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Analysis of Community Satisfaction Index on Public Services in Industrial Revolution 4.0

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ABSTRACT

This study aims to knowing and analyze the community satisfaction index for public services; and proposed priority improvements to public services as an effort to increase public satisfaction in the face of the Industrial Revolution 4.0 at ths Center for Environmental Health Engineering and Disease Control (CEHEDC) Surabaya. Samples in this study were taken as many as 200 samples as users of public services at the Center for Environmental Health and Disease Control Engineering Surabaya. This type of research is qualitative research with data analysis methods using descriptive analysis. The conclusions of this study are: (1) the value of the Community Satisfaction Index for public services of 3.211 with an Community Satisfaction Index conversion value of 80.275% this means that the assessment of the performance of public servants is included in both categories; (2) the quality of public services is not appropriate or unsatisfaction to the community, shown from the community conformity index, where the average of each variable or element in public service is still below the community conformity index (<100%); and (3) based on Importance Performance Analysis (IPA), proposed priority improvements to public services a, namely improvements to the simplicity of service mechanisms, clarity in the flow of procedures, the community conformity index of procedures adopted by established procedures, the level of employee ability, the level of speed of service complaints, the level of speed in resolving complaints, and the functioning of the electronic/ online service system.

Introduction

The industrial revolution 4.0 is the fourth phase of the historical journey of the industrial revolution which began in the 18th century, experiencing its peak today with the birth of digital technology that has a massive impact on human life around the world. The latest industrial revolution or the fourth generation drives the automation system in all activity processes. The increasingly massive internet technology not only connects millions of people around the world but has also become the basis for online trade and transportation transactions. The industrial revolution 4.0 also has a complex influence on the Government Bureaucracy, where each agency must be ready to follow its developments.

The Center for Environmental Health Engineering and Disease Control (CEHEDC) Surabaya is the Technical Implementation Unit in the technical field of environmental health under and responsible to the Directorate General of Disease Prevention and Control, CEHEDC which has the task of carrying out epidemiological surveillance, technology studies and screening, reference laboratories, quality control, calibration, education and training, development of appropriate models and technologies, early awareness and prevention of outbreaks in the field of disease control and environmental health and health dimensions.

According to the prevailing regulations, an assessment of the community service satisfaction index must be carried out every year. A pre-survey was carried out in assessing the community service satisfaction of CEHEDC in Surabaya using tools that were adjusted at that time. The implementation of customer satisfaction assessment from CEHEDC Surabaya has been carried out every year. From the results of the assessment of the community satisfaction index that has been carried out, it shows that the level of community satisfaction with public services at CEHEDC Surabaya is not satisfactory. This is because the implementation of the services provided has not been optimal. Therefore, it is necessary to assess the community satisfaction index using new guidelines in accordance with applicable regulations. With this research, it is expected to know the elements that must be improved so that the service becomes optimal and satisfying (Jost, 2014).

The level of public satisfaction in public services is measured through the Community Satisfaction Survey (CSS) or in accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Community Satisfaction Surveys on Public Service Delivery. The minimum element that becomes the measurement in CSS is the development of 10 service principles contained in the Minister of PAN Decree no. 63/Kep/M.PAN/7/2003. Service elements measured in CSS are 9 elements that are relevant, valid, and reliable, namely consisting of requirements; systems, mechanisms and procedures; turnaround time; fees/rates (announcement); product type service specification; executive competence; implementing behavior; handling of complaints, suggestions and input; as well as facilities and infrastructure.

Literature Review

Public service

Service according to the Big Indonesian Dictionary (KBBI) is an effort to help prepare or take care of what other people need. According to the Decree of the Minister of State Apparatus Empowerment Number 63 of 2003. public services are all service activities carried out by public service providers as an effort to meet the needs of service recipients and the implementation of statutory provisions.

Community Satisfaction Index (CSI)

Public Satisfaction in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 14 of 2017 is the extent to which the level of public satisfaction with the performance of public services. Moenir (2010) Customer Satisfaction Index (CSI) is a measure of the difference between what a customer wants to realize in buying a product or service and what the company/organization actually offers.

