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ANALYSIS OF PUBLIC SATISFACTION LEVELS USING THE CUSTOMER SATISFACTION INDEX (CSI) AND IMPORTANCE PERFORMANCE ANALYSIS (IPA)
(Case Study: Public Satisfaction Survey on Services at the Pontianak City Inspectorate)

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ABSTRACT

Public service delivery serves as a primary indicator of successful governance that emphasizes accountability, transparency, and citizen satisfaction. Poor-quality public services can diminish public trust in governmental performance and hinder the realization of good governance. This study aims to analyze the level of public satisfaction with services provided by Inspectorate of Pontianak City during the second semester of 2024 using the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) methods. The CSI method is employed to measure overall satisfaction levels, whereas the IPA method is utilized to evaluate service attributes more comprehensively by comparing the importance and performance of each attribute and categorizing them into the IPA quadrants. The findings indicate that the overall public satisfaction level falls within the "very satisfied" category, with a CSI score of 87,5%. This result reflects that the community generally perceives the quality of services delivered by Inspectorate of Pontianak City as highly satisfactory and able to meet user expectations. Furthermore, the IPA results reveal several attributes that require priority improvement, namely requirements, service completion time, service products, and staff competence, all of which fall into Quadrant I (high importance but low performance). These attributes are considered highly important by the public, yet their performance still requires enhancement to achieve optimal service delivery. Meanwhile, the attributes of service fees/tariffs, procedures, staff behavior, and complaint handling fall within Quadrant II (maintain performance), as they demonstrate strong performance and high importance, thus necessitating continued consistency.
Keywords: Public Satisfaction Survey, Customer Satisfaction Index (CSI), Importance Performance Analysis (IPA).

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1. INTRODUCTION

Public services occupy a central position in the practice of modern governance. Law of the Republic of Indonesia Number 25 of 2009 defines public services as all forms of activities that fulfill the basic needs and rights of every citizen and resident for goods, services, and administrative services provided by public service providers. This definition emphasizes that public services are not merely an administrative obligation, but a tangible manifestation of

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the state's role in ensuring the fulfillment of the fundamental rights of every citizen. The position of public services as a key instrument of government is becoming increasingly important as public demand for better performance from government agencies grows, particularly in creating fast, easy, transparent, and accountable service processes.

The quality of public services is also influenced by the implementation of good governance principles. Government Regulation No. 96 of 2012 emphasizes the importance of community involvement in evaluating public service performance as a manifestation of the principles of participation, transparency, and accountability. This involvement is expected to encourage service providers to be more responsive to community needs and to be able to objectively identify weaknesses in the service process. Community-based evaluation also functions as a social control mechanism that ensures the delivery of public services is fair, open, and accountable.

The existence of quality public services is an indicator of the overall performance of the government. Fakih & Lawati (2019) emphasize that the effectiveness of government is highly dependent on the quality of public service delivery because the quality of services reflects the extent to which the state is able to respond to the needs of the community and guarantee civil rights. Poor service can erode public trust in the government, while good service can strengthen the legitimacy and effectiveness of public policy. Therefore, the government is required to consistently measure and evaluate service quality, especially in this era of information transparency, which has made the public more critical and have high expectations of public services.

At the regional level, the Regional Inspectorate plays a strategic role as the internal supervisory agency of the regional government. The Inspectorate is tasked with ensuring that all regional agencies provide services in accordance with standards, regulations, and principles of government administration. The Pontianak City Inspectorate, as one of the units that provides services to the community, is also required to provide professional, accountable, and high-quality services. Therefore, assessing the performance of services at the Inspectorate is an important step in determining the extent to which services have met public expectations, while also identifying areas that still need improvement.

The government has established guidelines that service providers can use to measure public satisfaction levels. Through Minister of State Apparatus Empowerment and Bureaucratic Reform Regulations No. 14 of 2017 and No. 1 of 2017 concerning Guidelines for the Preparation of Public Satisfaction Surveys , the government provides a standardized instrument containing nine service attributes, namely: requirements; systems, mechanisms, and procedures; completion time; costs or fees; service products; implementer competence; implementer behavior; handling of complaints, suggestions, and input; and facilities and infrastructure. These nine attributes are designed to provide a comprehensive picture of the quality of services received by the public and which aspects have the greatest impact on service satisfaction.

