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Assessing Public Service Level: Evidence from Ngawi Regency In 2024

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Abstract

Public service measurement constitutes a follow-up to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017, serving as a metric for evaluating public performance and the governance thereof. The present study employs a multifaceted approach to assess the quality of public services in Ngawi Regency during the year 2024, utilising a combination of index and analytic hierarchy process methodologies. The respondent was set using purposive sampling method covers 500 individuals and 13 local apparatuses of Ngawi Regency. The findings reveal that the indexes of public service in public service malls at the regency and sub-district levels were 83.33 and 82.59 respectively. The priority factor values that constitute public service in sequence are as follows: reliability (0.206), tangibility (0.179), empathy (0.165), assurance (0.154), responsiveness (0.152), and general (0.144). Consequently, the Ngawi Regency Government can leverage online services to enhance public services and prioritise the factors contributing to the public service index.

Keywords: Public Service, Index, AHP

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INTRODUCTION

Public service can be illustrated as a series of activities that are designed to address the needs of the public in accordance with the relevant laws and regulations that are in force. Existing theories and empirical studies can be utilised to describe this service. For instance, Christensen et al. (2007) expounded on the

discourse surrounding public sector reform, explicable through the conceptual framework of New Public Management (NPM). The NPM model emphasises the adoption of a private sector organisational and managerial perspective, which is deemed appropriate for public sector application and is considered beneficial.

The public sector, in this sense, is an organisation that requires and is supported by certain regulations, rules of the game, and specific organisational procedures. Notable characteristics of public organisations include the election of public leaders by the populace within a democratic system, the possession of relatively broad authority that encompasses the regulation and sanctioning of the community, and the absence of a profit-oriented mandate.

Furthermore, Downe et al. (2010) posited that public services can be explained using the theory of public service improvement. This theoretical framework emphasises three fundamental concepts. Firstly, it asserts that public services constitute an integral component of the organisational performance framework. Secondly, it explores the relationship between various factors, including performance enhancement and leadership, individual motivation, organisational change, and public accountability.

Thirdly, it examines the relationship between the central government, audit institutions, and local governments. In addition, various approaches to public service reform have been identified, including Weberian public administration and capacity-building, decentralization, pay and employment reform, new public management, integrity and anti-corruption reforms, and bottom-up reform (Robinson, 2015). The three fundamental theories of public service are old public administration (political theory and naïve social science), new public management (economic theory and positivist social science), and new public service (democratic theory). Nora et al. (2021) have noted that New Public Management can be used to evaluate public sector performance.

This evaluation should emphasise a multidimensional and multidisciplinary approach. A salient approach that merits consideration is Managing for Results (MFR). The objective of this study is to ascertain the level of public services in Ngawi Regency in 2024 using the index method and analytic hierarchy process. The primary components of public services encompass the applicable laws and regulations, encompassing general factors, tangibility, reliability, responsiveness, assurance, and empathy.

The present study contributes to the extant literature in several ways. Primarily, the utilisation of multi-methodological approaches in the assessment of public services is a novel concept within local government contexts. Secondly, the findings of the study not only provide public service index values but also priority values for public service forming factors. Thirdly, local policymakers can formulate improvements in the quality of public services by considering the findings of this study.

Empirically, Pratama (2020) has measured public service innovation in Indonesia in 2014-2016. The findings indicate that local governments in Java are more capable of innovating public services at a faster rate than those in other regions. The focus of public service innovation emphasises problem-solving in the health and education sectors. Furthermore, Farhan's (2023) research revealed

that from 2014 to 2022, local governments in Indonesia implemented various innovation activities, including technological processes, social innovations, new services, and administrative reforms.

The number of innovations increased from 515 in 2014 to 3,478 in 2022, reflecting a substantial growth in the adoption of innovative practices by local governments. The emphasis on public service innovation is particularly pronounced in sectors such as health, administration, governance, education, community empowerment, economic growth, and employment. The active involvement of the community is a prerequisite for the enhancement process within public services (Clifton et al., 2020).

Consequently, the assessment of public services should prioritise public perception or evaluation. The quality of public services can be determined by several factors or dimensions, including tangibility, reliability, responsiveness, credibility, competence, understanding customers, access, security, communication, and courtesy (Gayatri, et al., 2021).