The level of community satisfaction with government services must be measured to determine the extent to which the level of service quality is. The procedure for measuring public satisfaction has been stipulated in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Provider Units. The regulation states that the Community Satisfaction Survey (CSS) is a comprehensive measurement of activities regarding the level of community satisfaction obtained from the measurement results of public opinion in obtaining services from public service providers (Flaherty, 2010).

Importance Performance Analysis (IPA)

Importance Performance Analysis was first introduced by Martilla and James (in Supranto, 2011) with the aim of measuring the relationship between consumer perceptions and product/service quality improvement priorities, also known as quadrant analysis. IPA is used to map the relationship between interests and the performance of each of the attributes offered and the gap between performance and expectations of these attributes. IPA has the main function to display information about service factors which according to consumers greatly affect their satisfaction and loyalty, and service factors which consumers think need to be improved because at this time they are not satisfactory.

Methods

This type of research is qualitative research with a descriptive analysis approach. The descriptive analysis method aims to provide a detailed and thorough description of the reality and facts of the nature of the research population. The research data uses the Public Satisfaction Survey Measurement Instrument (CSS) in accordance with the Regulation of the Minister of

Administrative Reform and Bureaucratic Reform Number 14 of 2017 which explicitly mandates that the aspects assessed in CSS include:

1. Requirements;
2. Systems, Mechanisms and Procedures;
3. Completion Time;
4. Charges/Tariffs;
5. Product Specifications Type of Service;
6. Implementing Competencies;
7. Implementing Behavior;
8. Handling of Complaints, Suggestions and Inputs;
9. Facilities and Infrastructure.

The data collection technique is done by studying literature and questionnaires. The sample in this study was determined to be 200 samples, namely the public, in this case the business actors who use the CEHEDC Surabaya public services. Sampling technique is census (population study) or saturated sample, which is based on the number of people using CEHEDC Surabaya public services for three (3) months, namely April - June 2020. To obtain the value of the Community Satisfaction Index (CSI) service units used the average value approach. weighted average with the following formula (Germas, 2018):

$$\text{Weighted average value} = \frac{\text{Total Weight}}{\text{(Weighted NRR)}} = \frac{1}{\text{Number of Element } X} = 0.11$$

Given the number of elements in this study as many as 9 (nine) then:

$$\text{Weighted average value} = \frac{\text{Total Weight}}{\text{(Weighted NRR)}} = \frac{1}{\text{Number of Element } 10} = 0.11$$

To obtain the service unit SMI value, the value approach is used

$$\text{CSI} = \frac{\text{Total of Perceived x Element Value}}{\text{Total Filled Elements}}$$

Note: NRR = Weighted Average Value
CSI = Community Satisfaction Index

To facilitate interpretation of the SME measurement results, the average assessment results are converted (conversion CSI) to a 25-100 rating scale, namely by multiplying the average assessment by the base value of 25. The classification of the assessment categories of the service units measured is shown in Table 1 (Germas, 2018).

Table 1. Classification of Service Unit Performance Assessment Categories

Perseption Value	Interval Value CSI	Interval Value CSI Conversion	Service Quality	Quality Performance Unit
1	1.000 – 2.5996	25 – 64.99	D	Not good
2	2.600 – 3.064	65.00 – 76.60	C	Not Really good
3	3.0644 – 3.532	76.61 – 88.30	B	Good
4	3.5324 - 4.00	88.33 – 100.00	A	Very Good

Source: Permen RB Number 14 (2017)

The final results of the CSI activities of each type of service at CEHEDC Surabaya, the reporting is compiled with the main material as follows: (Lyon, 2012).

Service Performance

The results of the CSI assessment, the total value of services obtained from the total average value of each service aspect, the calculations are shown in Table 2.

Table 2. Reporting of Service Performance Results

No	**Service Item**	**Nilai rata-rata Unsur**
1.	Requirements	X1/N
2.	Systems, Mechanisms and Procedures	X2/N
3.	Time of Completion	X3/N
4.	Service Notice	X4/N
5.	Product Specifications Service Type	X5/N
6	Implementing Competencies	X6/N
7	Executing Behavior	X7/N
8	Handling of Complaints Suggestions and Inputs	X8/N
9	Facilities and Infrastructure	X9/N
Average CSI		X

Source: Permenpan RB No. 14 (2017)

Information: xi = number of element values
N = number of samples
X = average value (Xi-n/9)

Thus, the following results can be obtained from the performance evaluation:
Value of SMI after conversion = Average Value x Base Value = X x 25

Priority to Improve Service Quality

To analyze the community conformity index between expectations and reality. In the Importance-Performance Analysis, there are 2 calculations, namely looking for the community conformity index (CCI) and making a Cartesian diagram (Mellander, 2017).

1. Looking for the Community conformity index (CCI)

In this method, the measurement of the community conformity index is to determine how much the customer/consumer is satisfied with the company's performance, and how much the service provider understands what the customer wants for the services they provide. The formula used to calculate the community conformity index is (Supranto, 2011):

$$Tki=\frac{\sum Xi}{\sum Yi}x100\%$$

The suitability analysis is done by calculating the level of suitability first, then calculating the average value of expectations and perceptions for each statement (factor). The factors (indicators) are ranked then grouped into four quadrant sections in the Cartesian diagram.

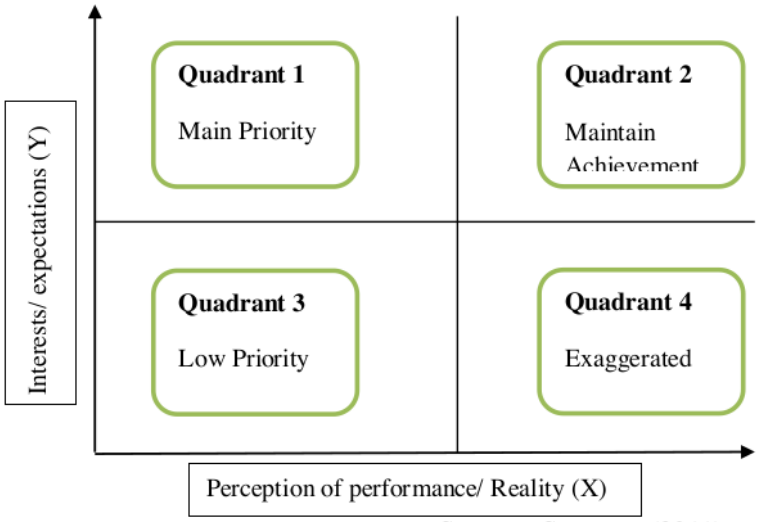
2. Cartesian diagram

The first step for quadrant analysis in a Cartesian diagram is to calculate the average interest/expectation and performance assessment for each attribute/statement with the formula (Supranto, 2011):

$$\overline{\overline{Xi}} = \frac{\sum_{i=1}^{k} \overline{Xi}}{n}$$

$$\overline{\overline{Yi}} = \frac{\sum_{i=1}^{k} \overline{Yi}}{n}$$

This $\bar{\bar{X}}$ value intersects perpendicularly on the horizontal axis, namely the axis that reflects the attributes/performance statement (X), while the value crosses perpendicular to the vertical axis, namely the axis that reflects the attributes/statements of interest/expectation, after obtaining the performance and importance of the attributes/statements and the average value of performance and the importance of the attribute/statement, then these values are plotted into a Cartesian diagram as shown in Figure 1.



Sources: Supranto (2011)

Figure 1. *Importance Performance Analysis (IPA) Mapping*

Discussion

The results of the calculation or assessment of the Community Satisfaction Index (CSI) at CEHEDC Surabaya Public Services are shown in Table 3 that the average value (NRR) of perception (performance) for the indicator (element) requirements (X1) is 3.389; systems, mechanisms and procedures (X2) 3.122; completion time (X3) of 3.317; announcement (X4) of 3.200; product specification type of service (X5) of 3.044; executive competence (X6) of 3.344; implementing behavior (X7) of 3.458; handling of complaints, suggestions and input (X8) of 3.144; and facilities and infrastructure (X9) of 3.175.

The total average value of the elements is 29.188. then after multiplying by the weight of 0.11. the weighted CSI value is 3.211. Then, if seen from the average value of CSI per-element, the weighted CSI value is also obtained of 3.211. The CSI value is obtained after being converted to a base value of 25 and a value of 80.275% is obtained with the service quality category B. The CSI value is included in the value interval between 62.51 - 81.25 which indicates the performance of the service unit or the Community Satisfaction Index (CSI) of CEHEDC Surabaya on 2020 is in the Good category.

Table 3. Results of the SME Assessment at CEHEDC Surabaya in 2020

No.	Measurement Aspect (Variable)	Average Value (NRR)	CSI (NRR x 0.11)
I.	Requirements (X1)	3.389	0.373

II.	Systems, Mechanisms and Procedures (X2)	3.122	0.343
III.	Completion Time (X3)	3.317	0.365
IV.	Service Notice (X4)	3.200	0.352
V.	Product specification for the type of service (X5)	3.044	0.335
VI.	Implementing Competence (X6)	3.344	0.368
VII.	Implementing Behavior (X7)	3.458	0.380
VIII.	Handling of Complaints, Suggestions and Inputs (X8)	3.144	0.346
IX.	Facilities and Infrastructure (X9)	3.175	0.349
Total		29.188	3.211
CSI Conversion (CSI x 25)			80.275
Service Quality			B
Service Performance			Good

Source: Data processed (2020)

Analysis of the community conformity index was carried out to determine the achievement of public service performance at CEHEDC Surabaya, based on the assessment of the service user community (respondents). The value of the community conformity index describes the quality of public services which is assessed in terms of percent (%) conformity. The results of the calculation of the community conformity index (CCI) in the public services of CEHEDC Surabaya are shown in Table 4.

Table 4. Community conformity index (CCI)

No.	Variable (X)	Indicator (P)	X	Y	CCI(%)	CCI (%)
I.	Requirements (X1)	P1	3.367	3.767	89.38	89.62
		P2	3.300	3.800	86.84	
		P3	3.500	3.778	92.64	
II.	Systems, Mechanisms and Procedures (X2)	P4	3.433	3.700	92.78	82.08
		P5	3.000	3.900	76.92	
		P6	2.933	3.833	76.52	
III.	Completion Time (X3)	P7	3.400	3.733	91.08	88.45
		P8	3.233	3.767	85.82	
IV.	Service Notice (X4)	P9	3.200	3.700	86.49	86.49

V.	Product specification for the type of service (X5)	P10	3.100	3.667	84.54	80.67
		P11	2.867	3.867	74.14	
		P12	3.167	3.800	83.34	
VI.	Implementing Competence (X6)	P13	3.500	3.700	94.59	87.85
		P14	3.233	3.867	83.60	
		P15	3.300	3.867	85.34	
VII.	Implementing Behavior (X7)	P16	3.567	3.800	93.87	90.05
		P17	3.500	3.833	91.31	
		P18	3.400	3.833	88.70	
		P19	3.367	3.900	86.33	
VIII.	Handling of Complaints, Suggestions and Inputs (X8)	P20	3.300	3.733	88.40	81.89
		P21	3.167	3.900	81.21	
		P22	2.967	3.900	76.08	
IX.	Facilities and Infrastructure (X9)	P23	3.233	3.833	84.35	82.81
		P24	3.233	3.867	83.60	
		P25	3.367	3.833	87.84	
		P26	2.867	3.800	75.45	
Total			84.501	98.978		85.36
Average			3.250	3.807		

Information: X = Average Perception (Performance)
Y = Average Expectation (Importance)
CCI = (X/Y) x 100%

Table 4 shows the average value of the community conformity index between the reality of the service received (perception or performance) and the expectation of the desired service is 85.36%. This shows that respondents (the community) assess the quality of public services in CEHEDC Surabaya as not yet as expected. Because the average indicator of the nine elements or aspects of public service is still below the conformity level of 100%. It means that the service indicators are considered to have unsatisfactory quality for the service user community, so it is necessary to prioritize improvements by CEHEDC Surabaya.

Analysis of importance performance (IPA) is carried out by calculating the average value for each indicator (statement/P) of the variables or elements of performance (X) and the importance variable (Y). The Cartesian diagram

produced as a natural science mapping at CEHEDC Surabaya is presented in Figure 2.

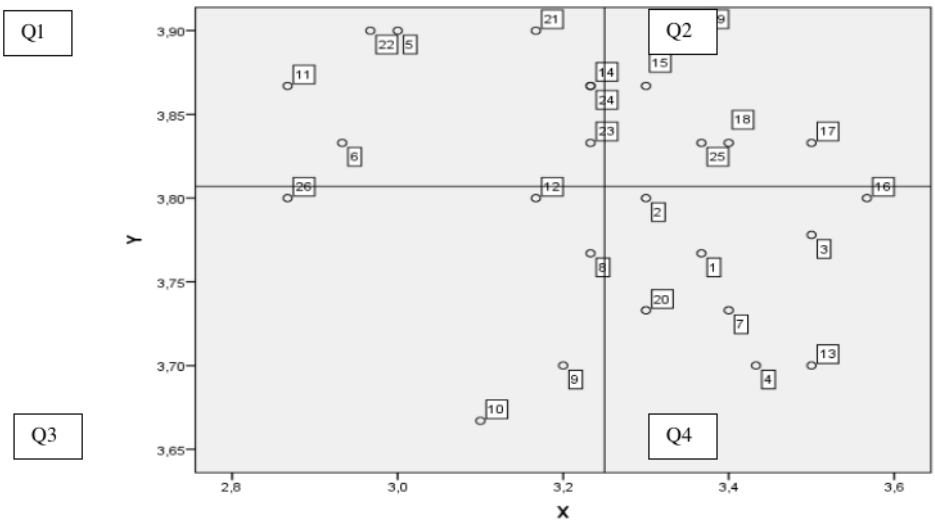


Figure 2. Mapping of IPA at CEHEDC Surabaya in 2020

Analysis of Community Saticfaction Index on Public Services at CEHEDC Surabaya

The results showed that the public services at CEHEDC Surabaya were in a good category, with the Community Satisfaction Index (CSI) value of the nine elements or instruments (variables) of 3.211 with the CSI conversion value of 80.275%. This means that people who use public services at CEHEDC Surabaya consider that the service they receive is good. After the CSI analysis was carried out, it was continued by analyzing the community conformity index (CCI), the results obtained were in the form of the community conformity index of the achievement of public service quality at CEHEDC Surabaya for each element (variable) of public service.

1. Requirements (X1), are requirements that must be met by the applicant (community) in administering a type of service, both technical requirements and administrative requirements at CEHEDC Surabaya. The average percent of the overall community conformity index for the variable requirements (X1) is 89.62%. This means that the community judges that the reality (performance) requirements (X1) have not been as expected or have not satisfied the community. Because the average variable is still below the community conformity index (<100%), it means that the quality of the services provided does not meet what is considered important by the community, meaning that the quality of service is not satisfactory.

2. System, Mechanism and Procedure (X2), are standardized service procedures at CEHEDC Surabaya for service providers and recipients, including complaints. The average percentage of X2 is 82.02%, which means that the community assesses that the reality (performance) of the system,

mechanism and procedure (X2) variables has not been as expected or has not satisfied the community.

3. Completion Time (X3), is the time period required to complete all service processes required by CEHEDC Surabaya for each type of service provided to the community. The average percentage of X3 is 88.45%, which means that the public thinks that the reality (performance) on the variable of completion time (X3) is not satisfactory.

4. Service notice (X4), is an effort to openly convey the commitment by CEHEDC Surabaya to fulfill service obligations. The average percentage of X4 is 86.49%, which means that the public thinks that the fact (performance) of the ments of the edict is not as expected or not satisfactory.

5. Product Specifications Type of Service (X5), is a product specification or the result of services provided by CEHEDC Surabaya in accordance with predetermined provisions. X5 percent average of 80.67% means that the community assesses the reality (performance) of the product variable, the type of service, is not as expected or has not satisfied the comm ity.

6. Implementing Competencies (X6), are competencies or abilities tha must be possessed by executors or employees of CEHEDC Surabaya, including knowledge, expertise, skills and experience. The average percentage of X6 is 87.85%, which means that the community assesses that the reality (performance) of the implementing competency variable is not as expected or s not satisfied the community.

7. Implementing Behavior (X7), is the attitude of CEHEDC Surabaya officers or employees in providing services. The average percentage of X7 is 90.05%, which means that the community assesses that the reality (performance) of the variable behavior of the implementer is not as expected or has not satisfied the co unity.

8. Complaint Handling, Suggestions and Inputs (X8), is the procedure for handling complaints and follow-ups in CEHEDC Surabaya. The average percentage of X8 is 81.89%, which means that the community assesses the reality (performance) of the variable handling complaints, suggestions and inp s not as expected or not satisfying the community.

9. Facilities and Infrastructure (X9), is anything that can be used as a tool in achieving the aims and objectives of CEHEDC Surabaya. The average percentage X9 is 82.81%, which means that the community assesses the reality (performance) of the facilities and infrastructure variables not as expected or not satisfying the community.

Based on the analysis of the level of conformity (CCI) of all variables or measureme instruments for the Community Satisfaction Index (CSI) according to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 14 of 2017. it can be concluded that the public services of CEHEDC Surabaya have not been as expected or have not satisfied the community. The results of this study empirically support the research of Ismail (2015) and Novianto (2018). The results of Ismail's research (2015) show that the quality of services available at the City Planning and Gardening

Service of Gorontalo City has not been running as expected. Meanwhile, the results of Novianto's (2018) research show that the level of community satisfaction is -0.43 or less satisfied with the services provided by the service unit (District) in Kutai Kartanegara Regency (Novianto, 2018).

Proposed Priority for Improvement of Public Services at CEHEDC Surabaya

Priority mapping (Cartesian diagram) Importance Performance Analysis (IPA) in Figure 2. shows Quadrant I there are eight (8) indicators, Quadrant II there are five (5) indicators, Quadrant III there are five (5) indicators, and Quadrant IV there are eight (8)) indicators. For more details, the proposed priority improvements to the Public Service of CEHEDC Surabaya are described below.

Quadrant I

Quadrant I is the top priority where the communities who use public services as respondents feel that the indicators of these elements of public services are very important and have high expectations but have not yet experienced maximum performance. The indicators contained in Quadrant I in this study are:

1. The level of simplicity of the mechanism (P5) is considered unsatisfactory or unsatisfactory to the community, with a suitability level of 76.92%. The suggestion for improvement is to simplify the service mechanism or procedure, so that the service mechanism becomes more effective, efficient and orderly.
2. The level of clarity of flow in procedures (P6) is considered not suitable or not satisfactory to the community, with a conformity level of 76.52%. The suggestion for improvement is to clarify the service flow in service procedures, so that the service flow in service procedures is easily understood and implemented by the community.
3. The level of conformity of the procedures adopted by the established procedures (P11) is deemed unsatisfactory or unsatisfactory to the community, with a conformity level of 74.14%. The suggestion for improvement is to improve the suitability of the procedures adopted with the established procedures so that the community will find it easier or less convoluted (difficulties) to get public services at CEHEDC Surabaya.
4. Employee Ability Level (P14), considered unsatisfactory or unsatisfactory to society, with a suitability level of 83.60%. Suggestions for improvement are to increase the ability of employees, for example through education and training activities so that it is hoped that the ability of employees to provide public services to the community is higher or better than what is currently owned, so that it is expected to meet community expectations (Wellman, 2015).
5. Speed of Serving Complaints (P21), is considered not appropriate or not satisfying to the community, with a conformity level of 81.21%. Suggestions for improvement are to increase the speed in serving public complaints, for example by providing employees who are ready to serve complaints, so that they can meet expectations or satisfy public service users.
6. The Speed Level in Resolving Complaints (P22), is considered not suitable or not satisfying the community, with a suitability level of 76.08%. The

suggestion for improvement is to increase the speed in resolving public complaints, for example by providing an online system for handling complaints, complaints, and input.
7. The function of the Electronic/Online Service System (P23) is considered not suitable or not satisfying to the community, with a conformity level of 84.35%. The suggestion for improvement is to clarify the service flow in service procedures, so that the service flow in service procedures is easily understood and implemented by the community.
8. The level of ease in using public services electronically or online (P24) is considered to be still not suitable or unsatisfactory to the community, with a conformity level of 76.52%. The suggestion for improvement is to increase the ease of using public services electronically or online, so that people can easily and quickly get public services at CEHEDC Surabaya.

Quadrant II
Quadrant II shows the existence of indicators (factors) in public services that are also considered important by the community and their performance is considered or considered good, therefore the management of CEHEDC Surabaya must maintain the performance of these indicators so that they can continue to be better and continue to meet what the community hopes. The results of the analysis show that there are five (5) indicators in quadrant II, namely: Employee Skills Level (P15), Employee Friendliness Level (P17), Employee Discipline Level (P18), Employee Responsibility Level (P19), and Completeness Level of Service Support Facilities. (P25). This means that the community assesses these indicators as very important and their performance (reality) has met expectations (satisfactory), so that CEHEDC Surabaya must maintain this achievement.

Quadrant III
Quadrant III shows that the existence of indicators (factors) in public services that are considered by the community is not very important so that the level of importance does not get a high assessment and their performance is also mediocre (low), so the management of CEHEDC Surabaya does not have to focus (not prioritize) on improvement. There are five (5) indicators that are in quadrant III, namely: Speed of Service Completion (P8), Efforts to Deliver Their Commitment Openly to Fulfill Service Obligations in Accordance with Standards (P9), Conformity to Requested Requirements with Specified Conditions (P10), Conformity Service Products Accepted with Specified Products (P12), and Service Room Comfort Level (P26). This means that the public views these indicators as not very important and their performance (in fact) is also mediocre (low), so that they become a low priority in improving public services.

Quadrant IV
Quadrant IV shows the existence of indicators (factors) in public services that according to the community their performance is already good and even tends

to exceed what the community wants or expects. Quadrant IV is a possible overkill, which contains indicators that are considered less important by service users and are considered too excessive. The priority of indicators included in this quadrant can be reduced so that CEHEDC Surabaya can save operational costs. Eight (8) indicators are in quadrant IV, including: Level of Openness of Requirements (P1), Level of Ease of Meeting Requirements (P2), Level of Clarity of Requirements (P3), Level of Information System Openness (P4), Level of Timeliness of Service Processes (P7), Employee Understanding Level (P13), Employee Courtesy Level (P16), and Ease of Sending Complaints/Suggestions (P20). This means that the community assesses that these indicators are not too important and their performance is excessive (high), so that they are not a priority and are suggested to reduce their improvements.

Conclusion

The value of the Community Satisfaction Index (CSI) for public services at CEHEDC Surabaya is 3.211 with a conversion value of 80.275% for the CSI. This means that the assessment of Public Servant Performance is in the Good category. The quality of public services at CEHEDC Surabaya is not suitable or has not satisfied the community. This is indicated by the community conformity index (CCI), where the mean of each variable or element in public service is still below the community conformity index (<100%). The Proposals for priority improvements to public services at CEHEDC Surabaya are carried out on service indicators found in Quadrant I, namely improvements to the simplicity of service mechanisms, clarity of flow in procedures, community conformity index of procedures followed by established procedures, level of employee capability, level of speed. serving complaints, speed level in resolving complaints, and the function of the service system electronically/online.

Suggestion

First, to increase the level of community conformity index (CCI), it is recommended that CEHEDC Surabaya pay more attention to or increase the existing variables or assessment instruments of public servants from being good to being even better. Indicators in Quadrant I must get the main priority in service improvement, it is suggested to be further improved and improved, namely by: simplifying the service mechanism, clarifying the flow in service procedures (SOP), increasing the ability of employees by providing education and or regular training, increasing the speed of serving and resolving consumer complaints (the public), and improving the function of the service system electronically/online.

2. Employees of CEHEDC Surabaya. It is suggested that it should be further improved, for example: Employees must increase their understanding, abilities and skills in providing services to consumers (the community), increasing politeness, friendliness and discipline in the workplace.

3. For further research it is recommended to research more broadly about the analysis of SMIs on public services in the face of the Industrial Revolution 4.0. for example by adding measurement indicators of each research variable as well as other possible variables that can affect SMIs, and expanding or adding the object of research is not only CEHEDC Surabaya but several other government agencies so that the research results can be generalized to all public services in Indonesia.

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