Research on Public Satisfaction Surveys has been conducted extensively in various public service sectors. Research by Supardi et al. (2022) on public satisfaction at Dr. Soedarso Pontianak Regional General Hospital showed fairly good results with a satisfaction index of 79.64%, but there is still room for improvement in terms of service speed and staff courtesy. Similar findings were also found in the research by Purbobinuko & Wurianing (2020) at Dr. Soetarto Hospital in Yogyakarta, which combined the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) methods. The study showed that the level of service user satisfaction was in the satisfied category, but there were still attributes that needed priority improvement, such as service speed, medical record

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management, and service provider responsiveness. These studies show that even though the level of public satisfaction is in the good category, evaluation and service improvement are still needed to maintain the quality of public services.

However, research on public satisfaction with the services provided by the Regional Inspectorate is still very limited. In fact, the Inspectorate's services also interact with the public, both directly and indirectly, especially in relation to complaint management, consultation services, and other services related to its supervisory functions. The lack of research in this sector has created a need to assess the level of public satisfaction with the services of the Pontianak City Inspectorate using methods that can comprehensively describe the service conditions.

This study uses the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) methods because both methods have advantages in describing the level of satisfaction while showing service improvement priorities. The CSI method provides a comprehensive satisfaction index value based on the level of importance and performance of each service attribute. Meanwhile, the IPA method provides a more in-depth analysis of the position of each service attribute in four quadrants that reflect the level of priority for improvement. The combination of these two methods allows researchers to obtain a picture that is not only descriptive but also strategic in identifying aspects of service that need to be improved.

This study aims to provide an overview of the level of public satisfaction with the quality of services provided by the Pontianak City Inspectorate based on nine SKM attributes, as well as to identify service attributes that are priorities for improvement through CSI and IPA analysis. The results of this study are expected to contribute to the Pontianak City Inspectorate in improving service quality and supporting the realization of cleaner, more professional, and more accountable local government administration.

2. METHODOLOGY

The research methodology used is descriptive quantitative. This study focuses on measuring the level of public satisfaction with public services by utilizing survey data that is analyzed numerically. The data used is secondary data in the form of the results of the Public Satisfaction Survey for the second semester of 2024, which was completed by employees or officials within the Pontianak City Government who had received services from the Inspectorate. This data was used as the basis for analyzing satisfaction levels and evaluating service quality.

DATASET DAN VARIABEL

The data used consists of nine variables based on public service attributes, namely Requirements ($U1$), System, Mechanism, and Procedures ($U2$), Completion Time ($U3$), Cost/Fees($U4$), Service Products ($U5$), Implementer Competence ($U6$), Implementer Behavior ($U7$), Handling of Complaints, Suggestions, and Input ($U8$), and Facilities and Infrastructure ($U9$). This study used a Likert scale as a benchmark for assessment, ranging from dissatisfied to very satisfied. The data in the Public Satisfaction Survey study used a 4 point Likert scale, which is ordinal in nature but treated as an interval symbolized by the numbers 1-4, where 1 means dissatisfied, 2 means somewhat dissatisfied, 3 means satisfied, and 4 means very satisfied.

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CUSTOMER SATISFACTION INDEX (CSI)

The Customer Satisfaction Index (CSI) is a measurement method used to determine the overall level of customer satisfaction with a product or service. This method assesses the extent to which service quality meets user expectations by considering the level of importance and satisfaction for each service attribute (Hadining, 2020). CSI is widely used because it provides a concise yet comprehensive measure of consumer perceptions of service quality.

According to Syukri (2014), CSI provides important information that organizations can use to evaluate service performance, identify aspects that need improvement, and determine priorities for improvement. In addition, CSI emphasizes the importance of assessment based on importance weighting, so that each service attribute is analyzed according to its influence on overall satisfaction.

In the context of public services, CSI is used to determine the overall satisfaction level of service recipients and as a basis for formulating service improvement policies. CSI calculation results can help public agencies map service quality and determine attributes that need improvement.

