Analysis of Public Satisfaction with Services at the Cileungsi Branch of BPJS Employment, Bogor Regency

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Abstract: The background of this research is the various obstacles experienced by the public in obtaining services at the Cileungsi Branch of the BPJS Ketenagakerjaan (Employment Social Security Agency), such as delays in recording contributions and a lengthy complaint process. The study aims to analyze the level of public satisfaction with services at the branch. The study used a descriptive qualitative approach with a population of thousands of active participants and 15–20 employees, and a purposive sample consisting of 4–6 employees and 3 participants. The main instruments were observation guidelines, interviews, and documentation. Data analysis was conducted through data reduction, presentation, and drawing conclusions using source triangulation for validity. The results showed that the public was generally satisfied with the service, especially in the dimensions of assurance and officer empathy. However, obstacles were found in the reliability and responsiveness of services due to the incompletely integrated digital system and human resource limitations. In conclusion, improving service quality can be achieved by digitizing the system, adding more staff, and training in communication and technology. This study provides recommendations for developing BPJS public services to be more responsive and accountable.

Introduction

Public services are a fundamental aspect of governance, directly related to the fulfillment of citizens' rights and needs (Bovaird & Löffler, 2022; Kurniawan & Wibowo, 2021). In the context of the employment sector, the presence of BPJS Ketenagakerjaan (Social Security Agency for Employment) is a strategic government instrument in providing social protection and welfare for formal and informal workers in Indonesia (Sari et al., 2023; Utami & Effendi, 2022). Social security programs such as Old Age Security (JHT), Work Accident Security (JKK), and Pension Security (JP) play a crucial role in ensuring the sustainability of workers' economic security and serve as a benchmark for the quality of public services received by the community (Prayoga, 2019; Rahmawati, 2020).

However, public services in Indonesia still face various obstacles that have the potential to reduce public satisfaction. Specifically, at the BPJS Ketenagakerjaan (Employment Social Security Agency) Cileungsi Branch in Bogor Regency, problems such as late payment registration, long queues at service counters, and lengthy complaint resolution processes were found (Agustin et al., 2020; Suryanto & Lestari, 2021). These problems are partly caused by limited digital system integration between BPJS branches and banking institutions, as well as limited human resources managing services (Santoso & Firdaus, 2022; Utami & Effendi, 2022). Consequently, this can reduce participant confidence in the effectiveness and efficiency of services, hindering the achievement of ideal public satisfaction in accordance with excellent service standards (Kotler, 2017; Prayoga, 2019).

Previously, public service quality was assessed through several dimensions, including reliability, responsiveness, assurance, empathy, and tangibles, based on the SERVQUAL model by Parasuraman et al. (1988) (Parasuraman et al., 1988; Nurhasanah & Hermawan, 2021). Previous research confirmed that adequate digital system support and effective communication are determining factors for BPJS Ketenagakerjaan participant satisfaction (Prayoga, 2019; Agustin et al., 2020). However, in-depth evaluations of technical and resource constraints affecting BPJS Ketenagakerjaan services in specific areas, such as Cileungsi, are still very limited. Furthermore, the need for improved cross-agency coordination and optimization of digital systems continues to be an issue demanding innovative solutions in modern public services (Santoso & Firdaus, 2022; Utami & Effendi, 2023).

This study aims to analyze the level of public satisfaction with services at the Cileungsi Branch of the Social Security Agency for Employment (BPJS Ketenagakerjaan), focusing on participants' actual experiences across five dimensions of service quality. The significance of this study lies in empirically demonstrating the main obstacles affecting satisfaction, as well as potential solutions based on digitalization and additional resources for developing more responsive and accountable services. The novelty of this study lies in the application of a descriptive qualitative study that integrates the perspectives of service users and BPJS employees within the specific context of the Cileungsi region, thus providing more contextual and applicable recommendations than previous studies (Miles & Huberman, 1994; Rahmawati, 2020).

Research Methods

This study uses a descriptive qualitative approach aimed at describing the reality of public services from the perspective of participants and employees of the Cileungsi Branch of the Social Security Agency for Employment (BPJS Ketenagakerjaan). This approach was chosen to gain an in-depth understanding of the experiences, perceptions, and obstacles faced by participants in obtaining services, as well as to explore the internal dynamics of the institution according to the characteristics of social research (Sugiyono, 2022; Miles & Huberman, 1994; Creswell & Poth, 2022). Descriptive qualitative methods are believed to be able to reveal the service process contextually and present comprehensive data through the analysis of observations, interviews, and documentation (Rahmawati, 2020; Sudaryono, 2021).

The primary instrument in this study was the researcher herself, supplemented by observation guidelines, interview guidelines, and internship report documents for data triangulation. Data analysis was conducted interactively through three stages: data reduction, data presentation, and conclusion drawing, following the model proposed by Miles and Huberman (1994). The validity of the research results was strengthened by source triangulation techniques, namely comparing the results of interviews with participants, employees, and field documents to ensure the accuracy of data interpretation (Miles & Huberman, 1994; Emzir, 2022; Prayoga, 2019). The researcher also applied the principle of analytical transparency to obtain accountable results according to social research standards (Creswell & Poth, 2022; Agustin et al., 2020).

The population of this study consisted of all employees and active participants of BPJS Ketenagakerjaan (the Indonesian Social Security Agency for Employment) at the Cileungsi Branch. Based on field observations and internship documents, the active participant population numbered in the thousands, while the total number of employees ranged from 15–20. Sampling was conducted purposively, considering the role of informants in the service process, involving four to six employees from various functional areas and three active participants with diverse backgrounds (Miles & Huberman, 1994; Sari et al., 2023). The purposive sampling approach aligns with the characteristics of qualitative research, which emphasizes depth of information and variety of experiences over statistical representation of the population (Sugiyono, 2022; Sudaryono, 2021).

The research procedure began with instrument preparation, followed by data collection. Data collection was conducted through direct observation of services at BPJS Ketenagakerjaan locations, structured interviews with employees and participants, and review of relevant documents obtained from internship reports and internal archives. The collected data was processed using reduction techniques and categorized based on public service dimensions according to the SERVQUAL model. After the data was described and analyzed thematically, the final stage was drawing conclusions containing key findings along with concrete suggestions for improving service quality (Prayoga, 2019; Rahmawati, 2020; Creswell & Poth, 2022). This procedure ensured that the research was systematic and that the results could be used as a reference in future public service practices.

Results and Discussion

In addition to serving thousands of active participants, the Cileungsi BPJS Ketenagakerjaan Branch is also supported by an organizational structure consisting of the Head of Office, Participation Division, Claims Services Division, Finance and General Affairs Division, and supporting units such as administration, IT, and HR. Based on field observations and internship reports, the total number of employees at this branch is approximately 15–20 people, with an uneven distribution across each division. The Participation and Claims Services Division is the unit with the largest number of staff because it handles the highest service volume, while the supporting unit consists of only a few officers who handle technical and administrative functions.

This relatively limited number of employees constitutes the "staff population" in the study, while the interviewed informants—such as front office staff, membership officers, and finance staff—serve as the "research sample" in the qualitative approach. This situation indicates that the high service burden is not fully offset by an adequate number of human resources. This impacts the reliability and responsiveness, because delays in recording contributions and the long time it takes to resolve complaints often occur due to long queues and limited staff to handle them.

Despite this, the service staff continues to demonstrate a high level of commitment to maintaining service quality. Their swift response when handling complaints, providing document guidance, and coordinating across units demonstrates that empathy and assurance remain key strengths of this branch. However, analysis of the large participant population and small employee population suggests that improving service quality requires additional human resources to ensure optimal service standards.

Population	Amount		Information
Active Participants	Thousands		Based on observations and internship documents
Total Employees	15–20 people		Based on observations of organizational structure
Interview Sample	4–6 employees participants	+3	According to qualitative methods

1. Overview of Services at the Cileungsi Branch of BPJS Employment

The Cileungsi Branch of BPJS Ketenagakerjaan serves as a public institution providing social protection for both formal and informal workers in East Bogor. Based on observations and internship reports, this branch serves thousands of active participants with various

administrative needs, from membership registration and premium payments to claims disbursement.

The service system at this branch has implemented a one-stop service concept, centralizing the entire service process in one area. However, observations indicate that long lines still frequently occur during peak hours, particularly at the Old Age Security (JHT) claim counter. Interviews with front office staff revealed that limited staffing is a major contributing factor to long wait times. Furthermore, participants who do not understand the document requirements often hinder the service process.

The internship report also revealed that the average time for participant complaints to be resolved is three to five business days. This is because the data clarification process still requires coordination with the bank or regional office, indicating that the effectiveness of the service system still needs to be improved.

2. Reliability Dimension

Service reliability encompasses the institution's ability to provide services consistently, accurately, and timely. Interviews with several participants and employees revealed that most administrative processes at the Cileungsi BPJS Ketenagakerjaan Branch are running smoothly and in accordance with operational standards. Staff strive to ensure that every contribution and claim recording process is carried out correctly and verified.

However, cases of delays in recording contributions are still being identified. An interview with a finance employee revealed that these delays often occur due to the data synchronization process with the bank, which is not yet fully automated. The process of confirming contribution payments sometimes takes additional time because it must be done manually through a separate reporting system.

One participant also revealed that their membership status was temporarily inactive even though their company had paid their contributions. Investigation revealed the problem was caused by a delay in reporting from the company, which had not yet submitted the latest data to BPJS Kesehatan. This demonstrates that despite the digitization of the contribution reporting system, human factors and inter-agency coordination remain major obstacles to reliable service.

3. Responsiveness Dimension

The responsiveness dimension reflects the extent to which officers are able to provide services quickly and responsively to community needs. Interviews with customer service officers revealed that they consistently strive to respond to all participant complaints promptly. Each complaint is recorded in the system and assigned a ticket number so its progress can be tracked.

However, the speed of complaint resolution is still hampered by internal bureaucratic processes. One service employee explained that "although participant reports are received immediately, the clarification process often takes longer because it involves the finance department and the central system." This situation often makes service at the branch level dependent on regional office policies.

Furthermore, observations revealed that some participants complained about long wait times for complaints regarding their JHT balances. Staff explained that balance verification cannot be completed directly at the branch because the fund management system is nationally

managed. Nevertheless, staff continue to provide regular updates to participants to ensure they understand the reasons for the delays.

From these findings, it can be concluded that the level of responsiveness of officers is relatively high in terms of attitude and communication, but is still limited in terms of technical solutions due to structural and systemic constraints.

4. Assurance Dimension

The assurance aspect assesses the ability of the institution and its employees to foster a sense of security, trust, and legal certainty among the public. Interviews with participants revealed that the majority expressed satisfaction with the professionalism of BPJS Ketenagakerjaan Cileungsi officers. Officers were deemed friendly, communicative, and provided clear explanations of participants' rights and obligations.

A service employee stated that every participant report received is assigned a digital ticket number and monitored until it is resolved. This process assures participants that their reports will not be ignored. Furthermore, internal monitoring is conducted routinely by the branch manager to ensure each case is resolved according to procedure.

Based on the internship observations, it was discovered that a morning briefing was held before service hours began to remind staff about ethical standards and public service attitudes. This step demonstrates the institution's commitment to maintaining the integrity and quality of service assurance. Therefore, the assurance dimension at the Cileungsi BPJS Ketenagakerjaan Branch is considered good, as it builds public trust through process transparency and consistent staff actions.

5. Dimension of Empathy

Empathy was a key aspect participants valued when assessing service quality. Interviews with several participants revealed that BPJS Cileungsi officers were friendly, patient, and non-discriminatory. They assisted elderly participants, informal workers, and those with special needs without complicating the administrative process.

Based on internship notes, researchers noted that officers often assisted participants with incomplete documents by providing on-the-spot guidance. This demonstrates officers' concern and initiative in making things easier for the public, rather than simply following formal procedures.

A customer service employee also stated that they strive to ensure participant comfort by providing an open communication space. "We understand that many participants are unfamiliar with digital systems, so we assist them from start to finish," she said in an interview.

This finding reinforces the fact that the empathy aspect at the Cileungsi Branch of BPJS Ketenagakerjaan is embedded in the daily service culture and is an important added value in creating public satisfaction.

6. Tangibles Dimensions (Physical Evidence)

The tangible dimension, or physical evidence, focuses on facilities, infrastructure, and service amenities. Based on observations, the Cileungsi BPJS Employment Office has an air-

conditioned waiting room, a digital queuing system, and a comprehensive procedural information board. However, the service room's capacity is still inadequate to accommodate the high number of participants during peak hours.

Interviews with security and public service officers revealed that limited waiting space is a frequent public complaint. Officers stated that service area expansion is planned for the coming year. Furthermore, several supporting devices, such as information monitor displays, need to be updated to display the latest information related to digital services like the JMO app. Overall, the physical service facilities meet comfort standards, although capacity improvements are needed to maintain optimal service levels as visitor volumes increase.

7. General Analysis and Synthesis of Findings

Based on interviews, observations, and documentation, it can be concluded that the assurance and empathy dimensions are the two most prominent aspects and contribute significantly to customer satisfaction. Meanwhile, reliability and responsiveness still face structural challenges related to systems and coordination between work units.

This situation demonstrates that improving service quality depends not only on the attitude of staff but also on the effectiveness of the administrative systems and digital infrastructure used by the institution. This finding aligns with Parasuraman et al.'s (1988) theory that customer satisfaction arises when service expectations align with actual experiences.

Conclusion

This study found that public satisfaction with the services of the Cileungsi BPJS Ketenagakerjaan Branch was generally high, particularly in the assurance and empathy dimensions. Staff were considered friendly, communicative, and responsible in meeting participant needs. However, the reliability and responsiveness dimensions still faced significant obstacles, contributing to delays in contribution recording and lengthy complaint resolution processes. The limitations of the digital system, which was not yet fully integrated with banking institutions, and the imbalance between the number of employees and participant volume limited service effectiveness. Physical evidence such as waiting rooms and supporting facilities were adequate, but their capacity still needed to be improved considering the high number of participants during peak hours. These findings indicate that participant satisfaction is influenced not only by the attitude of staff but also by the quality of the system and supporting infrastructure.

The limitations of this study lie in the limited location coverage and sample size, making the results less generalizable to other BPJS branches with different characteristics. Future research is recommended to involve a broader sample and supplement quantitative methods to statistically measure satisfaction levels. Practical implications of this study include the urgent need to strengthen the integration of digital systems with banking, increase human resource capacity in claims services, and expand service spaces and technology to streamline queues and resolve complaints more efficiently. Furthermore, ongoing training in public communication and digital technology for employees will support improvements in responsive service quality and customer satisfaction.

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