Santoso et al. (2023) posit that the Public Sector Innovation Capacity Management Theory by Kim & Lee (2009) can be utilised to measure and evaluate public service innovation in Surakarta City. The four aspects that form this innovation are innovative leadership, worker quality, systems or structures, and external influences. The study's findings highlighted a notable gap in regional regulations to guide public service innovation, and it was further observed that regional officials exhibited diminished collaborative capabilities.

The objective of this study is to ascertain the level of public services in Ngawi Regency in 2024 using the index method and analytic hierarchy process. The primary components of public services encompass the applicable laws and regulations, encompassing general factors, tangibility, reliability, responsiveness, assurance, and empathy. The present study contributes to the extant literature in several ways. Primarily, the utilisation of multi-methodological approaches in the assessment of public services is a novel concept within local government contexts.

Secondly, the findings of the study not only provide public service index values but also priority values for public service forming factors. Thirdly, local policymakers can formulate improvements in the quality of public services by considering the findings of this study. This study was elaborated in several parts. The first part is introduction, while the second part is method. The further part is finding and discussion. The last part is conclusion.

RESEARCH METHODS

The present study utilises primary data collected in March (survey) and May (focus group discussion) 2024. The survey was conducted on 500 individuals in Ngawi Regency employing a purposive sampling method. These individuals are those who utilise public services at the Public Service Mall. Meanwhile, focus group discussions were conducted on 13 local apparatuses that interact directly with public services during the research activities.

Furthermore, a number of factors were identified as crucial in the assessment of the level of public service index. These factors encompass general, tangibility, reliability, responsiveness, assurance, and empathy. Each factor is further delineated by a series of indicators, ranging from four to ten (see Appendix 12).

The public service index is compiled based on Law Number 25 of 2009 concerning Public Services and Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2017 concerning Guidelines for Performance Assessment of Public Service Provider Units. The composition of the public service index is influenced by several factors, including service policies, human resource professionalism, facilities and infrastructure, public service information systems, consultation and complaints, and innovation.

The public service index is composed of several indicators, which are determined in the following manner: the general indicator comprises eight components, the tangibility indicator (physical evidence) comprises ten components, the reliability indicator comprises five components, the responsiveness indicator comprises six components, the assurance indicator comprises five components, and the empathy indicator comprises four components.

The indicators and components of the public service index measurement are translated into statement sentences to be selected or assessed by respondents. The selection or assessment of these indicators employs a Likert scale consisting of STB (very poor) = 1, TB (poor) = 2, KB (less good) = 3, B (good) = 4, and SB (very good) = 5.

In order to facilitate interpretation of the assessment of the community satisfaction survey (SKM), which ranges from 25 to 100, the results of the assessment are converted to a basic value of 25. The converted assessment results are then utilised to determine the work ranking of the assessed community service unit, as illustrated in the following performance value table (Appendix 1).

The measurement of the Ngawi Regency Public Service Index in 2024 employs indicators of public satisfaction as users of services provided by the government. The calculation of public satisfaction surveys is conducted on the elements of service studied, with each element having an equal weight. The weight value is determined by the following formula:

Weighted average value = total weight / number of elements = 1 / X = N

The performance of public service units is evaluated through a multifaceted approach that incorporates the administration of questionnaires, observations, and interviews. Following the determination of the performance index value, the subsequent phase involves the analysis and interpretation of the data, which is then categorised into nine distinct classifications (Appendix 2).

The present study deploys the Analytical Hierarchy Process (AHP) to evaluate and categorise the relative importance of the factors that contribute to the public service index in Ngawi Regency. The AHP method is employed to determine the weights for each assessment aspect indicator in the Public Service Performance Evaluation.

The weighting of the analysis results using the AHP method can be used to determine the weight of aspects and instrument indicators used in the evaluation of public service performance because it has met the criteria, namely the Consistency Ratio (CR) value below 10% and has a consensus value of more than 65%. The theoretical underpinnings of AHP can be traced back to Saaty (2008).