The CSI calculation is carried out through the following stages:

1. Determining the Mean Importance Score (MIS)
2. Calculate the average importance level of each variable or service attribute.
3. Creating Weight Factors (WF)
4. Weight factors are obtained from the percentage contribution of each attribute's MIS to the total MIS of all attributes. These weights indicate the level of influence of each attribute.
5. Determining the Mean Satisfaction Score (MSS)
   Calculating the average satisfaction level given by respondents for each variable or service attribute.
6. Calculating the Weight Score (WS_k) for each variable.
   The Weight Score is obtained from the multiplication of WF and MSS for each attribute. This value describes the contribution of the attribute to overall satisfaction.
7. Determine the Customer Satisfaction Index (CSI).
   The CSI value is obtained from the sum of all WS, then converted into an index scale. The final result describes the comprehensive level of customer satisfaction (Widodo & Sutopo, 2018). CSI is calculated using the following equation:

$$CSI = \frac{\sum_{k=1}^{p} WS_k}{Maximum\ Scale} \times 100\%$$

The interpretation of CSI values can be seen in Table 1 below.

Table 1. Satisfaction Level Criteria

CSI Score (%)	Categories
$\mathbf{81\% - 100\%}$	Very Satisfied
$\mathbf{66\% - 80,99\%}$	Satisfied
$\mathbf{51\% - 65,99\%}$	Quite Satisfied
$\mathbf{35\% - 50,99\%}$	Less Satisfied
$\mathbf{0\% - 34,99\%}$	Not Satisfied

IMPORTANCE PERFORMANCE ANALYSIS (IPA)

Importance Performance Analysis (IPA) is an analysis method used to evaluate service quality by comparing the level of importance and the level of performance of a service

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attribute according to user perception. IPA helps organizations understand the extent to which the services provided have met user expectations and identify service attributes that need to be maintained or improved (Wisudawati et al., 2023). The IPA method is used in measuring customer satisfaction because it is able to present the analysis results in a simple and easy-to-understand manner. In addition, IPA allows organizations to determine improvement priorities based on the relationship between the level of importance and the level of performance. The results of the IPA analysis are presented in the form of a Cartesian diagram that divides service attributes into four quadrants according to the average position of their importance and performance values (Ramadhanti & Marlena, 2021).

The main steps in the IPA method consist of:

1. Calculating the average importance score for each service attribute.
2. Calculating the average performance score based on respondent perceptions.
3. Determining the overall average scores for importance and performance as the dividing points on the Cartesian diagram.
4. Mapping each attribute onto the Cartesian diagram based on the coordinates (importance, performance).

The IPA diagram is divided into four quadrants, as shown in Figure 1.

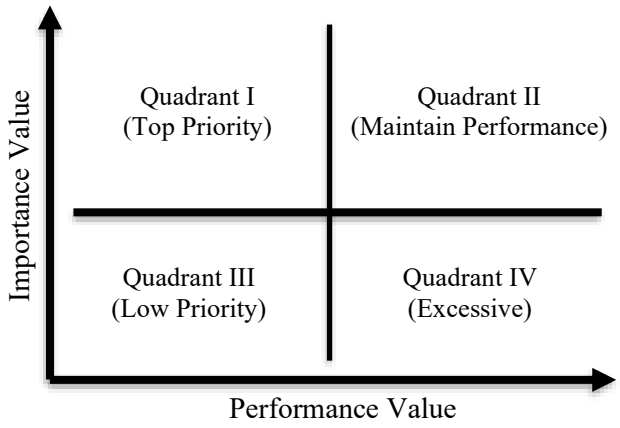

Figure 1. Importance Performance Analysis (IPA) Quadrant Diagram

1. Quadrant I
   Attributes have a high level of importance but low performance. Attributes in this quadrant are the top priority for improvement.
2. Quadrant II
   Attributes have a high level of importance and high performance. These attributes must be maintained because they are considered important and have met consumer expectations.
3. Quadrant III
   Attributes have a high level of importance and high performance. These attributes must be maintained because they are considered important and have met user expectations.
4. Quadrant IV
   Attributes have a low level of importance and low performance. These attributes are not a priority for improvement because their impact on satisfaction is relatively small..

