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Analysis of Public Satisfaction with Servqual and SWOT Approaches on BPOM Public Services in Pangkal Pinang

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ABSTRACT

This study aims to evaluate public satisfaction with BPOM services in Pangkal Pinang by applying the SERVQUAL method to identify the gap between expectations and perceptions, and to determine the influential service quality dimensions, both partially and simultaneously. The analysis involved five SERVQUAL dimensions—Tangibles, Reliability, Responsiveness, Assurance, and Empathy—plus an additional Anti-Corruption dimension. Using a quantitative approach and survey of 104 respondents, data were analyzed through multiple regression, t-tests, and F-tests. The findings revealed that Tangibles, Reliability, and Responsiveness had significant partial effects on public satisfaction, while Assurance and Empathy were not statistically significant. Simultaneously, all dimensions significantly influenced satisfaction, and the Customer Satisfaction Index (CSI) score of 94.00 indicated a high level of satisfaction. SWOT analysis was used to formulate strategies, with the SO (Strengths–Opportunities) strategy emerging as the most appropriate—highlighting the need to leverage internal strengths, such as digital innovation and qualified human resources, to seize external opportunities. The study concludes that while BPOM's service quality is generally rated highly, improvements are needed in empathy and assurance aspects. Therefore, it is recommended to enhance service digitization, strengthen employee competencies and ethics, improve public communication, and expand inclusive, participatory service models.

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1. INTRODUCTION

Bureaucratic reform in Indonesia demands a fundamental transformation in the provision of public services that are oriented towards public satisfaction [1]. The vision of bureaucratic reform that focuses on providing international standard public services, as stated in the 2020-2024 Road Map, emphasises the government's commitment to creating effective, efficient, and accountable governance [2]. However, implementation in the field shows that there is still a gap between

public expectations and the reality of the services provided [3].

Law Number 25 of 2009 concerning Public Services and Government Regulation Number 96 of 2012 mandate public involvement in the process of providing public services as an effort to build a transparent and accountable system. Furthermore, Regulation of the Minister of PANRB Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys (SKM) provides a framework for measuring service quality based on nine elements of service standards.

The results of the 2022 assessment by the Ombudsman of the Republic of Indonesia of 586 government agencies showed that 52.96% of agencies were in the green zone, while 42.66% were still in the yellow zone and 10.92% were in the red zone. This condition indicates that systematic efforts are still needed to improve the quality of public services in Indonesia.

BPOM Pangkalpinang as a technical implementing unit in the region organizes five main types of services, namely Certification of Good Drug Distribution Practices (CDOB), Certification of Compliance with Aspects of Good Traditional Medicine Manufacturing Practices, Issuance of Permits for Implementation of Good Processed Food Production Practices, Drug and Food Testing, and Public Complaints and Drug and Food Information [4].

Although the results of the BPOM Pangkalpinang Public Satisfaction Survey (SKM) showed an increase from 92.55 in 2023 to 93.18 in 2024, there are still various challenges in providing services. The main complaints conveyed by the public and business actors include uncertainty of time and procedural flow in the licensing process, lack of socialisation of the Online Single Submission (OSS) system, and minimal public understanding of applicable public service standards [5]. This condition indicates the need for a comprehensive evaluation to identify the gap between public expectations and perceptions of BPOM services. The SERVQUAL approach that measures service quality based on five main dimensions (physical evidence, reliability, responsiveness, assurance, and concern) can provide an in-depth picture of aspects of service that need to be improved [6]. This model has been applied to measure service quality in various fields, including education, the banking sector, and insurance and health services [7]. In addition to the five main dimensions, one dimension is added, namely Anti-Corruption. Corruption has a significant negative impact on public satisfaction with public services. The level of public perception of corrupt practices, both real and potential, can reduce public trust in government institutions, even though the technical quality of services is considered adequate [8]. Corruption is a behaviour that has become part of the culture and is often found in society. Corruption cases can be found from the local government level to the central government [9].

Meanwhile, a SWOT analysis is needed to identify internal and external factors that affect organisational performance in order to formulate effective service improvement strategies [10]. SWOT analysis is one of the oldest and most widely adopted strategy tools worldwide [11]. Various studies have shown that SWOT analysis can help organisations overcome strategic challenges and make more effective decisions [12]. This research is relevant in the context of the bureaucratic reform agenda and the development of the Integrity Zone towards a Clean and Serving Bureaucratic Area (ZI-WBBM), which requires improvements in public services based on data and systematic evaluation to realise excellent services that can increase public satisfaction and trust.

The novelty of this research lies in the integrative combination of SERVQUAL and SWOT approaches to analyze the quality of BPOM public services in Pangkalpinang. Previously, many studies only measured satisfaction using SERVQUAL descriptively without SWOT-based follow-up strategies. Furthermore, this study adds an Anti-Corruption dimension to the service quality evaluation, a finding not widely found in

similar studies. This dimension is crucial for assessing the integrity of public services in line with the development of the Integrity Zone.

"The Application of the Customized SERVQUAL Model for Career Guidance Training: Industry 4.0 Challenges" discusses how the customized SERVQUAL model is applied in the context of career guidance training amidst the challenges of the Industrial Revolution 4.0. This study shows that measuring service quality can no longer rely on the classic model in its raw form, but must be adapted to the characteristics of services and the expectations of modern users [7]. The journal "A Comprehensive SWOT and TOWS Analysis of Transfusion Medicine: Indian Perspective" is a concrete example of the application of SWOT and its development into a more strategic TOWS form, particularly in the field of transfusion medicine in India [10].

In the context of this research, das sollen reflects public expectations for the ideal BPOM public service: fast, transparent, empathetic, and free from corruption. The public expects responsive and professional services as part of BPOM's commitment to bureaucratic reform and the development of an integrity zone.

However, das sein (good) demonstrates persistent complaints about a lack of empathy among officers, limited understanding of service procedures, and significant discrepancies between expectations and reality, particularly in the Assurance and Empathy dimensions. The SERVQUAL analysis shows that these two dimensions do not significantly influence public satisfaction, even though they should be crucial elements of public service. In other words, there is a gap between public expectations (das sollen), which demand satisfaction-oriented public services, and the actual service conditions (das sein), which still lack a humane approach and service assurance.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Literature Review

a. Concept of Community Satisfaction

Oliver (1980) defines satisfaction as post-use satisfaction, resulting from a linear combination of pre-existing attitudes or expectations and unmet expectations. Anderson and Sullivan (1993) define satisfaction as a post-purchase evaluation of the quality of a product or service compared to pre-purchase expectations. Oliver (1999) defines satisfaction as an assessment of expectations and the performance of the service received. Auh and Johnson (2005) and Seigyoung et al. (2014) also state that satisfaction is another definition of customer satisfaction: the overall cumulative experience of a customer to date [13].

In a highly competitive market, customer satisfaction is a crucial component of business strategies to attract and retain customers. According to research by Mei et al. (2017), customer satisfaction is defined as the positive emotional response experienced by customers after using a product or service, which significantly contributes to a company's success [14]. Today, companies and organizations are expected to provide service quality that exceeds consumer expectations. If consumer expectations exceed what they receive, this can lead to customer dissatisfaction [15].

b. Concept of Public Service

The term "public" comes from the English word "public," which means general, society, and state. The word "public" has been adopted into Indonesian as "publik," which refers to the general meaning, crowd, and crowd. According to Inu and

colleagues (1999: 18), the public is defined as a group of individuals who share the same thoughts, feelings, hopes, attitudes, or actions based on values and norms that they consider right and good, and feel a sense of connection with one another [2]. According to (Jamal et al., 2020) (Sulaiman et al., 2020) the public is a number of people who, on certain occasions in certain places, will communicate with us. Usually the public is associated with a group of people or individuals, but rarely individuals, more to a large group [16].

The goal of public service is to provide satisfaction and services that meet the expectations of the general public. To achieve this goal, quality services that meet the needs and desires of the community must be a top priority [17]. Service is a comprehensive process that reflects a company's image. This includes news media, building an internal corporate culture, and communicating the company's views to government leaders and other interested publics [16].

c. Service Quality Theory

The Service Quality Model (SERVQUAL) is an effective tool for assessing the performance of services and products provided to customers, with the aim of identifying services that are able to meet their needs and expectations. Introduced by Parasuraman et al., SERVQUAL aims to identify the gap between customer expectations and perceptions of the quality of service received [18]. The analysis was conducted using a questionnaire consisting of 26 items divided into six dimensions. The first five dimensions of this questionnaire are based on the SERVQUAL model, which include tangibles, reliability, responsiveness, assurance, and empathy. The last dimension, consisting of one item, is used to measure the overall level of satisfaction [19]. Quality can be defined as the overall characteristics of a product that support its ability to meet predetermined or specified needs [20].

The SERVQUAL framework developed by Parasuraman et al. in 1988 aims to evaluate five service dimensions: reliability, assurance, physical elements, empathy, and responsiveness. Meanwhile, Grönroos (1988) proposed two main dimensions: technical quality and functional quality [13]. According to Tjiptono in R.A Ruslan (2022) service quality is an activity, benefit and satisfaction provided to be felt through a comparison process between customer perceptions of the perceived service with the desired service from a company's performance [21]. If the service received meets or even exceeds expectations, the service is considered good or positive. Conversely, if the perceived service is lower than the expected service, the service quality will be perceived as negative or poor. Therefore, the assessment of service quality depends heavily on the ability of the company and its staff to consistently meet customer expectations [22].

The Service Quality Method (ServQual) is an approach used to evaluate service quality based on analyzing the gap between customer perceptions and expectations regarding the service provided. Consumer satisfaction with a service is determined by the level of perceived importance before using the service, compared to the perceptions that arise after the consumer experiences the service performance received. Therefore, understanding customer expectations

and perceptions is key to assessing their satisfaction with the service [23].

The five methods developed by Parasuraman, Zeithaml, and Berry are as follows [6]:

1. Tangibles: This direct evidence includes the appearance of the company's facilities, buildings, equipment, and employees. The company's physical appearance significantly influences customers' assessments of the quality of service provided.
2. Reliability: Reliability indicates the extent to which a company can deliver promised services accurately and precisely. This aspect is important not only for major issues but also for minor issues that can affect customers' assessments of the company.
3. Responsiveness: Responsiveness reflects the company's willingness and commitment to providing timely service. This relates not only to the speed of service but also to the company's or employees' willingness to assist customers.
4. Assurance: The ability to build customer trust and confidence, which includes the knowledge, courtesy, and ability of employees to foster customer confidence in the company.
5. Empathy: Employees' communication skills in explaining the services provided by the company well will have a positive impact on customer ratings.

d. SWOT Analysis

SWOT analysis is one of the oldest and most widely adopted strategic tools worldwide. Among the top ten articles, the most prominent are "SWOT Analysis: Time for a Product Recall" by Hill and Westbrook (1997), which has 587 references, and "SWOT Analysis: Where Are We Now? A Review of Academic Research from the Last Decade" by Helms and Nixon (2010) with 513 references. In their study, Hill and Westbrook (1997) report on the practical application of SWOT analysis by 20 UK manufacturing companies in 1993–1994. However, the authors are careful to disclose the origins of SWOT analysis, which they attribute to Harvard Business School in the 1960s, particularly the influence of Professor Kenneth R. Andrews. Interestingly, neither the SOFT nor SRI approaches are mentioned in this context. Meanwhile, Helms and Nixon (2010) use the term SOFT as a synonym for SWOT, referring to a glossary of techniques in strategic analysis compiled by Hussey (1997). However, both authors do not provide any additional clues or information regarding the history of the SOFT approach [11].

A SWOT analysis, which encompasses strengths, weaknesses, opportunities, and threats, has become a fundamental tool for organizations to assess their market position. This tool is widely used to analyze an organization's internal and external environment, especially during times of uncertainty [24]. Practicing a SWOT analysis involves assessing internal factors (strengths and weaknesses) and external factors (opportunities and threats) within the context of situational analysis and strategic planning of organizational policies. Several studies have shown that a SWOT analysis can help organizations address strategic challenges and make more effective decisions [12].

The use of SWOT analysis remains relevant in today's 5.0 era for business development, particularly in formulating marketing strategies necessary for product marketing. Without a SWOT analysis, it will be

difficult to determine the right marketing position for a product. It's crucial to avoid spending large sums on attractive but untargeted marketing. After conducting a SWOT analysis, the use of AI (Artificial Intelligence), a leading technology in the 5.0 era, can serve as a highly effective tool for increasing the efficiency and effectiveness of product marketing [25].

e. **Anti-corruption**

According to Prasad (2022), corruption has a significant negative impact on public satisfaction with public services. Public perceptions of corruption, both actual and potential, can undermine public trust in government institutions, even if the technical quality of services is deemed adequate. Corruption creates inequalities in access, leading to dissatisfaction because it is perceived as undermining the fairness and integrity of services. This study confirms that perceptions of institutional integrity and accountability are key factors influencing public satisfaction, even surpassing administrative dimensions such as efficiency or speed of service. Therefore, eradicating corruption and implementing transparency values must be an integral part of efforts to improve the quality of public services [8].

2.2 Hypothesis Development

a. **The influence of SERVQUAL and Anti-Corruption on public satisfaction.**

The Service Quality Method (ServQual) is an approach used to evaluate service quality based on analyzing the gap between customer perceptions and expectations of the services provided [23]. Anti-corruption encompasses all measures aimed at preventing or combating corruption, including transparency, accountability, law enforcement, and integrity-building. all policies and strategies aimed at preventing the abuse of public power for private gain [26].

H_1: The quality of BPOM Pangkal Pinang services (SERVQUAL dimension) and Anti-Corruption influence public satisfaction.

b. **Positive Effect of Tangibles Dimension on customer satisfaction.**

This direct evidence includes the appearance of the company's facilities, buildings, equipment, and employees. The physical appearance of a company significantly influences customer assessments of the quality of service provided [6].

H_2: Tangible dimension of service quality has a positive effect on customer satisfaction.

c. **Positive Effect of Reliability Dimension on customer satisfaction.**

Reliability indicates the extent to which a company can deliver promised services accurately and faithfully. This aspect is important not only for major issues but also for smaller issues that can affect a customer's assessment of the company [6].

H_3: Reliability dimension of service quality has a positive effect on customer satisfaction.

d. **Positive Effect of Responsiveness Dimension on customer satisfaction.**

Responsiveness reflects a company's willingness and commitment to providing timely service. This relates not only to the speed of service but also to the company's or employees' willingness to assist customers [6].

H_4: Responsiveness dimension of service quality has a positive effect on customer satisfaction.

e. **Positive Effect of Assurance Dimension on customer satisfaction.**

The ability to build customer trust and confidence, which includes

employee knowledge, courtesy, and ability to foster customer trust in the company [6].

H_5: Assurance dimension of service quality has a positive effect on customer satisfaction.

f. **Positive Effect of Empathy Dimension on customer satisfaction.**

Employees' communication skills in explaining the services provided by the company well will have a positive impact on customer assessments [6].

H_6: Empathy dimension of service quality has a positive effect on customer satisfaction.

g. **Positive Effect of Anti-Corruption Dimension on customer satisfaction.**

This research confirms that perceptions of institutional integrity and accountability are key factors influencing public satisfaction, even more so than administrative dimensions such as efficiency or speed of service. Therefore, eradicating corruption and implementing transparency values must be an integral part of efforts to improve the quality of public services [8].

H_7: Anti-Corruption dimension has a positive effect on customer satisfaction.

2.3 Research Framework

Based on the research hypothesis, this study aims to determine the influence of service and anti-corruption dimensions on public satisfaction using assessment variables. Figure 1 is a research framework model that illustrates the objectives of this study.

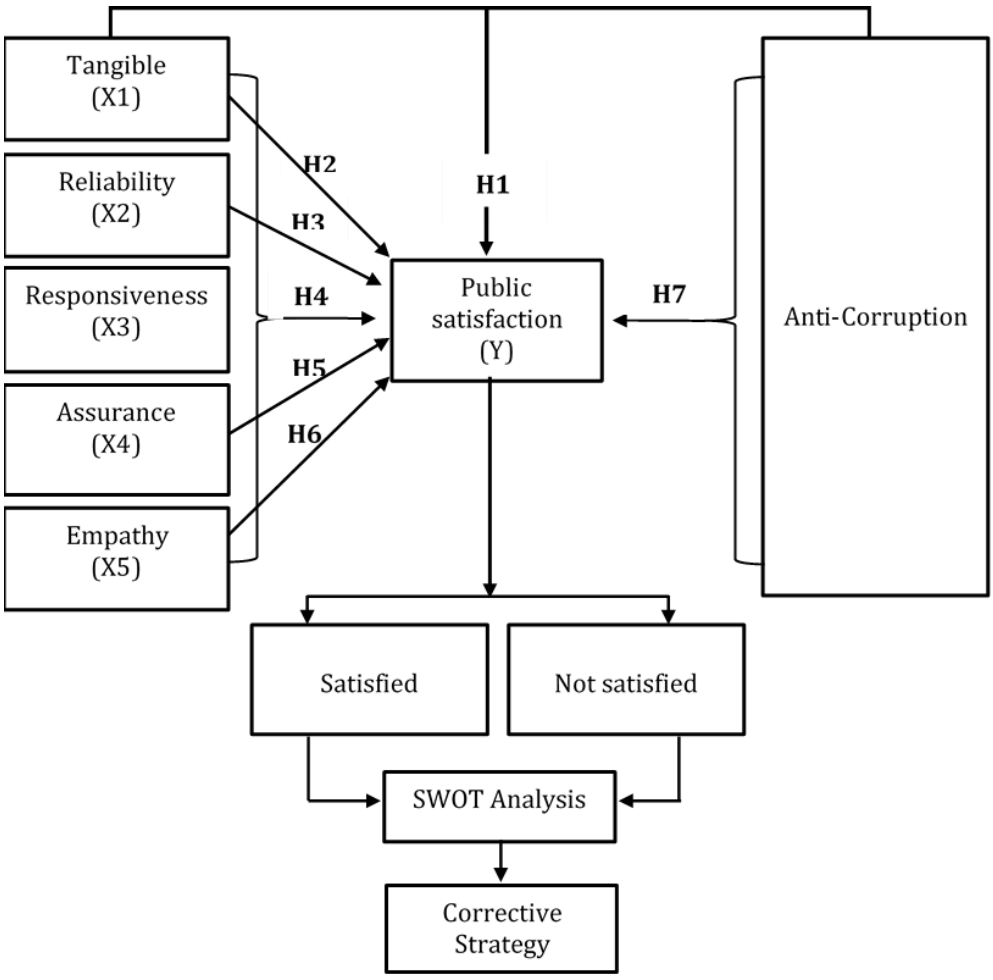

Figure 1. Research Framework

3. RESEARCH METHODS

3.1 Population and Sampling Method

This study uses a quantitative approach that analyzes the population and sample, as well as the causal relationships between existing variables. Based on internal data from the BPOM in Pangkal Pinang, 141 customers visited the office and received direct service between 2024 and 2025. These 141 individuals are referred to as the population. Using formula (1) of the Kerjcie & Morgan equation, a sample size of 101 respondents was obtained. The respondents were given a questionnaire link in the form of a Google form and asked to complete it. The questionnaire results were then processed.

$$S = (\lambda^2.N.P.Q)/(d^2 (N-1)+\lambda^2.P.Q)$$

(Formula 1)

Where:

S = Number of samples

N = Population

$\lambda 2$ = Multiplier with dk=1, 5% error rate (≈ 3.841)

P = Proportion normally distributed (0.5)

D = Desired margin of error (0.05)

Q = Proportion of the population that does not have characteristic P (1 - P)

3.2 Data Collection Methode

Data collection in this study used two methods, namely quantitative data collection and qualitative data collection. Quantitative data were obtained through the distribution of Servqual questionnaires to respondents, consisting of the community receiving services from the BPOM in Pangkal Pinang. The quantitative data collection method in this study used an online questionnaire designed by the researcher. A Likert scale was used as a measuring tool to assess the attitudes, opinions, and perceptions of a group of individuals regarding the social phenomenon being studied. Meanwhile, qualitative data collection was carried out through Servqual data analysis obtained from quantitative data processing on Servqual, secondary data from internal BPOM reports in Pangkal Pinang, journals, literature, books, websites, and other readings relevant to the research being conducted. This qualitative method aims to deepen and expand the results of the quantitative data analysis, so that it is expected to achieve the research objectives more comprehensively [27].

3.3 Data Analysis Method

a. Validity Test

In this study, the validity test is adjusted to the data collection method used, namely the quantitative method. Therefore, this study conducted a validity test, namely the validity test of quantitative data. The validity test was carried out by processing quantitative data sourced from the questionnaire results using SPSS statistical software version 27. The validity test was carried out by correlation between question items and total scores for 30 respondents with a significance level of 95% (α = 0.005). Valid results are stated by the comparison between the calculated r and the table r, where it is stated if the calculated r result is > r-table [28].

b. Reliability Test

In this context, reliability refers to the consistency or repeatability of an instrument. This aspect is crucial because the instrument used must be able to assess the same underlying construct, so the items tested must show consistent intercorrelations. In other words, reliability is necessary to ensure that the scale of the items tested remains stable over time, even with repeated administration. In this study, reliability testing was conducted by correlating the question items and the total score with 30 respondents by entering the data into SPSS 27 statistical software, then calculating Cronbach's Alpha. Data was collected through a

questionnaire as a research instrument and underwent a validation process. The results were tested using a reliability test method with Cronbach's alpha [29]. Reliable results are indicated by an α value of ≥ 0.70 [28]. A reliability test is considered reliable if the reliability coefficient value is at least 0.7 [30].

c. Hypothesis Test

Hypothesis testing was conducted through multiple linear regression analysis with F-tests and t-tests. The F-test was used to simultaneously determine the effect of six dimensions on public satisfaction with BPOM public services in Pangkal Pinang. Meanwhile, a t-test was conducted to examine the partial effect of each variable to determine its significance on public satisfaction.

4. RESULTS AND DISCUSSION

4.1 Validity Test

The data collected from each respondent's answers to the questionnaire distributed to customers who have received direct service at the Pangkal Pinang BPOM will undergo instrument testing through validity and reliability tests. Validity testing is a method used to evaluate the extent to which a measuring instrument can measure the intended variable. This validity testing process will be conducted using SPSS 27 software, where the calculated r value obtained from each indicator will be compared with the predetermined r value in the table. Based on the data collected using the service quality method and processed using SPSS 27 software. Table 1 shows that all indicators are declared valid because the calculated r value is greater than the table r value and the significance value is less than 0.05 or 5%. The greater the calculated r value, the stronger the correlation between the indicator and the measured variable.

Table 1. Validity Test Result

Attribute	r-Result (Perception)	r-Result (Expectation)	r Table	Conclusion
TN1	0.695	0.666	0.361	Valid
TN2	0.860	0.652	0.361	Valid
TN3	0.855	0.729	0.361	Valid
TN4	0.825	0.781	0.361	Valid
TN5	0.824	0.788	0.361	Valid
TN6	0.818	0.699	0.361	Valid
TN7	0.716	0.680	0.361	Valid
RL1	0.904	0.860	0.361	Valid
RL2	0.881	0.867	0.361	Valid
RL3	0.886	0.846	0.361	Valid
RL4	0.884	0.868	0.361	Valid
RL5	0.871	0.913	0.361	Valid
RP1	0.876	0.815	0.361	Valid
RP2	0.831	0.853	0.361	Valid
RP3	0.831	0.791	0.361	Valid
RP4	0.897	0.884	0.361	Valid
RP5	0.889	0.862	0.361	Valid
RP6	0.905	0.839	0.361	Valid
RP7	0.859	0.908	0.361	Valid
AS1	0.881	0.913	0.361	Valid
AS2	0.885	0.910	0.361	Valid
AS3	0.837	0.794	0.361	Valid
AS4	0.905	0.864	0.361	Valid

Attribute	r-Result (Perception)	r-Result (Expectation)	r Table	Conclusion
AS5	0.893	0.838	0.361	Valid
EM1	0.926	0.908	0.361	Valid
EM2	0.874	0.876	0.361	Valid
EM3	0.877	0.883	0.361	Valid
EM4	0.861	0.879	0.361	Valid
AK1	0.877	0.919	0.361	Valid
AK2	0.854	0.888	0.361	Valid
AK3	0.843	0.904	0.361	Valid
AK4	0.829	0.913	0.361	Valid
AK5	0.842	0.875	0.361	Valid

Source: Primary Data Processed (2025)

4.2 Reliability Test

Based on data collected through the service quality method and processed using SPSS 27 software, Table 2 shows that all indicators demonstrate a good level of reliability. This is indicated by the Cronbach's α value for the expectation variable, which reached 0.988 and the reality variable, which reached 0.983, both of which meet the reliability criteria, namely a Cronbach's α value above 0.7.

Table 2. Reliability Test Result

Variable	Cronbach`s	Koefisien r	N of items	Conclusion
Expectation	0.988	0.7	33	Reliable
Perseption	0.983	0.7	33	Reliable

Source: Primary Data Processed (2025)

4.3 Hypothesis Test

1. F-Test

The following are the results of the simultaneous test analysis (F test) using the analysis results that have been processed based on SPSS For MS Windows Version 27.0. The confidence level used in this regression calculation is 95 percent or with a significance level of 0.05 (α 0.05).

Table 3. F-Test Result

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.563	6	2.094	21.178	.000[b]
	Residual	9.591	97	.099		
	Total	22.154	103			
a. Dependent Variable: GAP						
b. Predictors: (Constant), AK, AS, TN, RL, EM, RP						

2. t-Test

Hypothesis testing in this study was conducted using a t-test. The t-test is used to partially assess the significance level of variable X against Y. The significance level (α) used was 5%, or a 95% confidence level. The results of the t-test can be seen in Table 4 below.

Table 4. t-Test Result

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.982	.296		-3.314	.001
	TN	.320	.081	.279	3.967	.000
	RL	.346	.100	.274	3.462	.001
	RP	.310	.107	.270	2.888	.005
	AS	.170	.112	.122	1.513	.134
	EM	.172	.110	.132	1.556	.123
	AK	.114	.128	.068	.887	.377

Source: Primary Data Processed (2025)

3. Customer Satisfaction Index (CSI) Results

The data required for this calculation includes variables determined by the researcher using the service quality method: Tangibles, Responsiveness, Reliability, Assurance, Empathy, and Anti-Corruption. The following are the results of the calculations conducted to measure the level of customer satisfaction among service recipients, as shown in Table 5 below.

Table 5. Customer Satisfaction Index

Atribut	MIS	MSS	WF	WS
TN1	3.63	3.64	2.91	10.62
TN2	3.77	3.86	3.02	11.66
TN3	3.74	3.79	3.00	11.36
TN4	3.74	3.75	3.00	11.25
TN5	3.71	3.67	2.98	10.93
TN6	3.71	3.72	2.98	11.08
TN7	3.71	3.63	2.98	10.82
RL1	3.82	3.77	3.06	11.54
RL2	3.78	3.76	3.03	11.39
RL3	3.73	3.72	2.99	11.13
RL4	3.74	3.77	3.00	11.31
RL5	3.79	3.77	3.04	11.45
RP1	3.75	3.67	3.01	11.05
RP2	3.70	3.71	2.97	11.02
RP3	3.75	3.75	3.01	11.28
RP4	3.81	3.75	3.05	11.45
RP5	3.81	3.78	3.05	11.54
RP6	3.81	3.76	3.05	11.48
RP7	3.79	3.73	3.04	11.34
AS1	3.82	3.73	3.06	11.42
AS2	3.81	3.78	3.05	11.54
AS3	3.83	3.75	3.07	11.51
AS4	3.81	3.77	3.05	11.51
AS5	3.81	3.82	3.05	11.66
EM1	3.80	3.76	3.05	11.45
EM2	3.83	3.80	3.07	11.66
EM3	3.83	3.80	3.07	11.66
EM4	3.80	3.77	3.05	11.48

Atribut	MIS	MSS	WF	WS
AK1	3.83	3.81	3.07	11.69
AK2	3.81	3.82	3.05	11.66
AK3	3.82	3.84	3.06	11.75
AK4	3.82	3.83	3.06	11.72
AK5	3.82	3.80	3.06	11.63
Total CSI	**94.00**			

Source: Primary Data Processed (2025)

4. Importance Performance Analysis (IPA) Results

The results of this questionnaire cover 33 attributes used as a basis for evaluating public services, ranging from physical evidence to perceptions of anti-corruption at the Pangkal Pinang BPOM. The results of the Importance Performance Analysis are presented in Table 6 below.

Table 6. Importance Performance Analysis Results

Atribut	Perception (P)	Expectation (E)	GAP
	Average	Average	(P-E)
Tangible			
TN1	3.64	3.63	0.01
TN2	3.86	3.77	0.09
TN3	3.79	3.74	0.05
TN4	3.75	3.74	0.01
TN5	3.67	3.71	-0.04
TN6	3.72	3.71	0.01
TN7	3.63	3.71	-0.08
TOTAL	**26.06**	**26.01**	**0.05**
Reliability			
RL1	3.77	3.82	-0.05
RL2	3.76	3.78	-0.02
RL3	3.72	3.73	-0.01
RL4	3.77	3.74	0.03
RL5	3.77	3.79	-0.02
TOTAL	**18.79**	**18.86**	**-0.07**
Responsiveness			
RP1	3.67	3.75	-0.08
RP2	3.71	3.70	0.01
RP3	3.75	3.75	0.00
RP4	3.75	3.81	-0.06
RP5	3.78	3.81	-0.03
RP6	3.76	3.81	-0.05
RP7	3.73	3.79	-0.06
TOTAL	**26.15**	**26.42**	**-0.27**
Assurance			
AS1	3.73	3.82	-0.09
AS2	3.78	3.81	-0.03
AS3	3.75	3.83	-0.08
AS4	3.77	3.81	-0.04
AS5	3.82	3.81	0.01
TOTAL	**18.85**	**19.08**	**-0.23**
Empathy			
EM1	3.76	3.80	-0.04

Atribut	Perception (P)	Expectation (E)	GAP
	Average	Average	(P-E)
EM2	3.80	3.83	-0.03
EM3	3.80	3.83	-0.03
EM4	3.77	3.80	-0.03
TOTAL	**15.13**	**15.26**	**-0.13**
Anti-Corruption			
AK1	3.81	3.83	-0.02
AK2	3.82	3.81	0.01
AK3	3.84	3.82	0.02
AK4	3.83	3.82	0.01
AK5	3.80	3.82	-0.02
TOTAL	**19.10**	**19.10**	**0.00**

Source: Primary Data Processed (2025)

The resulting data is then mapped using a scatterplot, with the actual level (performance) on the x-axis and the expected level (importance) on the y-axis. Each attribute is placed in a predetermined quadrant of the IPA matrix. The following is a scatterplot obtained from the IPA Cartesian diagram, as shown in Figure 3 below.

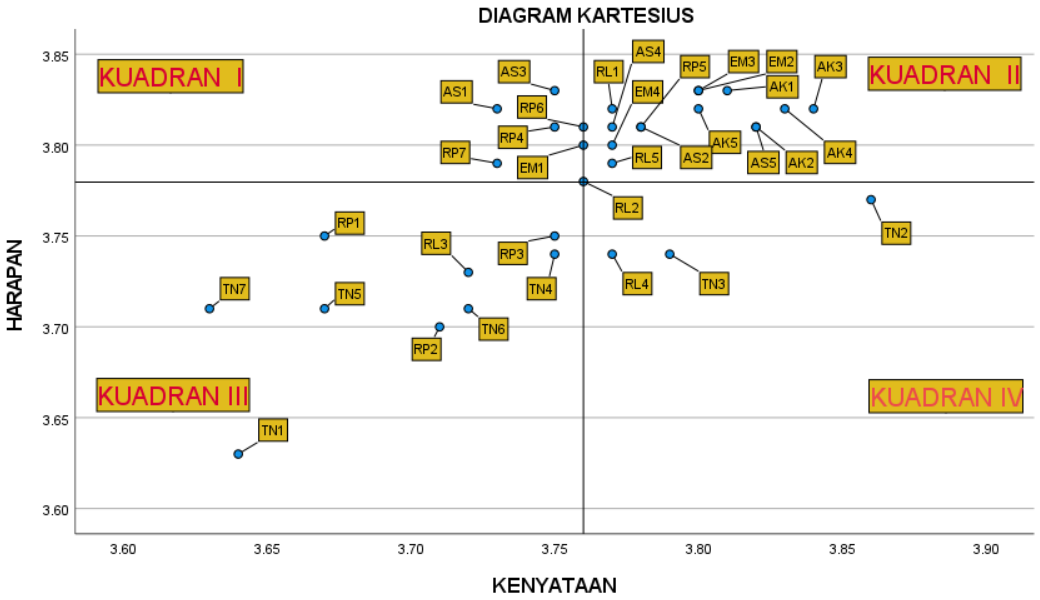

Figure 2. scatter plot Cartesian diagram Science
Source: Primary Data Processed (2025)

5. SWOT Analysis Results

a. Calculation of IFAS Matrix Weight and Rating Values

Practically, IFAS is very useful in strategy development because it allows management to identify competitive advantages that can be optimized and weaknesses that need to be addressed. This allows strategic decisions to be more data-driven and systematically analyzed. The use of IFAS supports strategic planning processes in various fields such as business, government, education, and public services (Fred R. David, 2015). The calculation of the IFAS

matrix weights and ratings can be seen in Table 7 below.

Table 7. IFAS Values

No	Internal Factors	Weight	Rating	Score
Strengths				
1	Officers are neatly dressed, showing a professional image and good service readiness.	0.0825	4	0.3300
2	Officers are neatly dressed, showing a professional image and good service readiness.	0.0825	4	0.3300
3	Officers are honest in carrying out services, supporting service integration	0.0825	4	0.3300
4	Free from requests for rewards, reflecting the success of preventing corrupt practices	0.0825	4	0.3300
5	Strengthening of the POM Agency's institutions	0.0425	4	0.1700
6	The competency of ASN BPOM Pangkal Pinang is sufficient	0.0825	4	0.3300
7	Optimal implementation of organizational culture	0.0525	4	0.2100
8	Ease of procedures and service requirements	0.0525	4	0.2100
	Total Strengths	**0.56**	**32**	**2.2400**
Weaknesses				
1	Inaccurate information impacts user trust in services	0.0625	2	0.1250
2	Service explanation is incomplete, disrupting service understanding	0.0625	3	0.1875
3	Service speed is less than optimal, indicating a perception of slow service.	0.0625	3	0.1875
4	Non-electronic information is not yet optimal, impacting access to conventional services	0.0525	2	0.1050
5	Lack of responsiveness in handling complaints and grievances, indicating weak responsiveness	0.0525	3	0.1575
6	Infrastructure is inadequate	0.0525	2	0.1050
7	Human resource management is not optimal	0.0425	3	0.1275
8	The ability to apply information technology is not yet optimal	0.0525	2	0.1050
	Total Weaknesses	**0.44**	**20**	**1.10**
	TOTAL IFAS	**1**	**52**	**3.34**

Source: Primary Data Processed (2025)

b. Calculation of EFAS Matrix Weight and Rating Values

When combined with IFAS, EFAS provides a foundation for formulating strategies based on internal strengths and adapting to the external environment, so that organizations are better prepared to face challenges and capitalize on existing opportunities [31]. The calculation of the EFAS matrix weighting and rating values can be seen in Table 8 below.

Table 8. EFAS Values

No	External Factors	Weight	Rating	Skor
Opportunities				
1	High public trust in anti-corruption services	0.0825	4	0.3300
2	Advances in information technology, especially IT and social media	0.0725	3	0.2175

No	External Factors	Weight	Rating	Skor
3	Stakeholder, cross-sector and supra-system support in increasing the effectiveness of supervision	0.0725	3	0.2175
4	Public awareness of clean and transparent public services	0.0725	4	0.2900
5	The geographical conditions of supervision are relatively easy to reach	0.0525	2	0.1050
6	The growth and development of businesses in the field of medicine and food is increasingly rapid	0.0625	3	0.1875
7	Community expectations for equal and non-discriminatory services	0.0625	4	0.2500
8	The existence of a national bureaucratic reform program	0.0625	3	0.1875
Total Opportunities		**0.54**	**26**	**1.7850**
Treats				
1	High public expectations of BPOM's performance	0.0725	2	0.1450
2	Potential service overload	0.0525	4	0.2100
3	Budget constraints for improving physical facilities and technology	0.0525	3	0.1575
4	Resistance to change in work culture in the internal environment	0.0625	3	0.1875
5	External interference such as hoaxes or negative perceptions from other users' experiences	0.0725	2	0.1450
6	There is intervention in the enforcement of drug and food supervision regulations	0.0425	4	0.1700
7	Crisis of public trust in BPOM in Pangkalpinang	0.0525	3	0.1575
8	Low public understanding of regulations in the field of Drugs and Food	0.0525	2	0.1050
	Total Treats	**0.46**	**23**	**1.2775**
	TOTAL EFAS	**1**	**49**	**3.0625**

Source: Primary Data Processed (2025)

c. IFAS and EFAS Matrix Analysis

The total results of the two matrices mentioned are then mapped into the IE matrix, as shown in Figure 3. Based on the IFAS and EFAS calculations, the IFAS value is 3.3400, with a strength score of 2.2400 and a weakness score of 1.1000. Meanwhile, the EFAS value reaches 3.0625, with a chance score of 1.7850 and a threat score of 1.2775. By knowing these two values, we can construct a SWOT diagram to determine the position of BPOM public services in Pangkal Pianang, whether it is in the first, second, third, or fourth quadrant. Table 9 below is the calculation of the SWOT diagram of the IFAS and EFAS matrix analysis.

Table 9. SWOT Diagram

Axis	Factor		Results
X	Strengths	Weaknesses	1,1400
	2,2400	1,1000	
Y	Opportunities	Treats	0,5075
	1,7850	1,2775	

Source: Primary Data Processed (2025)

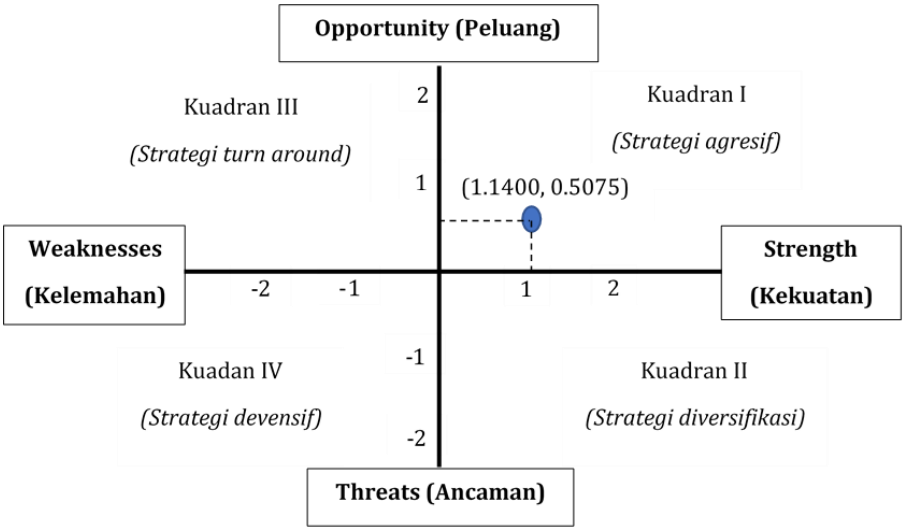

Figure 3. SWOT Diagram
Source: Primary Data Processed (2025)

4.4 Discussion

a. Customer Satisfaction Index (CSI)

Customer Satisfaction Index (CSI) is an indicator used to comprehensively assess the level of customer satisfaction with service performance, taking into account the level of importance of the product or service attributes being evaluated (Rosyada et al., 2020). Based on the calculation results of the Customer Satisfaction Index (CSI), an index value of 94.00% was obtained, which is included in the "Very Satisfied" category. This figure shows that, in general, the public as service users feel very satisfied with the quality of public services provided by BPOM in Pangkalpinang. CSI is a composite indicator that combines the level of importance and performance of a number of service attributes. These results indicate that the majority of service aspects assessed—such as the appearance of officers, ease of procedures, and timeliness of service—have been running effectively and meet service user expectations. Although in the very satisfactory category, the CSI analysis also shows that there are several attributes with performance scores that are not fully comparable to their importance scores. This creates a service "gap", which needs further attention. Some aspects that still require attention include the speed of handling complaints and grievances, the provision of non-electronic service information, and the effectiveness of supporting infrastructure. These attributes indicate that there is room for improvement, even though the level of satisfaction is generally high. Therefore, CSI is not only a measuring tool, but also a strategic roadmap in formulating continuous service improvements. Furthermore, a high CSI value can be used as a benchmark for the success of an institution in implementing bureaucratic reform, especially in the aspect of public services. However, it is important to realise that maintaining or even increasing the CSI index requires a strong commitment to improving service quality, continuous innovation, and openness to public input. Periodic evaluation of CSI can also be a strategic reflection material in

formulating evidence-based policies, to ensure public services that are increasingly responsive, inclusive, and oriented towards user satisfaction.

b. Importance Performance Analysis (IPA)

Based on the research results, Importance Performance Analysis (IPA) was used to measure the extent to which the performance of BPOM public services in Pangkalpinang has been by public expectations based on the level of importance and performance level of each service attribute. This method helps in identifying which attributes need to be maintained and which ones need to be improved. The calculation results show that the average level of importance is at 3.76, while the average level of performance is at 3.78. A gap of -0.02 indicates that, in general, the service performance still does not fully meet the level of importance felt by the public.

The IPA results are then mapped into four quadrants based on the average value of the level of importance and performance. Quadrant I (top priority) include attributes that have a high level of importance but low performance. In this study, the attributes included in quadrant I are:

1. Ease of obtaining information through non-electronic media,
2. Completeness of facilities and infrastructure, and
3. Response time to complaints and grievances.
4. These attributes are the primary focus of improvement because they are critical factors influencing public satisfaction. These attributes are the main focus of improvement because they are critical factors in influencing public satisfaction.

Meanwhile, Quadrant II (maintain achievement) includes attributes with equally high levels of importance and performance. The attributes in this quadrant are:

1. Officers provide services honestly and do not ask for compensation.
2. The appearance of service officers is neat and polite,
3. The office environment is clean, tidy, and comfortable.
4. Service procedures are easy to understand, and
5. ASN has adequate competence.

These attributes are BPOM's strengths that need to be maintained so that they do not decline and remain a competitive advantage.

Then, in Quadrant III (low priority), there are attributes with low levels of importance and performance. These attributes are not a priority in the short term, but still need to be considered for long-term improvement. Meanwhile, Quadrant IV (excess resources) contains attributes that have high performance but are relatively low in the eyes of the public, such as service fees according to provisions and clean and decent parking/toilet areas. Management of resources in this quadrant needs to be more efficient so that there is no waste.

Overall, the IPA results provide a strategic mapping for BPOM Pangkalpinang in formulating policies to improve public services. By prioritising attributes in Quadrant I, maintaining Quadrant II, and adaptively managing Quadrants III and IV, agencies can effectively improve public satisfaction. These findings also demonstrate the need for a data-driven approach to

respond to public expectations in a measurable manner, as well as to serve as a basis for ongoing evaluation in efforts to reform public service bureaucracy.

c. IFAS

Based on the research results, the Internal Factor Analysis Summary (IFAS) analysis shows that BPOM in Pangkalpinang has quite strong internal strengths in supporting the improvement of the quality of public services. This can be seen from the total strength score of 2.2400, which reflects the high values of officer integrity, ASN professionalism, ease of service procedures, and physical facilities that support user comfort. These factors are important capital in maintaining and increasing public satisfaction with services. High weight and rating values on attributes such as honest officers, neat appearance, and a clean office environment indicate that ethical and service standards have become an ingrained work culture. Meanwhile, the aspect of weaknesses in IFAS is reflected in the total score of 1.1000, which shows that although there are still shortcomings, the scale is relatively smaller compared to the strengths. Some weaknesses that need attention include limited non-electronic service information, speed of complaint handling, and limited facilities and utilisation of information technology. Although not dominant, these weaknesses must still be addressed immediately so as not to hinder the effectiveness of the overall service. Thus, the IFAS results show that BPOM Pangkalpinang is in a positive internal position, and can optimise its strengths to overcome existing weaknesses through service innovation and strengthening internal capacity.

d. EFAS

Based on the research results, the External Factor Analysis Summary (EFAS) analysis shows that BPOM in Pangkalpinang has quite large external opportunities to support improving the quality of public services. This is illustrated by the total opportunity score of 1.7850, which reflects strong support from external factors such as increasing public trust in public institutions, expectations for clean and transparent services, and encouragement of sustainable bureaucratic reform. This opportunity can be utilised by institutions to expand their positive influence through improving technology-based services, public education, and strengthening synergies with cross-sector stakeholders. On the other hand, the total threat score of 1.2775 shows that although there is pressure from the external environment, such as high public expectations, budget constraints, and the spread of hoaxes that can damage the institution's reputation, the scale can still be controlled. These threats need to be anticipated by strengthening internal capacity and strategic public communication. With a score difference between opportunities and threats of 0.5075, BPOM Pangkalpinang has a fairly advantageous external position. Therefore, organisational strategies should be geared towards maximising external opportunities while actively managing existing risks and challenges through innovation and adaptive policy responses.

e. IFAS and EFAS Matrix

The IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrix analysis provides a

comprehensive picture of the internal strengths and weaknesses as well as external opportunities and threats faced by BPOM in Pangkalpinang in providing public services. In the IFAS analysis, a total strength score of 2.2400 and a total weakness score of 1.1000 were obtained, indicating that internal strengths are more dominant. This strength is indicated by factors such as the integrity of service officers, a comfortable office environment, ease of procedures, and ASN competence. On the other hand, weaknesses that need to be improved include limited non-digital information, speed of service, and limited use of technology. Meanwhile, in the EFAS analysis, a total opportunity score of 1.7850 and a threat score of 1.2775 were obtained. This indicates that the external environment provides more opportunities than threats. Some opportunities that can be utilised include increasing public awareness of clean and transparent services, a strong push for bureaucratic reform, and the development of information technology. The threats that need to be watched out for include budget limitations, the potential for the spread of hoaxes, and high public expectations of public services. The difference score between opportunities and threats of 0.5075 indicates that the external position of the organisation is quite favourable.

By combining the scores from IFAS and EFAS, the SWOT coordinates are obtained at position (X = 1.1400; Y = 0.5075), which indicates that BPOM in Pangkalpinang is in quadrant I in the SWOT diagram, namely an aggressive strategy. This strategy suggests that the organisation use all its internal strengths to seize and maximise external opportunities. The strategies that can be implemented include:

1. Increasing digital and non-digital-based public education,
2. Strengthening services with high professional standards,
3. Developing a fast and responsive complaint and complaint handling system, and
4. Optimising the use of information technology for transparent, fast, and accountable services.
5. This position provides a strong foundation for BPOM Pangkalpinang to continue to innovate and improve services sustainably.

f. SWOT Matrix

The SWOT matrix analysis describes the strategic position of BPOM in Pangkalpinang in an effort to improve the quality of public services. From the results of the IFAS and EFAS recapitulation, a strength score of 2.2400 was obtained, a weakness of 1.1000, an opportunity of 1.7850, and a threat of 1.2775. The difference between strengths and weaknesses (X = 1.1400) and the difference between opportunities and threats (Y = 0.5075) indicate that the SWOT matrix coordinates are in Quadrant I, namely an aggressive strategy. This position indicates that the organisation has significant internal strength and faces major external opportunities, so the chosen strategy should be oriented towards growth (growth strategy).

In this context, strategies that can be implemented include a combination of strengths and opportunities (S-O Strategy), such as:

1. Optimize civil servant competency and organizational culture for public education.
2. Utilize officer integrity and

streamlined procedures to build trust and synergy.
3. Support bureaucratic reform with professionalism and institutionalization.
4. Implement information technology-based digital services.

In addition, organisations can also anticipate weaknesses and threats through the W-T Strategy, including:

1. Increasing the use of technology to overcome limitations in information and speed of service.
2. Increasing HR competency through intensive training.
3. Managing public perception strategically through transparent communication.

With systematic SWOT mapping, organisations can formulate appropriate and measurable steps in facing challenges and utilising their potential, in order to create excellent and highly competitive public services.

The discussion aims to interpret the results of research in accordance with the theory used and not just explain the findings. The discussion should be enriched by referring to or comparing the results of previous research that has been published in reputable scientific journals and not from predatory journals. The discussion also suggested the integration of research results into a collection of established theories or knowledge, the preparation of new theories, modifications of existing theories, and the implications of research results.

5. CONCLUSION

Based on the research results and discussions regarding customer satisfaction with BPOM public services in Pangkal Pinang, the following conclusions can be drawn:

The analysis of public satisfaction levels using the SERVQUAL method concluded that public satisfaction with the BPOM's public services in Pangkal Pinang was in the "Very Satisfied" category, as indicated by a Customer Satisfaction Index (CSI) score of 94.0%.

All SERVQUAL dimensions (tangible, reliability, responsiveness, assurance, empathy) and perceptions of anti-corruption positively influenced public satisfaction. Therefore, it can be concluded that the better the quality of BPOM's public services in Pangkal Pinang across the five SERVQUAL dimensions, and the higher the public's perception of integrity and freedom from corruption, the higher the level of public satisfaction with the services provided.

By strategically using a SWOT approach, BPOM Pangkal Pinang can develop adaptive and progressive steps based on internal strengths and external opportunities, while simultaneously mitigating weaknesses and threats. This provides a crucial foundation for sustainable, community-driven public service quality improvement.

The most relevant strategy for improving the quality of BPOM's public services in Pangkal Pinang is the SO (Strength-Opportunities) strategy. By optimizing digital service innovation, human resource competencies, and information systems to seize opportunities for increased digital literacy and regulatory support, utilizing service dimensions that significantly influence public satisfaction, namely Tangibles, Reliability, and Responsiveness, and strengthening the Assurance, Empathy, and Anti-Corruption dimensions.

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