Specifically, respondents were drawn from OPD leaders as public service providers at the

Public Service Mall (PSM). The data collection process was conducted through FGD. The measurement and analysis process of AHP (Analytical Hierarchy Process) utilises nine scales, ranging from 1 to 9.

The following detailed explanation sets out the nine scales in turn: Scale 1 = both indicators have equal importance; Scale 3 = one indicator is slightly more important; Scale 5 = one indicator is more important; Scale 7 = one indicator is clearly more important; Scale 9 = one indicator is much more important; Scales 2, 4, 6 and 8 = alternative choices for odd scales (1, 3, 5, 7 and 9)

The AHP analysis framework utilised to ascertain the priority of IPP forming factors is delineated as follows (Appendix 12). The general factors that have been identified as contributing to the availability and quality of service counters and queues, service information, service SOPs, and online services are as follows.

The concept of tangibility encompasses the physical facilities and infrastructure. Reliability encompasses procedures and evidence of reliable service. Responsiveness encompasses responsiveness, politeness, and friendliness. The concept of assurance emphasises the guarantee of comfort, security and affordability. Empathy, meanwhile, focuses on attention and active communication during the service process.

RESULTS AND DISCUSSION

The measurement of the ngawi regency ipp in 2024 is calculated using the type of service at the public service mall (mpp). The measurement of the ipp is based on six criteria (see Appendix 3). During the specified period, the ipp value was recorded at 83.33. This finding indicates that the ngawi regency government demonstrates capacity to respond promptly and effectively to all public service activities. The highest and lowest criteria are responsiveness at 90.42 and empathy at 76.92, respectively. The criterion with a relatively high index value is responsiveness at 89.15.

The measurement of the public service index (psi) was also carried out at the public service mall (mpp) at the sub-district level. The findings of the ipp value at the mpp in all sub-districts in 2023 are elucidated in Appendix 4, which shows a value of 81.66, indicating a 'performing well' status, and an increase in 2024 to 82.59, also indicating a 'performing well' status.

This performance achievement was obtained from the results of the assessment of six ipp criteria, which also performed good. The assurance criterion demonstrated a notably elevated ipp value. However, two criteria have values below the average and have decreased in value, consisting of the general and tangibility criteria.

Furthermore, this study calculates and ranks the factors forming the IPP of Ngawi Regency in 2024 following Appendix 12. The calculation and ranking process employs the AHP method. The study utilised a sample size of 13 respondents, comprising leaders from the OPD who fulfil primary responsibilities within the MPP framework of Ngawi Regency.

The AHP method is a systematic approach to decision-making that involves the identification of factors forming the IPP, the compilation of relevant questionnaires, the selection of expert respondents, the collection of data through interviews and FGDs, the creation of paired matrices, the calculation of eigenvector values and normalized eigenvectors, the calculation of the Consistency Index (CI) and the Consistency Ratio (CR), and the determination of factor rankings. The findings of the

calculation and ranking of the factors forming the IPP of Ngawi Regency in 2024 can be seen in Appendix 5. The initial ranking is that of the reliability factor.

This factor is indicative of the procedures and evidence of reliable services for all stages of public services. This suggests that OPD leaders prioritise indicators of procedures and service documents when implementing public services. The normalized eigenvector value of the reliability factor is 0.206 or 20.6%, calculated as ((0.206/1)*100). The second factor is tangibility, which emphasizes physical facilities and infrastructure.

The normalized eigenvector value of the tangibility factor is 0.179 or 17.9% with the calculation ((0.179/1)*100). Conversely, the factor that is ranked last (bottom) is the general factor. This factor consists of the availability and quality of service counters and queues, service information, service SOPs, and online services. The normalized eigenvector value of the common factor is only 0.144 or 14.4% with the calculation ((0.144/1)*100).

The validity of the AHP calculation results can be substantiated by the consistency index (CI) and consistency ratio (CR) levels. In essence, when the CR value is less than 0.10, it can be deduced that the AHP calculation results are consistent. The Alonso and Lamata Table is another measurement of consistency. The AHP calculation is deemed consistent when the CR value is less than 0.10, thereby indicating the reliability of the calculation and its application in the determination of the relative importance of factors contributing to the IPP of Ngawi Regency in 2024.

This study also conducted more detailed assessments and rankings for each factor forming the IPP of Ngawi Regency in 2024. The calculations and rankings for each factor can be seen in the Appendix 6. Appendix 6 presents the calculations and rankings for the eight indicators that constitute the general factor. The study's findings indicate that the predominant indicator contributing to the general factor is the service queue system.

The normalized eigenvector value of this indicator is 0.184 or 18.4%. This finding indicates that the service queue system is the most significant indicator in determining the level of contribution of the general factor in shaping the IPP of Ngawi Regency in 2024. The second most significant indicator is that of online service facilities, which has a normalized eigenvector value of 0.174 or 17.4%.

This finding suggests that leaders of OPDs involved in public services regard online services as a service method that should be implemented gradually and consistently. Conversely, the public service counter is positioned in the eighth position, with a normalized eigenvector value of only 0.057, representing a mere 5.7%. The CR value is less than (<) 0.080. This CR value indicates that the AHP results are consistent and accurate.

As illustrated in Appendix 7, the calculation and ranking of ten indicators forming the tangibility factor in the 2024 Ngawi Regency IPP is described. The study's findings indicate that the offline and online complaint facilities and infrastructure indicators are of paramount importance. The normalized eigenvector value of this indicator is 0.169 or 16.9%.

The second most significant indicator is the canteen/photocopy/stationery shop and stamps, with a normalized eigenvector value of 0.163 or 16.3%. The presence of amenities such as a canteen, photocopying facilities, and stationery

shops is widely acknowledged to offer numerous advantages within the context of public service delivery in the Ngawi Regency MPP. Conversely, the indicator of an organised and accessible service space is ranked tenth with a normalized eigenvector value of only 0.042, or 4.2%. The CR value of 0.084 indicates the consistency and accuracy of the AHP results.

The reliability factor is constituted by five indicators, as delineated in Appendix 8. The primary indicator of concern is that service providers ensure the creation of archives that are both clear and tidy. The normalized eigenvector value of this indicator is 0.312, which corresponds to 31.2%. This condition illustrates that public service officers/staff have been able to implement archive (document) management well.

Additionally, the indicator pertaining to the punctual arrival of service providers received a favourable evaluation, with a normalized eigenvector value of 0.286, equivalent to 28.6%. Conversely, the indicator pertaining to the promptness of service providers in adhering to SOP received the lowest ranking, occupying the fifth position with a normalized eigenvector value of 0.102, amounting to 10.2%. Consequently, OPD leaders are equipped with the capacity to supervise and evaluate the obedience and speed of public services at the Ngawi Regency MPP. The CR value of the AHP calculation result was 0.092. This outcome indicates the reliability and precision of the AHP results.

The responsiveness factor in the 2024 Ngawi Regency IPP is comprised of several indicators (see Appendix 9). The indicator that ranks first is neat and orderly service providers. The normalized eigenvector value of this indicator is 0.274 or 27.4%. The second most significant indicator is that of agile and responsive service providers, with a normalized eigenvector value of 0.218 or 21.8%. The indicator of service providers who are friendly and polite ranks last (sixth), with a normalized eigenvector value of only 0.081 or 8.1%. These findings can be used as evaluation material for OPD leaders who have the main tasks and functions of public services. The CR value of 0.046 indicates the reliability and validity of the AHP calculation results.

As illustrated in Appendix 10, the results of the AHP calculation and ranking of the assurance factor in the 2024 Ngawi Regency IPP demonstrate the application of the aforementioned methodology. The assurance factor is comprised of five indicators. The indicator of service providers providing a sense of security is the first priority, with a normalized eigenvector value of 0.273 or 27.3%. The second indicator pertains to the maintenance of confidentiality in service documents, which has a normalized eigenvector value of 0.251, equivalent to 25.1%.

The relevance and appropriateness of these indicators within the context of public services is underscored by their consistent performance. The public, as both users and beneficiaries of public services, require a sense of security and the confidentiality of the services they provide. Conversely, the indicator of guaranteed service needs completion is ranked last (fifth) with a normalized eigenvector value of only 0.103 or 10.3%. This finding indicates that the CR value is 0.076, categorised as consistent and appropriate.