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Through this mapping, IPA provides a clear picture of service improvement priorities, areas that must be maintained, and areas where management intensity can be reduced. Thus, IPA is an effective method for formulating service quality improvement strategies.

3. RESULTS AND DISCUSSION

DESCRIPTIVE STATISTICS

This study uses data from the Public Satisfaction Survey conducted by the Pontianak City Inspectorate in the second semester of 2024. This survey was designed and conducted based on official provisions as stipulated in Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 dated May 9, 2017 concerning Guidelines for the Preparation of Public Service Unit Community Satisfaction Surveys. This regulation serves as the legal basis and technical guideline to ensure that the process of measuring public satisfaction is conducted objectively, standardized, and capable of describing the actual condition of public services. In its implementation, the Public Satisfaction Survey uses a questionnaire instrument containing a list of questions related to the quality of services received by the public. Each question is arranged in a Likert scale from 1 to 4. The survey respondents consist of people who have received services from the Pontianak City Inspectorate and are located within the Pontianak City Government area. Respondents were selected based on their direct involvement as service recipients so that the data obtained is considered relevant and representative for measuring service quality during that period. Based on the data collection results, 28 respondents were obtained, with diverse demographic characteristics. Details of the respondent profiles are presented in Table 2 below.

Table 2. Public Satisfaction Survey Respondent Data

No.	Characteristics	Indicators	Total
1	Gender	Male	22
		Female	6
2	Education	High school / Senior high school	3
		Diploma	10
		Bachelor's Degree	12
		Master's Degree	3
		Doctorate Degree	0
3	Occupation	Civil servant	17
		Police officer	10
		Private sector	1

Based on Table 2, it can be explained that SKM respondents were dominated by males is 22 people or 79% of the total respondents, while female respondents numbered 6 people. This shows a gap in the number of respondents based on gender, but still describes the community group that received Inspectorate services during the survey period. In terms of education, the majority of respondents were highly educated. Respondents with a bachelor's degree were the largest group, numbering 12 people or 43% of the total respondents, followed by 10 people with a diploma, then 3 people with a master's degree and 3 people with a senior high school. This composition shows that most respondents had a secondary education or higher, so their understanding of the questionnaire was quite good. In terms of occupation, most respondents were civil servants, totaling 17 people or 61% of the total

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respondents, followed by 10 police officers and 1 person working in the private sector. This diversity of occupations illustrates that the recipients of the Inspectorate's services come from both government and non-government backgrounds.

From the number of respondents who participated in the survey, the actual values of the community's decisions for each service attribute were obtained as follows.

Table 3. Actual Value of Community Decisions for Each Service Attribute

Respondents	Actual Value Of Community Decisions For Each Service Attribute								
	$U1$	$U2$	$U3$	$U4$	$U5$	$U6$	$U7$	$U8$	$U9$
1	3	3	3	4	3	3	3	3	4
2	3	3	3	4	3	3	3	3	4
3	3	3	3	4	3	3	3	3	4
4	3	3	3	4	3	3	3	3	4
5	3	4	4	4	3	4	4	4	4
6	4	4	4	4	4	4	4	4	4
7	4	4	4	4	4	4	4	4	4
8	3	3	3	4	3	3	3	3	4
⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮
25	4	4	4	4	4	4	4	4	4
26	3	3	3	4	3	3	3	3	4
27	4	4	4	4	4	4	4	4	4
28	3	3	3	4	3	4	3	3	4

Descriptive analysis was performed on the data in Table 3 to describe and present the data concisely, as shown in Table 4 below.

