

# Interactivity, Serviceability and Responsivity as Predictors of Police Service Satisfaction: Moderated by Citizen Journalism in Jakarta, Depok and Bekasi

Choirul Umam<sup>1</sup>, Hotniar Siringoringo<sup>2</sup>, M. Abdul Mukhyi<sup>3</sup>

<sup>1</sup>*choirul\_umam@staff.gunadarma.ac.id*

<sup>1</sup>*Gunadarma University, Depok, Indonesia*

<sup>2</sup>*Gunadarma University, Depok, Indonesia*

<sup>3</sup>*Gunadarma University, Depok, Indonesia*

---

## Abstract

This study aims to analyse the influence of interactivity, serviceability and responsivity on public satisfaction, as well as the role of citizen journalism as a moderator in the context of police services in Jakarta, Depok and Bekasi. The research method used is a quantitative approach with a survey technique involving 430 respondents who have received driver's licence and/or vehicle registration certificate issuance or renewal services. The data were analysed using the Partial Least Squares-based Structural Equation Modelling (PLS-SEM) method with the assistance of SmartPLS 3.0 software. The results showed that interactivity, service ability and responsivity had a significant effect on citizen satisfaction through citizen journalism. These findings confirm the importance of the role of citizen journalism in strengthening accountability and public involvement in public services.

*Keywords:* Interactivity; Serviceability; Responsivity; Citizen Satisfaction; Citizen Journalism

---

## 1. Introduction

Indonesia's state revenue comes from two main sources, namely taxes and Non-Tax State Revenue (PNBP). According to Law No. 9 of 2018, 'PNBP is a levy paid by individuals or entities who obtain direct or indirect benefits from services or the utilisation of resources and rights obtained by the state, based on laws and regulations, which become central government revenue outside of tax revenue and grants and are managed within the state revenue and expenditure budget mechanism'.

PNBP comes from all revenues received by the state in the form of natural resource revenues, revenues from separated state assets, revenues from public service agencies, and other PNBP (Ministry of Finance, 2023). Police services are part of government services that generate PNBP, thereby contributing to an increase in PNBP every year. One of the main sources of PNBP from the Indonesian National Police (Polri) is the issuance of Driving Licences (SIM) and Vehicle Registration Certificates (STNK), which continue to increase.

The Indonesian National Police generate significant non-tax state revenue, partly through driver's licence services. According to Presidential Regulation No. 75 of 2023, Amendment to Presidential Regulation No. 130 of 2022 concerning Details of the 2023 State Budget, the Indonesian National Police can generate non-tax state revenue of Rp 9.7 trillion. The Indonesian National Police's PNBP mainly comes from the issuance of driver's licences, vehicle registration certificates, vehicle ownership certificates, vehicle number plates, and vehicle registration numbers. The driver's licence service process includes the issuance and renewal of driver's licences, which generates IDR 1.2 trillion. This significant amount is in line with the increase in sales of both two-wheeled and four-wheeled motor vehicles in Indonesia. The Chief of the Indonesian National Police

(Kapolri) continues to ensure that public services from the police sector are improved to provide excellent service to the community, with support from the government (Presidential Regulation, 2023).

According to the Ministry of Finance, the Indonesian National Police is the third largest recipient of the State Budget (APBN) since 2023 (Ministry of Finance, 2024). The APBN received by the Indonesian National Police in 2025 is estimated to increase by 7.34% from the 2024 budget allocation. The budget received will be used by the Indonesian National Police for several programmes, including a programme to improve the professionalism of human resources, a criminal investigation programme, and a programme to modernise special equipment (Almatsus).

Law No. 25 of 2009 regulates public services provided by the Indonesian government. Public services as referred to in Law No. 25 of 2009 are activities or a series of activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. Public service providers, hereinafter referred to as providers, are any state institutions, corporations, independent institutions established by law for public service activities, and other legal entities established solely for public service activities.

Public services in Indonesia are an important element in ensuring the welfare of the community and the stability of the country. According to Presidential Regulation (Perpres) Number 75 of 2023, driver's licences are a source of non-tax state revenue and a public service that is frequently used by the community. Setyadi, Rauf, Suharto, Za, & Adhimursadi (2024) state that the quality of public services has a direct, positive, and significant impact on community performance and satisfaction. The quality of SIM services in Indonesia must continue to be improved to increase community satisfaction.

The application of several common characteristics, such as responsivity and interactivity, can be easily transferred from traditional service-based industries to the assessment of smart policing service quality (De Keyser, Kocher, Alkire, Verbeeck & Kandampully, 2019). Other features of smart government policing systems require internal adaptation to rapid changes in digital and technological advances to improve user satisfaction (Ali & Raza, 2017). It is important for the police to understand the factors that influence user perceptions of services to improve satisfaction levels with the services provided and the user experience (Li & Shang, 2020).

Citizen satisfaction with public services is influenced by several factors, such as the performance of public service providers. The performance of service providers is a subjective construct that depends on consumer expectations of services based on their service experiences. Jaya & Solong (2020) show that public service performance has a positive and significant relationship with the satisfaction index of people who receive public services. Liou (2019) shows that there is a conflict between smart technology and police services in the United States. People are now aware of their rights and obligations as citizens, so the traditional model of police service is now less relevant.

Research on the digital transformation of public services shows that the introduction of digital driving licences is an important part of efforts to modernise police services. In the United States and Brazil, the digitisation of driving licences has been shown to improve service efficiency and citizen satisfaction by simplifying processes and reducing waiting times (Filgueras, Flávio & Palotti, 2019). Interactivity between the police and the public, especially through digital platforms, provides opportunities to increase public engagement in a tangible way, although its impact on perceptions of service quality still needs to be explored (Henry, 2023). Responsivity, or the ability of the police to respond quickly and appropriately, is a key aspect that correlates with public satisfaction, but methods for standardising and improving responsivity still need to be studied in more depth (Bouranta, Siskos & Tsotsolas 2015). The police's ability to serve is influenced by various factors, including training, use of technology, communication, and community support. Citizen journalism has changed the dynamics of reporting criminal incidents and police actions, impacted

transparency and accountability, but also posing new challenges related to the spread of unverified information (Farmer & Sun, 2016).

## 2. Theoretical Framework

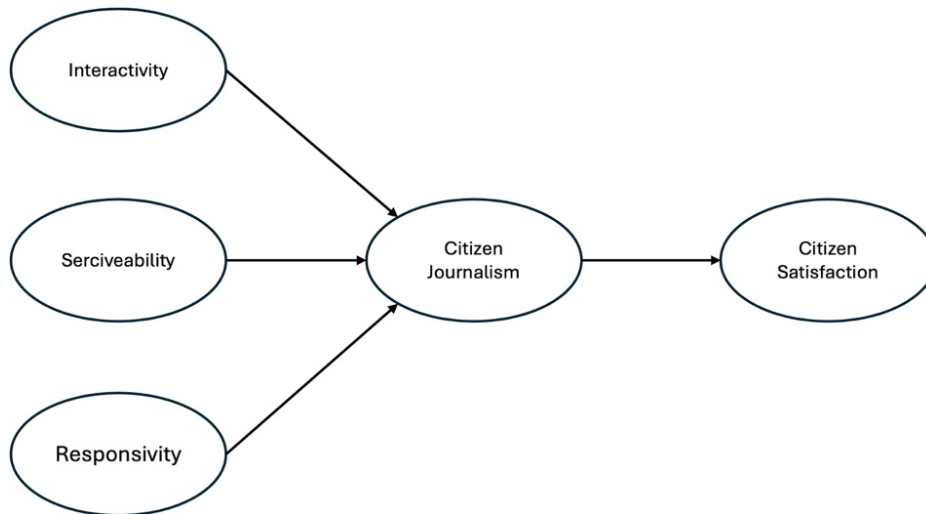


Fig. 1. Research Model

## 3. Review of Related Literature

### 3.1. Theory of Planned Behavior - TPB

The Theory of Planned Behaviour (TPB) is a psychological theory developed by Icek Ajzen in 1985. This theory is an extension of the Theory of Reasoned Action (TRA) developed by Ajzen and Fishbein. TPB is designed to predict and explain individual behaviour by considering factors that influence intentions and behaviour (Ajzen, 2001).

TPB is based on several basic assumptions. Human behaviour based on TPB assumptions can be predicted through intention. The intention to perform a behaviour is the main predictor of the behaviour itself. TPB assumes that a person's intention to perform a behaviour is a key determinant of that person's behaviour. Čapienė, Rūtėlionė, & Krukowski (2022) show that social norms and attitudes have a significant influence on consumers' behavioural intentions in sustainable consumption. Intentions are influenced by attitudes towards behaviour, subjective norms, and perceived behavioural control. Individuals who have strong and positive intentions are more likely to engage in the perceived behaviour.

Attitudes, subjective norms, and perceived behavioural control are key factors in TPB. TPB assumes that attitudes towards behaviour, subjective norms, and perceived behavioural control are the three main components that influence a person's intentions. Attitudes refer to positive or negative evaluations of behaviour (Yu, Khalid & Ahmed, 2021). Subjective norms include social influence or pressure from important people. Perceived behavioural control reflects an individual's beliefs about the ease or difficulty of performing a behaviour.

Perceived behavioural control has a direct relationship with individual behaviour. TPB assumes that, in addition to intention, perceived behavioural control can directly influence behaviour. Gelaidan, Al-Swidi, & Hafeez (2023) explain that perceived behavioural control, social influence, and attitude have a direct influence on residents' intention to continue using public services. Perceived behavioural control also acts as a mediator, strengthening the indirect relationship between perceived benefits and the intention to continue using public services. If individuals feel they have sufficient control to perform a behaviour, then that behaviour is more likely to occur. Perceived behavioural control is related to accessibility and the individual's ability to perform a behaviour. If behavioural control is low despite strong intentions, the behaviour may not be carried out.

Individual perceptions are important in determining behaviour. TPB assumes that perceptions of various factors, such as social norms and behavioural control, play an important role in influencing intentions and then behaviour. Perceptions can differ between individuals, so even if there are general social norms or objective behavioural controls, differences in perceptions will affect individual intentions and behaviour. TPB can also predict and explain the factors that determine the quality of electronic services that impact consumers' online purchasing intentions. Consumers are more likely to make online purchases if they benefit from the services provided (Bhati, Vijayvargy, & Pandey, 2022). Even though there are common social norms or behavioural controls, everyone's perceptions may differ, thereby influencing intentions and behaviour.

Social and environmental factors influence behaviour. TPB assumes that individuals' perceptions of various factors, such as social norms and behavioural control, play an important role in influencing intentions and subsequent behaviour. Subjective norms are expected to have a significant positive impact on perceived attitudes and behavioural control, which has been proven to be statistically significant (Thongkruer & Wanarat, 2023). Factors such as culture, social customs, and resource availability can also influence individuals' attitudes and control over such behaviour.

### *3.2. Expectation Disconfirmation Theory - EDT*

The Expectation Disconfirmation Theory (EDT) originates from consumer behaviour studies and encompasses five key elements, including perceived performance, expectations, confirmation, satisfaction, and repurchase intention. According to Oliver (1980), EDT assumes that the performance of a product or service, together with consumer expectations, determines satisfaction. Disconfirmation, whether positive or negative, acts as an intermediary with three possible outcomes: performance below expectations results in negative disconfirmation, performance in line with expectations results in confirmation, and performance exceeding expectations results in positive disconfirmation (Oliver, 1977). Wirtz (1993) shows that expectations and disconfirmation greatly influence consumer responses after using a product or service, which are key factors in determining consumer satisfaction and loyalty.

Consumers tend to make repeat purchases when a product or service meets their expectations (Oliver, 1993). Positive disconfirmation can increase positive perceptions and consumer satisfaction in using products or services, resulting in the intention to return. Negative disconfirmation can lead to dissatisfaction with the use of products, encouraging people to stop using products or services (Bhattacharjee, 2001). Duy Phuong, & Dai Trang (2018) found that perceptions of digital service quality play an important role in strengthening repurchase intentions by enhancing user experience. Fernandes et al. (2022) showed that positive online reviews reinforce the positive disconfirmation effect and encourage consumer loyalty in online shopping environments.

EDT plays an important role in designing services that can transform the consumer experience, not only focusing on providing adequate services or products, but also on creating experiences that can bring long-term change to consumers (Sangiorgi, 2011). Consumers can develop expectations, then confirm or reject those expectations based on their experience with the selected product or service. Consumers tend to confirm

expectations when the actual performance of a product or service exceeds expectations. Consumer satisfaction and post-purchase behaviour are greatly influenced by confirmation or disconfirmation that occurs because of expectations (Liu et al., 2020). High consumer satisfaction will increase loyalty and create sustainable demand, thereby driving economic growth through increased transactions and repeat purchases.

Another study that expands on EDT concerns the importance of expectation management in maintaining customer satisfaction. Zhigang, Lei & Xintao (2020) compared consumer expectations regarding airline service failures and the severity of the failures that occurred. Consumers may experience positive or negative disconfirmation, which influences negative emotions and negative behaviour. Koc (2018) showed that service failures can reduce customer satisfaction, increase negative emotions (such as frustration or disappointment) and reduce customer loyalty to the brand or company. Ali et al. (2021) explained that high satisfaction, especially from the dimensions of reliability and responsiveness of service providers, is closely related to customer loyalty and the intention to use the service again.

EDT with its refined form remains the most widely used model for studying consumer satisfaction and dissatisfaction, despite criticism of EDT's limitations. Manufacturers have found that expectations are not always the best pre-purchase standard for predicting the impact on consumer purchase evaluations. Various alternatives have been researched, and some findings indicate that the level of conformity between the emotional and functional expectations of a product or service will directly influence consumer satisfaction (Spreng & Richard, 1993). Dissatisfaction felt by consumers can trigger significant negative emotions, such as disappointment, frustration, and anger, which can affect the likelihood of repeat purchases or service use (Lu, Lu, & Wang, 2012).

#### **4. Methodology**

The research population consists of individuals who have applied for a driver's licence and/or vehicle registration certificate at police stations in Jakarta, Depok and Bekasi. The exact size of the population is unknown, meaning that individuals do not have an equal chance of being selected as samples.

The sampling technique used in this study was convenience sampling. Convenience sampling is a sampling technique based on the availability of elements and ease of obtaining data.

The research respondents were lecturers who had provided vehicle registration and/or driving licence services in the Jakarta, Depok and Bekasi areas. As part of the academic community, lecturers can contribute by critically reporting their observations and analyses of the police services they have received, thereby helping to improve public literacy in media literacy. Lecturers can provide perspectives based on information sources that strengthen the credibility of citizen journalism. Lecturers can encourage the public to think critically about the information they receive and influence their views on police services.

The type of data used is primary data. Primary data was obtained directly by distributing questionnaires to lecturers who had received SIM and/or STNK services in the Jakarta, Depok and Bekasi areas. Data was obtained from 450 prospective respondents who were contacted. The questionnaires were distributed offline and online. Offline distribution was carried out by meeting respondents in person and asking them to fill out the questionnaire, with 145 respondents participating. The online distribution of questionnaires was carried out using Google Forms, by sending the Google Forms link <https://bi.ly/POLQUAL> via social media such as WhatsApp, Instagram, Facebook and other social media to 290 respondents, namely members of the public (lecturers) who had used SIM and/or STNK services in the Jadebek area. A total of 15 respondents were unwilling to complete the questionnaire or did not meet the inclusion criteria, and 5 questionnaires could not be processed further in the data analysis.

The questionnaire was distributed by ensuring that the selected respondents met the criteria, namely members of the community (lecturers) who had received SIM and/or STNK services in the Jadebek area, to maintain data validity. Respondents were selected according to criteria that considered demographic diversity, so that the research results could represent the population.

Online distribution via Google Forms was also closely monitored to prevent duplicate questionnaire submissions. Google Form links were only provided to valid respondents via social media, and each respondent was asked to fill in relevant personal details as an initial verification step.

Respondents were explained the purpose of the study and assured of the confidentiality of their personal data to increase the level of honest participation before completing the questionnaire. Respondents were given the opportunity to ask questions if anything related to the questionnaire was unclear.

The steps taken are expected to produce accurate data and reflect opinions that represent the experiences of respondents, so that the research can provide meaningful and accountable results.

The measurement scales for interactivity, service ability, and responsivity are based on research by Ekaabi, Khalid, Davidson, Kamarudin, & Preece (2020). The measurement scale for citizen journalism is based on research by Horoub (2023). The measurement scale for satisfaction is based on research by Stavrianea & Kamenidou Preece (2020).

## 5. Results

The distribution of respondents' places of residence in the study included 176 respondents (40.93%) residing in Jakarta, 152 respondents (35.35%) residing in Depok, and 102 respondents (23.72%) residing in Bekasi. Most respondents residing in Jakarta is due to Jakarta having more areas than Depok and Bekasi, namely North Jakarta, Central Jakarta, West Jakarta, South Jakarta, and East Jakarta. An analysis by Goma et al. (2020) states that large urban areas such as Jakarta are centres of concentration for the productive age population because they offer more job opportunities and supporting facilities.

The findings of the respondent data analysis based on the age of driving licence acquisition show an interesting pattern in the demographic distribution of driving licence and vehicle registration services in Jadebek. A total of 91.86% of respondents (395 people) were in the 17-26 age range, while 6.98% of respondents (30 people) were aged 27-36, and 2.89% of respondents (5 people) were aged 37-46. The younger demographic group, particularly respondents aged 17-26 years, dominated the population applying for driving licences. Government regulations in Law No. 22 of 2009 concerning Road Transport and Traffic stipulate a minimum age of 17 years to obtain a driver's licence. Respondents in the 17-26 age group tend to dominate the driver's licence application process and are more likely to utilise technology and digital resources to understand service procedures. Conversely, older demographics, aged above 36, show a lower likelihood of applying for a driving licence, as many of the respondents have held a driving licence for a long time.

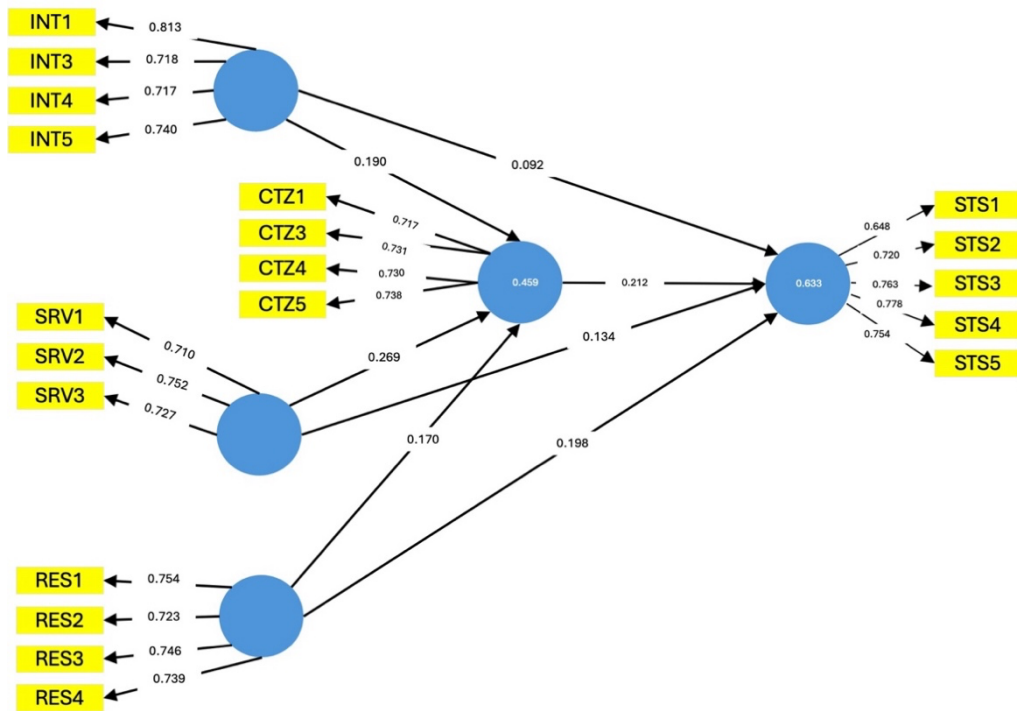


Fig. 2. Research Model Results

5.1. Path Coefficient

In the path coefficient test results for all services, based on Figure 2, interactivity influences citizen journalism of 0.190. Service ability influences citizen journalism of 0.269. Furthermore, the responsivity variable influences the citizen journalism variable of 0.170. The citizen journalism variable influences citizen satisfaction of 0.212.

5.2. Fit Model

Table 1. Fit Model

| Fit Model | Saturated Model |
|-----------|-----------------|
| SRMR      | 0,068           |

Standardised Root Mean Square (SRMR) is a measure that indicates model fit, representing the difference between the data correlation matrix and the model estimated correlation matrix (Pavlov, Maydeu-Olivares, & Shi, 2021). An SRMR value below 0.08 indicates a good fit model (Hair et al., 2019). In this study, the SRMR value is  $0.068 < 0.08$ , which means the model can be considered a good fit.

5.3. Hypothesis Test

The acceptance or rejection of hypotheses was carried out through path coefficient analysis, considering the significance value and p-value. In this study, hypotheses were considered significant if the t-statistic value was > 1.96 and the p-value was ≤ 0.05 (5%). Meanwhile, the direct effect between variables at the structural level is evaluated using the f-square test, with a value of 0.02 indicating a low effect, 0.15 a moderate effect, and 0.35 a high effect (Hair et al., 2019).

Table 1. Hypothesis Testing

|   | T Statistics<br>( O/STDEV ) | P Values | Result   |
|---|-----------------------------|----------|----------|
| Interactivity → Citizen Journalism → Public Satisfaction  | 2,290                       | 0,022    | Approved |
| Serviceability → Citizen Journalism → Public Satisfaction | 2,550                       | 0,011    | Approved |
| Responsivity → citizen journalism → public satisfaction   | 2,087                       | 0,037    | Approved |

5.4. The effect of Interactivity on citizen satisfaction

The interactivity variable has a significant effect on the citizen satisfaction variable through citizen journalism, so it can be concluded that hypothesis (H1) is accepted. The analysis results show that the direct effect of interactivity on citizen satisfaction is 9.2%. Meanwhile, the indirect effect of interactivity on citizen satisfaction through citizen journalism is 4%. The interactivity indicator with the highest influence is the questionnaire statement ‘Service officers greet me and/or ask about my needs when I arrive’.

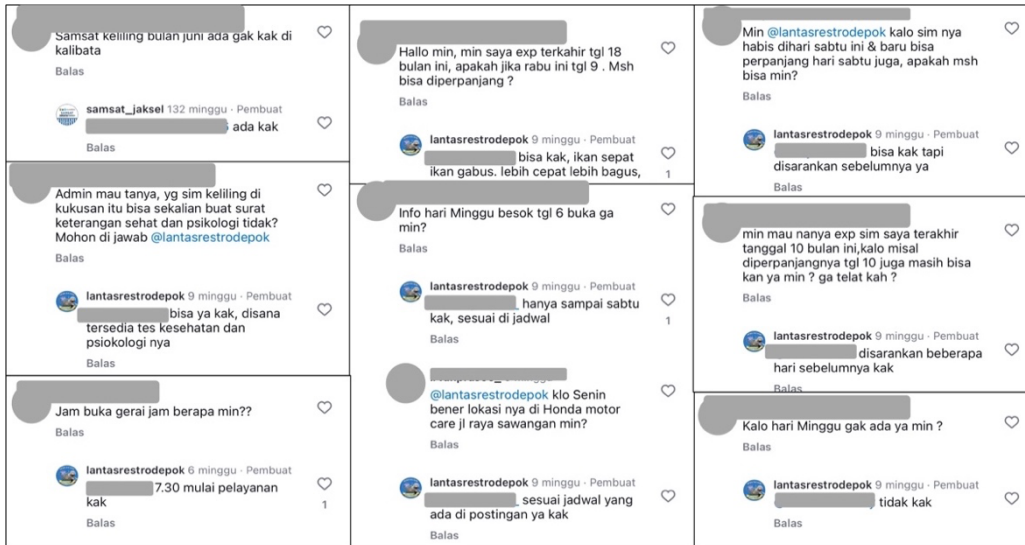


Fig. 3. Citizen journalism on interactivity

Figure 3 shows the interactive attitude of officers in providing driver's licence and/or vehicle registration services, such as paying attention to individual needs, providing appropriate information, and making the public feel satisfied with the services provided. Officers who greet and ask about the needs of the public in a friendly manner create a positive experience that makes the public feel valued and prioritised as consumers. Good interaction between officers and the public is a form of empathy and professionalism on the part of officers, which can increase public satisfaction.

Citizen journalism provides a space for the public to actively engage in conveying their views and experiences regarding police performance. The results of the analysis show that interactivity has a significant impact on citizen satisfaction through citizen journalism. The findings are in line with research by Belair-Gagnon, Nelson, & Lewis (2019), which shows that when citizen journalism provides opportunities for interaction, it can trigger a sense of ownership and responsibility among the public, leading to increased satisfaction with the information presented. Interactivity is not only a means of increasing popularity and the material presented but also strengthens the relationship between citizen journalism and public service agencies.

5.5. The effect of Serviceability on citizen satisfaction

Table 2 shows that the test results indicate a t-statistic of 2.550, which is greater than 1.96, a P-value of 0.011, which is less than 0.05, and an original sample with a positive direction of 0.057. The service ability variable has a significant effect on the citizen satisfaction variable through citizen journalism, so it can be concluded that hypothesis (H2) is accepted. The analysis results show that the direct effect of service ability on citizen satisfaction is 13.4%. Meanwhile, the indirect effect of service ability on citizen satisfaction through citizen journalism is 5.7%. The service ability indicator with the highest influence is the questionnaire statement 'I feel that the driver's licence service officers provide quality service during the process of making/renewing/losing a driver's licence and/or vehicle registration certificate'.

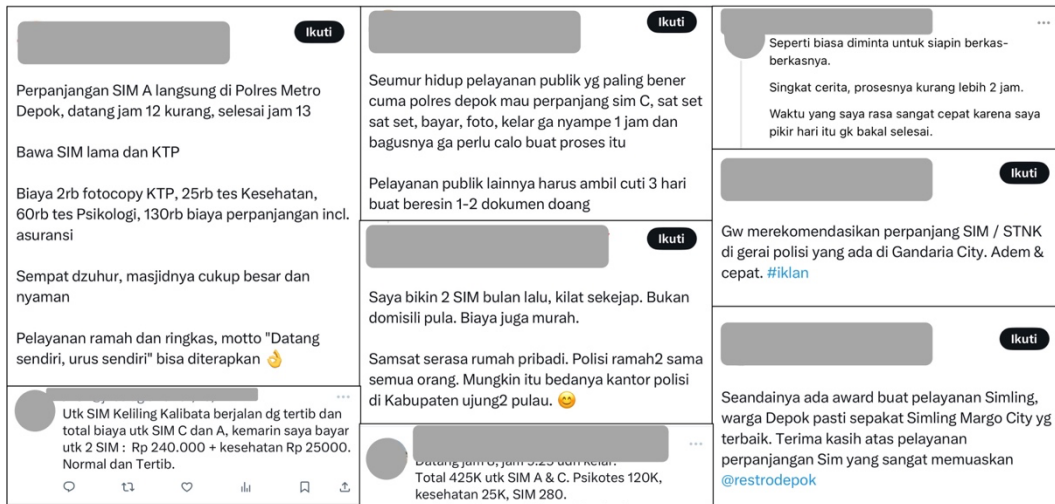


Fig. 4. Citizen journalism on serviceability

Figure 4 shows that people who are satisfied with the SIM and/or STNK services often feel that the process runs smoothly, quickly and efficiently, and is supported by competent and professional officers. Officers who

can provide quality services, such as providing clear information, assisting with administrative processes appropriately, and ensuring that all procedures are properly followed, make people feel valued and that they are receiving the services they expect.

Serviceability also encompasses various aspects, such as punctuality, clarity of procedures, and friendliness of staff, which are key to creating a good service experience. Other studies also confirm that serviceability is an important factor in building customer satisfaction. Arcand et al. (2017) found in mobile banking that services that can meet user expectations will increase satisfaction. Citizen journalism could help strengthen public trust in institutions if the services provided are of high quality and efficient.

### 5.6. The effect of Responsibility on citizen satisfaction

The results of hypothesis testing in Table 2 show a t-statistic value of  $2.087 > 1.96$ , which exceeds the P-value of 0.037, higher than the significance level of 0.05 and the original sample value of 0.036. It can be concluded that hypothesis (H16) is accepted. The analysis results show that the direct effect of responsivity on citizen satisfaction is 19.8%. Meanwhile, the indirect effect of responsivity on citizen satisfaction through citizen journalism is 3.6%. The responsivity indicator with the highest effect is on the questionnaire statement item 'SIM and/or STNK service officers respond to my questions or requests quickly'.

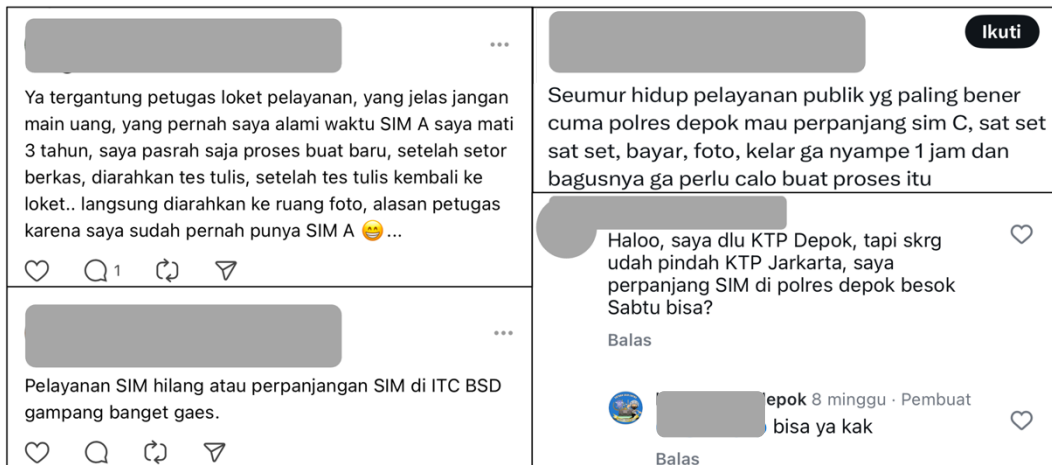


Fig. 5. Citizen journalism on responsivity

Figure 5 shows the quick and efficient responsivity of officers in answering questions or fulfilling public requests, making the public feel satisfied with the SIM and/or STNK services at the police station. Officers who provide clear answers and help resolve issues in a short time make the service process smoother and can reduce public dissatisfaction. The speed of response creates a more pleasant experience and shows that officers value the public's time.

Citizen journalism provides the public with a platform to share their experiences with the services provided by the police. Citizen journalism can strengthen the relationship between police responsivity and public satisfaction. Citizen journalism focuses more on the positive actions taken by the police, thereby playing an effective mediating role. The findings are consistent with previous research conducted by Holton, Lewis, & Coddington (2020), which states that responsivity increases the level of public trust in citizen journalism. The public is more likely to trust the information shared when citizen journalism demonstrates the ability to respond accurately and effectively to emergencies or hot issues.

## 6. Discussion

Based on the test results, the hypothesis of the indirect effect of police service quality indicators on citizen satisfaction through citizen journalism can be concluded that citizen satisfaction with police services in Indonesia is an important factor in building harmonious relations between the police and the community. The quality of police services can be measured through several key indicators, namely interactivity, service ability and responsiveness (Ekaabi et al., 2020). These indicators reflect how well the police perform their duties in maintaining security and providing fair and effective services to the community. Community satisfaction levels can increase, which can have a positive effect on community satisfaction with the police institution, when services are of high quality (Zeithaml et al., 1996).

Citizen journalism plays an important role in conveying the community's experiences with police services, both positive and negative, thereby influencing citizen satisfaction at large. The Theory of Planned Behaviour (TPB) states that community behaviour, including providing feedback or reporting services, is influenced by attitudes, subjective norms, and perceived control (Ajzen, 1991). Police services that are highly interactive and responsive to complaints and meet community expectations can encourage public support for police policies and compliance with applicable regulations.

The theory of disconfirmed expectations (EDT) explains that citizen satisfaction depends on the match between expectations and reality. If police services exceed public expectations, then satisfaction levels will be high. The public tends to feel dissatisfied when there is a mismatch between expectations and reality (Oliver, 1980). Citizen journalism, with its role in publicising the experiences of the public, plays a part in managing public expectations of police services (Hermida, 2010).

Citizen satisfaction with police services has a significant impact on contributions to non-tax state revenue. The public is more likely to support government programmes, including paying non-tax contributions such as driving licences and/or vehicle registration certificates, when services are considered satisfactory (Zeithaml et al., 1996). Dissatisfaction can trigger neglect and unwillingness on the part of the public to fulfil their obligations, which has the potential to harm state revenue. The government is responsible for providing quality services that not only maintain order but also improve the welfare of the people, as public welfare is closely related to citizen satisfaction with services provided by state institutions, including the police (Parasuraman et al., 1988).

The government has a major responsibility to ensure the welfare of the community, and one method of achieving this is by providing quality public services, including policing. Good service quality reflects the government's ability to maintain order, security and justice for the community. Effective policing serves to enforce the law, which is one indicator of the government's success in meeting the basic needs of the community. Improving the quality of policing is essential in creating a sense of security and comfort among the community (Weitzer, & Tuch, 2005).

Increased citizen satisfaction with public services, especially the police, will strengthen public trust in the government. A satisfied public tends to have a positive view of the government's ability to carry out its duties, which can increase public participation and support for various government policies. Citizen satisfaction with police services can strengthen the government's legitimacy in dealing with issues of security and public order. The trust built from quality services is an important asset for the social and political stability of a country (Reisig & Chandek, 2001).

Poor service quality can lead to dissatisfaction, which has a negative impact on public perception of the government. Public trust in the police may decline when people feel that public services do not meet their expectations. Dissatisfaction can lead to distrust in the government's ability to provide fair and equitable services. The police are encouraged to continuously strive to improve the quality of public services in a

consistent and equitable manner, ensuring that every member of the public receives adequate services that meet the expected standards to achieve more equitable welfare (Weitzer, & Tuch, 2005).

The police, as a public service provider, must prioritise the satisfaction of the community as stakeholders who pay taxes. The services provided are expected to reflect accountability and responsibility to the community. Poor service can undermine public trust in the police institution and weaken public participation in supporting policies. The police must satisfy the public and continue to improve service quality, which is a legal obligation under Law No. 25 of 2009 on Public Services and regulations governing the functions and duties of the police. The police are expected to continue to focus on improving service quality, particularly in terms of interactivity, serviceability and responsiveness, to optimally meet the needs of the community and fulfil their rights.

## **7. Theoretical implications**

The empirical implications of the study indicate that improving the quality of police services can significantly affect public satisfaction. The study identifies three dimensions, namely interactivity, responsiveness, and serviceability, which contribute to citizen satisfaction with police services. The public tends to be more satisfied when they feel that the services are responsive, encouraging the police to formulate more effective strategies to improve interaction with the public. The results of the study provide insights for the development of policies that are more responsive to community needs, encouraging the police to adapt to the evolving expectations of the community. The importance of citizen journalism as a channel for conveying community feedback is used by the police to improve services and build trust. The study not only provides insights into the factors that influence community satisfaction but also offers practical recommendations for improving the quality of public services in the police sector.

## **8. Preliminary managerial implications**

The managerial implications of this study emphasise the importance of improving interactivity, responsiveness, and serviceability to increase citizen satisfaction with police services. The police need to strengthen two-way communication channels with the public through official social media, face-to-face forums, and online complaint channels as a form of citizen-based service. Additionally, officers' interpersonal and digital communication skills must be continuously improved so that the public feels valued and heard. In terms of responsiveness, clear service time standards and a real-time performance monitoring system are needed to ensure that every public complaint is immediately followed up, accompanied by the formation of a service recovery team tasked with handling complaints quickly and effectively. Performance-based rewards for responsiveness also need to be implemented to encourage officers to provide the best service. Furthermore, serviceability can be improved through regular training for frontline officers on excellent service, effective communication, and emotional management, as well as the implementation of a service performance-based assessment system, rather than one based on seniority. By focusing on the principle of customer-centric service, the police are expected to be able to place the needs and experiences of the community at the centre of service improvements, thereby creating a more interactive, responsive, and high-quality service.

## 9. Limitations and future studies

The limitations of this study lie in its scope, which focuses only on driver's licence and vehicle registration services in the Jadebek area (Jakarta, Depok, and Bekasi), so the results do not fully represent the perceptions of people in other areas with different social and cultural characteristics. Furthermore, this study did not consider external factors such as socioeconomic conditions, local culture, and education levels, which could potentially influence citizen satisfaction with police services. Variations in the public's understanding of service procedures may also limit the generalisability of the study's results. Therefore, future studies should involve larger and more diverse samples from various geographical areas to ensure more representative results. Future research also needs to consider external variables and explore the influence of digital technology innovations, such as police service applications, on service quality and public satisfaction. In addition, increasing interactivity, serviceability and responsiveness with technology and collaboration with citizen journalism needs to be the focus of further research development to strengthen the relationship between the police and the community in a more open and participatory manner.

## References

- Ajzen, I. (2001). Nature and operation of attitudes. *Annual review of psychology*, 52(1), 27-58.
- Ali, M., & Raza, S. A. (2017). Service quality perception and customer satisfaction in Islamic banks of Pakistan: the modified SERVQUAL model. *Total Quality Management & Business Excellence*, 28(5-6), 559-577. <https://doi.org/10.1080/14783363.2015.1100517>.
- Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., ... & Anwar, G. (2021). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. *International Journal of Engineering, Business and Management*, 5(3), 14-28.
- Arcand, M., PromTep, S., Brun, I., & Rajaobelina, L. (2017). Mobile banking service quality and customer relationships. *International Journal of Bank Marketing*, 35(7), 1068-1089. <https://doi.org/10.1108/IJBM-10-2015-0150>
- Belair-Gagnon, V., Nelson, J. L., & Lewis, S. C. (2019). Audience engagement, reciprocity, and the pursuit of community connectedness in public media journalism. *Journalism Practice*, 13(5), 558-575.
- Bhati, N. S., Vijayvargy, L., & Pandey, A. (2022). Role of E-Service Quality (E-SQ) on customers' online buying intention: An extended theory of planned behavior. *IEEE Access*, 10, 77337-77350.
- Bhattacharjee, A. (2001). Understanding information systems continuance: An expectation-confirmation model. *MIS quarterly*, 351-370.
- Bouranta, N., Siskos, Y., & Tsotsolas, N. (2015). Measuring police officer and citizen satisfaction: comparative analysis. *Policing: An International Journal of Police Strategies & Management*, 38(4), 705-721.
- Čapienė, A., Rūtelionė, A., & Krukowski, K. (2022). Engaging in sustainable consumption: exploring the influence of environmental attitudes, values, personal norms, and perceived responsibility. *Sustainability*, 14(16), 10290.
- De Keyser, A., Köcher, S., Alkire (née Nasr), L., Verbeeck, C. and Kandampully, J. (2019). Frontline Service Technology infusion: conceptual archetypes and future research directions. *Journal of Service Management*, Vol. 30 No. 1, pp. 156-183. <https://doi.org/10.1108/JOSM-03-2018-0082>.
- Duy Phuong, N. N., & Dai Trang, T. T. (2018). Repurchase intention: The effect of service quality, system quality, information quality, and customer satisfaction as mediating role: a PLS approach of m-commerce ride hailing service in Vietnam. *Marketing and Branding Research*, 5, 78-91.
- Ekaabi, M. A., Khalid, K., Davidson, R., Kamarudin, A. H., & Preece, C. (2020). Smart policing service quality: conceptualisation, development and validation. *Policing: An International Journal*, 43(5), 707-721.
- Ekaabi, M., Khalid, K., & Davidson, R. (2020). The service quality and satisfaction of smart policing in the UAE. *Cogent Business & Management*, 7(1), 1751904.
- Farmer, A. K., & Sun, I. Y. (2016). Citizen journalism and police legitimacy: Does recording the police make a difference? In *The politics of policing: Between force and legitimacy* (pp. 239-256). Emerald Group Publishing Limited.
- Fernandes, S., Panda, R., Venkatesh, V. G., Swar, B. N., & Shi, Y. (2022). Measuring the impact of online reviews on consumer purchase decisions—A scale development study. *Journal of Retailing and Consumer Services*, 68, 103066.
- Filgueiras, F., Flávio, C., & Palotti, P. (2019). Digital transformation and public service delivery in Brazil. *Latin American Policy*, 10(2), 195-219. DOI: 10.1111/lamp.12169.
- Gelaidan, H. M., Al-Swidi, A., & Hafeez, M. H. (2023). Studying the joint effects of perceived service quality, perceived benefits, and environmental concerns in sustainable travel behavior: Extending the TPB. *Sustainability*, 15(14), 11266.
- Goma, E. I., Sandy, A. T., & Zakaria, M. (2021). Analysis of the distribution and interpretation of data on Indonesia's productive-age population in 2020. *Georaflesia Journal: Scientific Articles on Geography Education*, 6(1), 20-27.

- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S (2021). An introduction to structural equation modeling. Partial least squares structural equation modeling (PLS-SEM) using R: a workbook, 1-29.
- Henry, A. (2023). Digital Ritual: Police–Public Social Media Encounters and ‘Authentic’ Interaction. *The British Journal of Criminology*, Vol. 64, No. 2, pp. 452-467.
- Hermida, A. (2010). From TV to Twitter: How Ambient News Became Ambient Journalism. *Media-Culture Journal*, 13(2). <https://doi.org/10.5204/mcj.290>.
- Holton, A. E., Lewis, S. C., & Coddington, M. (2020). Interacting with audiences: Journalistic role conceptions, reciprocity, and perceptions about participation. In *The future of journalism: Risks, threats and opportunities* (pp. 327-337). Routledge.
- Horoub, I. (2023). Understanding media empowerment: citizen journalism in Palestine. *Humanities and Social Sciences Communications*, 10(1), 1-10.
- Jaya, S., & Solong, A. (2020). The Relationship Between Public Service Performance and the Community Satisfaction Index. *Ilmiah Administrasita' Journal*, 11(2), 79-93.
- Ministry of Finance of the Republic of Indonesia. (2023). Central Government Financial Report for 2023. Jakarta.
- Ministry of Finance of the Republic of Indonesia. (2024). Information on the 2024 State Budget. Jakarta.
- Koc, Erdogan (2018): Service failures and recovery in hospitality and tourism: a review of literature and recommendations for future research. *Journal of Hospitality Marketing & Management*, 28(7):1-25. DOI:10.1080/19368623.2019.1537139.
- Li, Y., & Shang, H. (2020). Service quality, perceived value, and citizens' continuous-use intention regarding e-government: Empirical evidence from China. *Information & Management*, 57(3), 103197.
- Liou, K. T. (2019). Technology application and police management: issues and challenges. *International Journal of Organization Theory and Behavior*, 22(2), 191–208. <https://doi.org/10.1108/IJOTB-07-2018-0084>.
- Liu, Y., Kou, