaya meets the established standards and public expectations. This includes various dimensions, such as service speed, the accuracy of information provided to applicants, and the responsiveness of officers in addressing complaints or issues arising during the service process. The analysis will reveal whether the service quality at *BPN* Surabaya aligns with public expectations or if there are deficiencies that need improvement. This evaluation also seeks to provide recommendations for improving service quality with the goal of increasing public satisfaction.

According to Mr. Rudi, an applicant who was processing a land certificate:

"I feel that the services at *BPN* Surabaya still need improvement, especially in terms of waiting room facilities. When I came to process my land certificate, the waiting room was overcrowded, and many people had to stand. I had to wait outside for almost an hour because there was no seating available. This was very inconvenient, especially as the process itself took quite a while. In my opinion, if the waiting room facilities were improved, the public would feel more comfortable, and this would certainly reflect better service quality."

Based on the interview with Mr. Rudi, it can be concluded that the waiting room facilities at *BPN* Surabaya require serious attention. He mentioned that the inadequate capacity of the waiting room, which forces many applicants to stand or even wait outside the building, is a major obstacle. This creates an uncomfortable experience for the public, especially when the service process takes a considerable amount of time. This issue highlights deficiencies in service quality, particularly in providing facilities that meet the needs of service users.

Concrete steps are needed to enhance the capacity and comfort of the waiting room facilities at *BPN* Surabaya. According to a public satisfaction survey

conducted in 2023, 72% of applicants felt that the waiting room facilities at *BPN* Surabaya were inadequate. This figure indicates that nearly three-quarters of service users experienced dissatisfaction with the provided facilities. This figure should be improved so that at least 90% of the public feels satisfied with the waiting room facilities, reflecting significant improvements in overall service quality. Furthermore, providing clearer information regarding waiting times is also crucial to reducing uncertainty and improving the public's experience during the document processing procedure.

It is evident that "Service Quality" at *BPN* Surabaya requires an in-depth evaluation, particularly regarding the provision of physical facilities and the comfort of the waiting room. By focusing on these improvements, it is expected that the level of public dissatisfaction can be reduced to below 10%, down from the current 28%. This will not only enhance the comfort of applicants during the service process but also improve *BPN* Surabaya's image as a professional service provider responsive to the community's needs. This evaluation is a critical step in improving public service performance and achieving optimal public satisfaction.

Responsiveness

Responsiveness refers to an organization's ability to understand the needs of the community, set service agendas and priorities, and design programs aligned with public aspirations. In the context of public services, responsiveness reflects the extent to which an organization can listen to the public's concerns and provide quick and appropriate responses to their needs. This indicator is crucial as it demonstrates the success of public organizations in fulfilling their primary mission: meeting public needs optimally. Responsiveness also highlights how well an organization adapts its programs to the dynamic changes in societal needs.

In this study, responsiveness is analyzed to assess the capability of the National Land Agency (*BPN*) Surabaya in addressing the community's needs regarding land document services, such as land certificates, rights registration, and dispute resolution. *BPN* Surabaya's responsiveness can be observed through how quickly and effectively services are delivered in line with public expectations. For instance, when the public encounters difficulties in processing documents, the ability of staff to provide direct and efficient solutions reflects a high level of responsiveness. Conversely, if the public experiences long waits without clear information, it indicates areas where responsiveness needs improvement.

This study evaluates whether the service programs designed by *BPN* Surabaya, such as electronic services or simplified administrative procedures, are genuinely tailored to public needs. Additionally, responsiveness is measured through the speed of staff in handling complaints or inquiries and the organization's ability to adapt policies based on community feedback. By evaluating responsiveness, this research aims to provide a clear picture of how *BPN* Surabaya can enhance its performance in addressing public needs and offers recommendations for future improvements.

According to Mrs. Rasya, who was registering new land:

"When I visited *BPN* Surabaya to check the progress of my land registration, the information I received at the counter was different from what I read on the website. This made me confused as there was

no clarity on which information was correct. I ended up having to go back and forth to the office to ensure my documents were being processed correctly. In terms of responsiveness, the staff should provide clear and consistent answers so the public doesn't feel like they're being passed around. If this is improved, the service would be far more effective and satisfying."

Based on the interview with Mrs. Rasya, it can be concluded that there are still challenges in the responsiveness of services at the National Land Agency (*BPN*) Surabaya, particularly regarding the clarity and consistency of information. She noted that the information provided by the counter staff did not match the details on *BPN*'s official website. This inconsistency caused confusion for the public, forcing them to visit the office in person, which wastes time and effort. This issue underscores the need for greater attention to responsiveness in delivering clear, accurate, and consistent information.

Efforts to improve the information delivery system at *BPN* Surabaya are necessary. According to a 2023 public satisfaction survey, 68% of service users felt that responses to questions or complaints were slow or inaccurate. This statistic indicates that more than half of service applicants are not entirely satisfied with the responsiveness provided. This figure should be evaluated and improved to achieve at least 85% public satisfaction with the speed and clarity of responses, setting a minimal standard for meeting public expectations in land services.

It is clear that "Responsiveness" at *BPN* Surabaya has significant room for improvement, particularly in terms of information consistency and the speed of responses to public inquiries. The goal of this evaluation is to reduce dissatisfaction levels to below 15% and ensure that information provided to the public is always synchronized across various communication channels. In doing so, more responsive public services will increase public trust in *BPN* Surabaya and enhance the institution's image as a professional and reliable service provider.

Responsibility

Responsibility in public administration measures the extent to which organizational activities comply with proper administrative principles and established policies, whether explicitly or implicitly. This indicator emphasizes adherence to regulations, procedures, and applicable operational standards. In some cases, responsibility may conflict with responsiveness, as strict adherence to organizational policies can limit flexibility in meeting public needs. Nevertheless, responsibility remains a critical element that reflects integrity and accuracy in the execution of public organization duties.

In this study, responsibility is analyzed to evaluate the extent to which the National Land Agency (*BPN*) Surabaya performs its duties and functions in accordance with established policies and standards. Land services, such as land registration and certificate issuance, are expected to be conducted consistently based on guidelines outlined in regulations, such as the *BPN* Head Regulation Number 1 of 2010 on Standards of Service and Land Management Regulations. This evaluation includes an analysis of the implementation of standard procedures in service processes and the extent to which *BPN* staff adhere to internal policies without neglecting public needs.

In terms of public satisfaction, responsibility at *BPN* Surabaya is also related to transparency in service processes. For instance, applicants must be provided with clear information regarding required documents, processing time, and costs, as stated in service policies. Failure to act in accordance with these principles may result in public dissatisfaction. By evaluating responsibility, this study aims to provide insights into how well the policies and service standards at *BPN* Surabaya are consistently applied and how this affects public service quality and satisfaction levels.

According to Mr. Pasrun, a service user processing a land certificate: "When I applied for a land certificate, the initial information stated that the process would be completed within one month. However, after three weeks, I was asked to submit additional documents that were not mentioned at the beginning. This shows a lack of oversight of the established procedures. As an ordinary citizen, I expect all requirements to be clearly communicated from the start, and the completion time to not exceed what was promised. I believe it is important to ensure that existing policies are applied consistently so that the public does not feel disadvantaged or need to make repeated visits to the *BPN* office."

Based on the interview with Mr. Pasrun, it can be concluded that there are challenges in implementing policies and overseeing procedures at the National Land Agency (*BPN*) Surabaya, particularly regarding the clarity of initial information provided to the public. He expressed that additional requirements not communicated upfront prolonged the land certification process beyond the promised timeline. This highlights shortcomings in responsibility, particularly in ensuring consistent policy application and adherence to standard procedures. Such ambiguities can create disadvantages for the public, who expect the process to run smoothly according to the initial information.

Improvements are needed in the mechanisms for delivering information and supervising procedure implementation at *BPN* Surabaya. According to a 2023 public satisfaction survey, approximately 62% of service users reported not receiving complete or accurate information about requirements and processes. This figure indicates that more than half of the service users face obstacles due to a lack of transparency and oversight in procedural implementation. This complaint rate needs to be reduced to below 15%, which can be achieved by strengthening internal supervision and providing training to staff to improve accuracy and consistency in information delivery.

From this, it is evident that "Responsibility" in public service performance at *BPN* Surabaya requires significant improvement, particularly in overseeing procedures and providing clear information to the public. The evaluation shows that 38% of the public has received services according to procedures without obstacles, but the remaining 62% require special attention. This indicates the need for improvements in transparency, consistency, and internal oversight to ensure that services are delivered in accordance with established policies. With these improvements, it is expected that public satisfaction with services at *BPN* Surabaya can increase significantly.

Accountability

Accountability refers to the extent to which public organization performance can be evaluated based on external standards, such as values, social norms, and public expectations. It reflects the organization's ability to justify its activities, both administratively and morally, to relevant stakeholders. In public administration, accountability encompasses transparency in decision-making processes, openness in providing information to the public, and adherence to laws and norms. High accountability indicates that the organization is performing its duties correctly, in compliance with regulations, and in a manner acceptable to the public.

In this study, accountability is analyzed to evaluate how the National Land Agency (*BPN*) Surabaya accounts for its duties, particularly in providing land services to the community. This evaluation includes assessing the transparency of information provided to the public, such as procedures, costs, and estimated completion times. Additionally, accountability relates to how well *BPN* Surabaya's performance reports reflect actual outcomes experienced by the public. For example, if the public is clearly informed about the process flow for document management and can monitor its progress, this demonstrates that *BPN* Surabaya is striving to meet high standards of accountability.

Accountability in public services at *BPN* Surabaya also includes the effectiveness of complaint mechanisms, allowing the public to voice their concerns or provide feedback about the services received. The level of accountability can be measured by how *BPN* Surabaya responds to and resolves these complaints in an open and transparent manner. This study aims to evaluate whether the accountability mechanisms implemented by *BPN* Surabaya function effectively and how they impact public satisfaction. Thus, accountability is a crucial aspect of ensuring that public services are not only efficient but also answerable to the community.

According to Mr. Bambang, who was registering new land:

"When I applied for land registration, I found it difficult to get clear information about the process stages. I asked at the counter, but the answers were inconsistent with the information in the brochure. Moreover, when I tried to submit a complaint about delays, the complaint mechanism was unclear, leaving me unsure of whom to contact. In my opinion, *BPN* Surabaya needs to improve its accountability, especially by providing accurate information and establishing a more effective complaint channel."

Berdasarkan Based on the interview with Mr. Bambang, it is evident that one of the accountability issues at the National Land Agency (*BPN*) Surabaya lies in the inconsistency of information provided to the public regarding procedures and stages for managing land documents. He reported that the answers received from counter staff differed from the information stated in the official brochure, causing confusion. Additionally, the unclear complaint mechanism further complicated the process for the public to submit grievances or follow up on issues encountered during document processing. This indicates a gap in accountability, particularly in terms of transparency and openness of information to the public.

Significant improvements are needed in the information delivery system and complaint mechanisms at *BPN* Surabaya. According to a 2023 public satisfaction survey, only 60% of respondents felt that information regarding procedures and service costs was transparent, while 40% believed it needed improvement. Similarly, the complaint mechanism revealed that 55% of users were unsure whom to contact for official grievances. These figures must be improved so that at least 85% of the public is satisfied with access to information and ease of filing complaints. To achieve this, strengthening transparency regarding service costs and procedures and developing a digital-based complaint system are critical steps that should be implemented immediately.

It is clear that "Accountability" in public service performance at *BPN* Surabaya requires a comprehensive evaluation. Around 40% of service users still perceive a lack of transparency in information, while 45% express dissatisfaction with the unclear complaint mechanisms. These findings highlight the need for significant improvements in both procedural transparency and complaint management. Relevant legal provisions include the *Peraturan Pemerintah Nomor 13 Tahun 2010* concerning Types and Tariffs of Non-Tax State Revenue (PNBP) applicable to the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, which mandates transparency and fairness in land service fees. By addressing these issues, *BPN* Surabaya is expected to significantly enhance its accountability, leading to a positive impact on public trust.

Challenges in Public Service Performance and Public Satisfaction

In public services, particularly in the land sector, several challenges impact performance and the level of public satisfaction. These challenges encompass technical, administrative, and community-related aspects. The following are some of the key challenges identified in the context of the National Land Agency (*BPN*) Surabaya:

Lack of Transparency in Information

The lack of transparency in information at the National Land Agency (*BPN*) Surabaya is one of the main challenges in public service delivery. Information regarding procedures, costs, and estimated completion times is often inconsistently communicated through various channels such as brochures, websites, and counter staff. These inconsistencies cause confusion among the public, making it difficult for them to understand the document processing steps and requirements. Consequently, many applicants are forced to make repeated visits to complete documents that could have been prepared in advance. This delays the service process and lowers public satisfaction with *BPN*'s performance.

Inconsistent Document Completion Times

The time required for document processing at *BPN* Surabaya often does not align with the promised targets, particularly for high-volume services such as land certification or title transfers. These delays are a major cause of public dissatisfaction, as people require certainty in completing land administration processes. Such delays not only disrupt public plans but also reflect challenges in time management and workflow efficiency at *BPN*, which could be addressed through improved operational efficiency and better oversight.

Public Awareness of Procedures and Services

Public awareness of procedures and services at *BPN* Surabaya remains a challenge, as many people are not familiar with the standard procedures and requirements for document processing. This lack of understanding often leads to incomplete documentation, hindering the efficiency of the service process. Additionally, efforts to educate the public about the importance of preparing documents in advance and utilizing available digital services need to be intensified. Enhancing public knowledge in these areas would enable individuals to be more independent and efficient in managing their administrative needs.

E. CLOSING

This section presents the conclusions of the research conducted at the National Land Agency (*BPN*) Surabaya regarding the evaluation of public service performance and public satisfaction. It also provides recommendations based on the research findings. The conclusions offer an overview of service performance assessed through five key indicators: productivity, service quality, responsiveness, responsibility, and accountability, and their impact on public satisfaction.

Conclusion

Significant improvements are needed in the information delivery system and complaint mechanisms at *BPN* Surabaya. According to the 2023 public satisfaction survey, only 60% of respondents felt that information about procedures and service costs was transparent, while the remaining 40% indicated that the information needed improvement. Additionally, the complaint mechanism revealed that 55% of users were unsure whom to contact for official complaints. These figures must be improved so that at least 85% of the public feels satisfied with access to information and the ease of filing complaints.

To achieve this, strengthening the transparency of service costs and procedures and developing a digital-based complaint system are essential steps that should be implemented promptly. The findings indicate that "Accountability" in public service performance at *BPN* Surabaya requires a comprehensive evaluation. Around 40% of service users still perceive a lack of transparency in information, and 45% complain about unclear complaint mechanisms. These issues highlight the need for significant improvements in transparency and complaint management. Relevant legal provisions include the *Peraturan Pemerintah Nomor 13 Tahun 2010* regarding Types and Tariffs of Non-Tax State Revenue (*PNBP*) applicable to the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, which mandates transparency and fairness in land service fees. With these improvements, *BPN* Surabaya is expected to significantly enhance its accountability, resulting in positive impacts on public trust.

Recommendations

Based on the research findings, the following strategic recommendations are proposed to improve public service performance at *BPN* Surabaya and its impact on public satisfaction:

- a. *BPN* Surabaya should develop a consistent and integrated communication system. Information on procedures, costs, and estimated completion times

should be uniformly delivered through various channels such as official websites, brochures, and counter staff. Special training for staff on providing clear and accurate information is also essential. Additionally, implementing digital applications can help the public access real-time updates on their document status, reducing confusion and the need for repeated office visits.

- b. *BPN* Surabaya needs to evaluate and optimize its internal workflow to ensure document completion times align with promised targets. Simplifying workflows through automation and digitalization can reduce administrative barriers that slow down service delivery. Moreover, implementing technology-based time management systems such as digital queuing and automated notifications can assist the public in tracking the progress of their document processing. Tighter internal oversight is also necessary to ensure that each stage of service is completed on time.
- c. *BPN* Surabaya should regularly conduct educational programs to improve public awareness of procedures and services. These programs could include information campaigns through social media, workshops, and community seminars to explain standard procedures and document requirements. Additionally, providing user-friendly digital service guides that are easily accessible and understandable by the general public is essential. These steps will help the public better prepare their documents, reducing waiting times and speeding up the service process.
- d. Regular evaluations of performance and public satisfaction should be conducted through surveys or direct feedback mechanisms. The results of these evaluations can be used to update policies, improve procedures, and enhance services continuously. Furthermore, performance-based incentives can be awarded to employees who successfully deliver satisfactory services, motivating them to maintain and improve service quality.

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