Table 4. Descriptive Statistics

Service Attributes	Mean	Modus	Minimum Value	Maximum Value	Category
Requirements ($U1$)	3,321	3,000	3,000	4,000	Good
Systems, Mechanisms, and Procedures ($U2$)	3,393	3,000	3,000	4,000	Good
Completion Time ($U3$)	3,321	3,000	3,000	4,000	Good
Cost/Fees ($U4$)	4,000	4,000	4,000	4,000	Very Good
Service Products ($U5$)	3,321	3,000	3,000	4,000	Good
Implementer Competency ($U6$)	3,321	3,000	3,000	4,000	Good
Implementer Behavior ($U7$)	3,393	3,000	3,000	4,000	Good
Handling of Complaints, Suggestions, and Feedback ($U8$)	3,429	3,000	3,000	4,000	Good
Facilities and Infrastructure ($U9$)	4,000	4,000	4,000	4,000	Very Good

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Based on the analysis results in Table 4, it was found that the variables Requirements ($U1$), Completion Time ($U3$), Service Product ($U5$), and Implementer Competence ($U6$) had the same average of 3,321 with a mode of 3 or good category, with a minimum value/level of 3 and a maximum value/level of 4. The variables System/Procedures ($U2$) and Implementer Behavior ($U7$) also show the same average value of 3,393 with a mode of 3, indicating a good category, a minimum value of 3, and a maximum value of 4. The Complaints, Suggestions, and Input Handling variable ($U8$) produced an average of 3,429 with a mode of 3, indicating a good category, a minimum value of 3, and a maximum value of 4. The Cost/Tariff variable ($U4$) and Facilities and Infrastructure variable ($U9$) obtained an average value of 4, placing them in the very good category. The overall results in Table 4 show that the Community Satisfaction Survey at the Pontianak City Inspectorate for the second semester of 2024 achieved a good category.

ANALYSIS OF THE CUSTOMER SATISFACTION INDEX (CSI) METHOD

The analysis process in this study was conducted using Microsoft Excel software. The CSI calculation method began with calculating the Mean Satisfaction Score (MSS), Mean Importance Score (MIS), Weight Factor (WF), and Weighted Score (WS) as the basis for obtaining the CSI value. The calculation of the Mean Satisfaction Score (MSS) was done by calculating the average of each attribute or service attribute based on the results of the SKM questionnaire in Table 3. The MSS calculation results are presented in Table 5 below.

Table 5. Mean Satisfaction Score (MSS) for Each Service Attribute

Service Attributes	$U1$	$U2$	$U3$	$U4$	$U5$	$U6$	$U7$	$U8$	$U9$
MSS score	3,321	3,393	3,321	4,000	3,321	3,321	3,393	3,429	4,000

Table 5 presents the Mean Satisfaction Score (MSS) for each service attribute. Based on this table, the attributes of Cost/Fees ($U4$) and Facilities and Infrastructure ($U9$) show the highest MSS value of 4. This value indicates that the public's perception of the attributes of Cost/Tariff and Facilities and Infrastructure is very positive. This indicates that performance on these attributes is considered very good and optimally meets public expectations. After obtaining the MSS for each attribute, the next step is to determine the Mean Importance Score (MIS). MIS describes the level of importance of each service attribute according to the perceptions of respondents or the public. Since this survey did not measure importance separately, based on PANRB Ministerial Regulation No. 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys on Public Service Delivery, the MIS value is assumed to use the highest score on a four-point Likert scale. Thus, all service attributes are considered to have the same level of importance, is 4.

Since the MSS and MIS values have been obtained from the SKM questionnaire results, the next step is to calculate the Weight Factor (WF) value. The WF calculation is performed using the following formula.

$$WF = \frac{MIS}{\sum MIS}$$

With a MIS value of 4 for each attribute and a total of 9 service attributes, the calculation becomes:

$$WF = \frac{4}{9 \times 4} = \frac{4}{36} = \frac{1}{9} = 0{,}111$$

Through these calculations, WF values were obtained for each service attribute is 0,111.

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After the WF value is obtained, the next step is to calculate the Weighted Score (WS) for each service attribute. The calculation of WF and WS is important because it allows each service attribute to be given a relative weight based on its importance, so that the contribution of each attribute to the overall satisfaction level can be analyzed proportionally. By using WS, researchers can identify attributes that have a greater influence on public perception and determine strategic priorities for improvement in efforts to enhance the quality of public services. WS is calculated by multiplying the Mean Satisfaction Score (MSS) of each attribute by the previously obtained WF, as shown in Table 6.