Another element contributing to the IPP of the Ngawi Regency in 2024 is empathy (Appendix 11). The empathy factor is determined by four indicators. The indicator that occupies the primary priority is the service consultation

time, which is fulfilled with a normalized eigenvector value reaching 0.391 or 39.1%. The subsequent indicator pertains to the allocation of designated time slots for communication between service providers and users. This indicator has a normalized eigenvector value of 0.276 or 27.6%.

The final indicator, concerning the appreciation of users by service providers, is ranked last with a normalized eigenvector value of only 0.138, or 13.8%. This finding underscores the necessity for OPD leaders to encourage public service staff to cultivate a habit of appreciating the community as they engage in the public service process. The study findings also describe the CR value as 0.046. This finding indicates the reliability and validity of the AHP calculations.

A thorough analysis of public services in Ngawi Regency reveals that in 2024, they are classified as being in the 'good' category. Specifically, the public service index at the district level is 83.33. The index figure is derived from a series of factors, including responsiveness (90.42), assurance (89.15), general (86.66), tangibility (79.79), reliability (77.06), and empathy (76.92).

Conversely, the sub-district level public service index registered at 82.59, marginally below the district level benchmark. The two principal factors contributing to this index value are assurance (86.00) and responsiveness (84.92). The principal priority of the factors contributing to the public service index value is reliability, as evidenced by a normalized eigenvector value of 0.206.

Rahmi & Wijaya (2022) conducted a study on the implementation of bureaucratic simplification and the quality of public services in Indonesia. Their findings indicated that the enhancement in the quality of public services is reflected by the improvement in the public service index. Consequently, local governments are encouraged to fortify the bureaucratic simplification process to bolster the enhancement of public service quality. Concurrently, Gyllenhammar & Hammersberg (2023) examined the enhancement of public service quality through the engagement of diverse stakeholders in Sweden. Their findings emphasised that the interconnection between improvements and benefits should be accorded greater attention by implementers or policymakers.

The enhancement of public services in Indonesia can be facilitated by the establishment of public trust, a concept that is underpinned by the theoretical framework of New Public Service and Good Governance (Sudrajat, 2023). Furthermore, the implementation of various public service models, including the Citizen Charter model, the Know Your Customer model, and the Mobile Government model, can be a contributing factor. As Athias & Wicht (2024) have observed, the level of cost efficiency in public services is also a relevant factor. It is therefore suggested that the higher the level of cost efficiency, the more appropriate and advanced the bureaucrats' ability to achieve the public service mission tends to be.

Recent literature posits that a survey of public services in the Riau Islands Province demonstrates that organisational commitment can be determined by performance, integrity, intrinsic motivation, and competence (Dewi et al., 2024). Consequently, the enhancement of public service quality can be achieved through the enhancement of organisational commitment determinants. Concurrently, Kulal et al. (2024) have identified the impact of Artificial

Intelligence on the quality of public services in India. Their findings indicate that Artificial Intelligence plays a substantial role in enhancing the quality of public services. Consequently, it is anticipated that the government will allocate greater resources to enhancing the digital infrastructure of public services. Furthermore, Susilawati et al. (2024) expound on the implementation of digitalisation of public services, emphasising the necessity of digital infrastructure, public awareness, institutional capacity, and regulations as crucial enablers.

CONCLUSION

Public service has been subject to regulation in accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017. The condition deliver insight that the local government should provide excellent governance services. The present study therefore seeks to assess the level and priority factors of public service in Ngawi Regency for 2024. The data presented herein were collected through the implementation of a survey and focus group discussion (FGD). Furthermore, several analytical methods were employed, including an index and the analytic hierarchy process.

The findings indicate that the level of public service in the regency and sub-regency levels was 83.33 and 82.59, respectively. These levels can be categorised as 'good public service'. The higher value of indicators for public services at regency and sub-regency levels can be attributed to responsiveness and assurance, respectively. Furthermore, this study elucidates the priority factors of public service in Ngawi Regency. The most significant priority factor identified was reliability, which exhibited a normalized eigenvector of 0.206.

The second priority factor was tangibility, with a normalized eigenvector of 0.179. The potential ramifications of this phenomenon can be delineated in a number of ways. Primarily, the local government can direct greater attention towards enhancing the quality of public service by giving due consideration to the higher quality of governance and government staff. Secondly, the local government should prepare high-quality online public services. Finally, further study can emphasise investigating the role of stakeholders in public service using mactor method. Additionally, it can examine the direct and indirect impact of determining factors for public service at the local level.

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Appendix

Appendix 1. Service Unit Performance Criteria

Perceived Value	Interval Value (NI)	Conversion Interval Value (NIK)	Quality of Service (x)	Service Unit Performance (y)
1	1.00 – 2.5996	25.00 – 64.99	D	Very poor
2	2.60 – 3.064	65.00 – 76.60	C	Poor
3	3.0644 – 3.532	76.61 – 88.30	B	Good
4	3.5324 – 4.00	88.31 – 100.00	A	Very good

Source: Primary Data (2024, processed)

Appendix 2. Categories of Public Service Index

Value Range	Categories	Interpretation
0.00 – 1.00	F	Failed
1.01 – 1.50	E	Very poor
1.51 – 2.00	D	Poor
2.01 – 2.50	C-	Sufficient (with notes)
2.51 – 3.00	C	Sufficient
3.01 – 3.50	B-	Good (with notes)

Value Range	Categories	Interpretation
3.51 – 4.00	B	Good
4.01 – 4.50	A-	Very good
4.51 – 5.00	A	Excellent

Source: Primary Data (2024, processed)

Appendix 3. Public Service Index at Regency Level

Year	Factors	Index	Index Conversion	Service Quality	Performance
2024	General	3.47	86.66	B	Good
	Tangibility	3.19	79.79	B	Good
	Reliability	3.08	77.06	B	Good
	Responsiveness	3.62	90.42	A	Very Good
	Assurance	3.57	89.15	A	Very Good
	Empathy	3.08	76.92	B	Good
		Total	500.00		
		Average	83.33	B	Good

Source: Primary Data (2024, processed)

Appendix 4. Public Service Index at Sub-Regency Level

Year	Factors	Index	Index Conversion	Service Quality	Performance
2024	General	3.23	80.72	B	Good
	Tangibility	3.08	76.90	B	Good
	Reliability	3.35	83.63	B	Good
	Responsiveness	3.40	84.92	B	Good
	Assurance	3.44	86.00	B	Good
	Empathy	3.34	83.38	B	Good
		Total	495.54		
		Average	82.59	B	Good

Source: Primary Data (2024, processed)

Appendix 5. Priority Factors of Public Service Index

Factors	Eigenvector	Normalized Eigenvector	Rank

General	2963702	0.144	6
Tangibility	3687917	0.179	2
Reliability	**4252759**	**0.206**	**1**
Responsiveness	3139839	0.152	5
Assurance	3178982	0.154	4
Empathy	3413907	0.165	3
Consistency Index (CI)	0.111		
Consistency Ratio (CR)	0.089		

Source: Primary Data (2024, processed)

Appendix 6. Priority Indicators of General Factor for Public Service Index

Indicators	Eigenvector	Normalized Eigenvector	Rank
Service counters are both available and adequate.	18673832	0.057	8
SOP information board	32514376	0.099	6
Service fee information	47770281	0.145	4
SOP socialisation	55201246	0.167	3
Service queue system	**60491602**	**0.184**	**1**
Service completion time	33815963	0.103	5
Service requirements document information	23829059	0.072	7
Online service facilities	57294823	0.174	2
Consistency Index (CI)	0.112		
Consistency Ratio (CR)	0.080		

Source: Primary Data (2024, processed)

Appendix 7. Priority Indicators of Tangibility Factor for Public Service Index

Indicators	Eigenvector	Normalized Eigenvector	Rank
The service space is organized and accessible	119678829	0.042	10
The waiting room is neat and clean	154027928	0.054	8
Comfortable service room and complete facilities	147610696	0.052	9
Clean toilet	241746705	0.086	7
Facilities for people with special needs	285852952	0.101	5
Safe and comfortable parking	268351005	0.095	6
Lactation room/nursery and children's play area	334311579	0.118	4
Canteen/photocopy/stationery and stamp shop	459891103	0.163	2
Clean and comfortable place of worship	338888982	0.120	3
Offline and online complaint facilities	**476293599**	**0.169**	**1**
Consistency Index (CI)	0.125		

Consistency Ratio (CR)	0.084

Source: Primary Data (2024, processed)

Appendix 8. Priority Indicators of Reliability Factor for **Public Service Index**

Indicators	Eigenvector	Normalized Eigenvector	Rank
Fast and precise service procedures	815390	0.183	3
The service provider came on time	1274032	0.286	2
Service providers act quickly according to SOP	454041	0.102	5
Service providers make archives clearly and neatly	**1390983**	**0.312**	**1**
Service users provide proof of receipt of files	521861	0.117	4
Consistency Index (CI)	0.102		
Consistency Ratio (CR)	0.092		

Source: Primary Data (2024, processed)

Appendix 9. Priority Indicators of Responsiveness Factor for Public Service Index

Indicators	Eigenvector	Normalized Eigenvector	Rank
Service provider asks user's interests	3207056	0.184	3
Service providers give users the opportunity to ask questions	2353572	0.135	4
Friendly and polite service providers	1411352	0.081	6
Service providers pay attention to user complaints	1869301	0.107	5
Prompt and responsive service provider	3794140	0.218	2
The service provider is neat and orderly	**4777080**	**0.274**	**1**
Consistency Index (CI)	0.058		
Consistency Ratio (CR)	0.046		

Source: Primary Data (2024, processed)

Appendix 10. Priority Indicators of Assurance Factor for Public Service Index

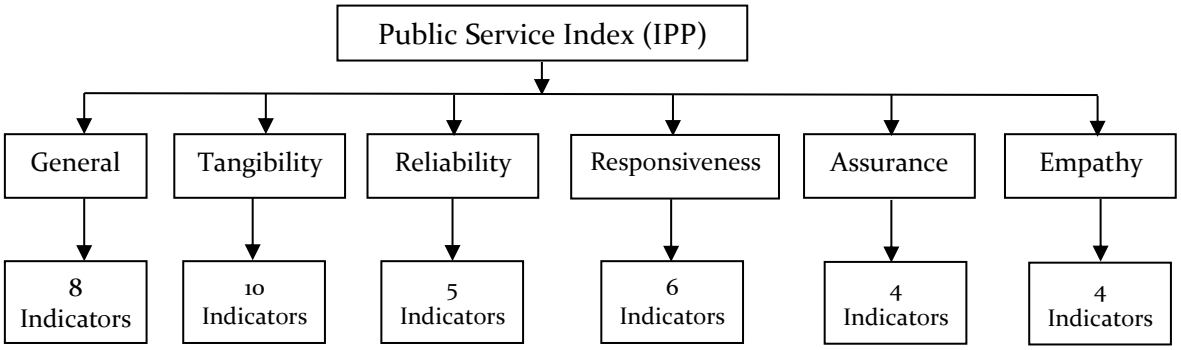
Indicators	Eigenvector	Normalized Eigenvector	Rank
Service providers provide a sense of security	**946578**	**0.273**	**1**
Educated and competent service providers	665437	0.192	3
Affordable service fees	630038	0.181	4
Confidentiality of service documents is maintained	871714	0.251	2
Guaranteed service needs resolution	358843	0.103	5
Consistency Index (CI)	0.085		
Consistency Ratio (CR)	0.076		

Source: Primary Data (2024, processed)

Appendix 11. Priority Indicators of Empathy Factor for Public Service Index

Indicators	Eigenvector	Normalized Eigenvector	Rank
Service providers have special time to communicate with users	106565	0.276	2
Service providers increase the security of users' valuables	75353	0.195	3
Service consultation time is met	**150705**	**0.391**	**1**
Service providers appreciate users	53282	0.138	4
Consistency Index (CI)	0.040		
Consistency Ratio (CR)	0.046		

Source: Primary Data (2024, processed)



Appendix 12. Framework of AHP on Public Service Index in Ngawi Regency
Source: Primary Data (2024, processed)