Table 6. Weighted Score (WS) Score for Each Service Attribute

Attributes	MSS	WF	$\boldsymbol{WS = MSS \times WF}$
Requirements ($\boldsymbol{U1}$)	3,321	0,111	0,369
Systems, Mechanisms, and Procedures ($\boldsymbol{U2}$)	3,393	0,111	0,377
Completion Time ($\boldsymbol{U3}$)	3,321	0,111	0,369
Cost/Fees ($\boldsymbol{U4}$)	4,000	0,111	0,444
Service Products ($\boldsymbol{U5}$)	3,321	0,111	0,369
Implementer Competency ($\boldsymbol{U6}$)	3,321	0,111	0,369
Implementer Behavior ($\boldsymbol{U7}$)	3,393	0,111	0,377
Handling of Complaints, Suggestions, and Feedback ($\boldsymbol{U8}$)	3,429	0,111	0,381
Facilities and Infrastructure ($\boldsymbol{U9}$)	4,000	0,111	0,444
$\boldsymbol{\Sigma WS}$			3,500

Table 6 shows that the WS value of each service attribute is below 1, with a total WS of 3,500. A WS value below 1 for each service attribute indicates that each service attribute contributes proportionally according to its weight, so that the total is still on a scale that can be compared to the maximum scale. A higher WS value indicates that each attribute contributes more to the overall satisfaction level. Based on these calculations, the next step is to determine the Customer Satisfaction Index (CSI) value using the following equation:

$$CSI = \frac{\sum_{k=1}^{p} WS_k}{\text{Skala Maksimum}} \times 100\%$$

Since the maximum scale value for each attribute is 4, then

$$CSI = \frac{3{,}500}{4} \times 100\% = 0{,}875 \times 100\% = 87{,}5\%$$

A CSI score of 87.5% indicates that the level of public satisfaction with public services at the Pontianak City Inspectorate falls into the “Very Satisfied” category. This shows that the public receiving services from the Pontianak City Inspectorate has had their expectations met, particularly in terms of cost/tariffs and infrastructure, which received the highest scores. However, there are still several service attributes that require improvement, enhancement, and optimization. Therefore, further analysis using the Importance Performance Analysis (IPA) method is needed to identify the attributes that are priorities for evaluation and improvement.

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ANALYSIS OF THE IMPORTANCE PERFORMANCE ANALYSIS (IPA) METHOD

The Importance Performance Analysis (IPA) method is used to analyze the relationship between the level of importance and the level of performance of a service attribute. The main objective of this method is to determine the priorities for improving the quality of public services, so that agencies can focus on improving the most important attributes whose performance is still less than optimal. Thus, the IPA method is an effective method for agencies, especially the Pontianak City Inspectorate, to identify service attributes that require evaluation and improvement based on public perception. The Importance Performance Analysis (IPA) method has several stages of analysis that must be carried out. The first stage in IPA analysis is to determine the performance value of each attribute. Performance values are obtained from the average of respondents' assessments of nine public service attributes, reflecting the extent to which the implementation of each attribute is considered good by the public. The performance measurement results from the SKM are presented in Table 7.

Table 7. Performance Score (X) for Each SKM Service Attribute

Service Attributes	$U1$	$U2$	$U3$	$U4$	$U5$	$U6$	$U7$	$U8$	$U9$
Performance Value (X)	3,321	3,393	3,321	4,000	3,321	3,321	3,393	3,429	4,000

Based on Table 7, it can be seen that the highest performance scores were obtained for the attributes of cost/tariff ($U4$) and infrastructure ($U9$), each with a score of 4. Meanwhile, several other attributes showed relatively similar performance scores, and the differences in performance between attributes were generally not very significant.

The next stage in the IPA analysis is to determine the level of importance. Since this survey did not provide a direct assessment of importance, each service attribute was assumed to have the same level of importance, is 4. This approach is commonly used in research related to public services when importance data is not explicitly available.

After all performance and importance data were obtained, the next step was to calculate the mean value for each variable as the basis for determining the dividing line on the Cartesian diagram. The mean value was calculated using the following formula:

$$\overline{\mathrm{X}} = \frac{\sum \mathrm{X}}{9} = 3{,}500$$

$$\bar{Y} = 4{,}000$$

Where $\overline{\mathrm{X}}$ is the average performance value and $\overline{\mathrm{Y}}$ is the average importance value. Once these two threshold values have been determined, the next step is to map each service attribute into the four quadrants of a Cartesian diagram based on its performance and importance values. Mapping attributes or variables into these IPA quadrants provides a visual representation of service quality improvement priorities. Attributes in quadrant I indicate attributes that are important but whose performance is still low, thus requiring primary attention. Conversely, attributes in quadrant II indicate good performance and a high level of importance, thus needing to be maintained, while attributes in quadrants III and IV can be used as strategic considerations for resource allocation. The performance and importance values of each attribute are shown in Table 8 below.

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Table 8. Performance Values and Importance of Each Attribute in the Public Satisfaction Survey

Attribute	Performance Value (X)	Importance Value (Y)
Requirements (**U1**)	3,321	4,000
Systems, Mechanisms, and Procedures (**U2**)	3,393	4,000
Completion Time (**U3**)	3,321	4,000
Cost/Fees (**U4**)	4,000	4,000
Service Products (**U5**)	3,321	4,000
Implementer Competency (**U6**)	3,321	4,000
Implementer Behavior (**U7**)	3,393	4,000
Handling of Complaints, Suggestions, and Feedback (**U8**)	3,429	4,000
Facilities and Infrastructure (**U9**)	4,000	4,000

Based on Figure 1, the Importance Performance Analysis (IPA) maps nine service attributes into four quadrants, namely Quadrant I (high importance but low performance/top priority for improvement), Quadrant II (high importance and high performance/maintain attributes), Quadrant III (low importance and low performance/low priority), and Quadrant IV (low importance but high performance). The four quadrants are used to compare the performance level with the importance level of each service attribute. The mapping results show that most service attributes at the Pontianak City Inspectorate are in the good to very good category. The average performance score of 3,50 indicates that the overall quality of service has met public expectations. However, there are several attributes that require improvement, particularly the attributes of requirements, completion time, service products, and implementer competence. These attributes are in Quadrant I, which means they are considered important by the community but their performance is still not optimal, so they need to be prioritized for improvement. Meanwhile, the attributes of cost/tariff and infrastructure received the highest score of 4,00, reflecting excellent performance. Both attributes are in Quadrant IV, which is the category with high performance but a relatively lower level of importance compared to other attributes. Therefore, performance in these two aspects needs to be maintained, but resource allocation should be optimized to improve service attributes that have higher urgency.

Overall, the results of the IPA method analysis provide strategic direction for the Pontianak City Inspectorate in improving its services, namely by focusing improvement efforts on attributes that have a significant impact on public satisfaction, while maintaining consistent performance in areas that have already shown optimal results.

4. CONCLUSION

Based on the results of the Pontianak City Inspectorate's Public Satisfaction Survey for the second semester of 2024, it can be concluded that the level of public satisfaction with public services is in the very satisfied category. This is indicated by a Customer Satisfaction Index (CSI) score of 87,5% which shows that the majority of respondents feel that the services provided have met or even exceeded their expectations. Analysis using the Importance Performance Analysis (IPA) method also shows that overall public service

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performance is in the good category, with an average performance score of 3,50. However, several attributes are known to still require attention and improvement, namely the attributes of requirements, completion time, service products, and implementer competence. These four attributes are in Quadrant I (high importance but low performance) because they are considered important by the public but their performance is still below average. On the other hand, the attributes of cost or tariffs and facilities and infrastructure are in Quadrant IV (low importance but high performance) with excellent performance, indicating that these two aspects have provided optimal service even though their level of importance is relatively lower. Meanwhile, the attributes of service procedures, implementer behavior, and complaint handling are in Quadrant II (high importance and high performance), which indicates that their implementation has met public expectations and needs to be maintained to ensure consistent quality.

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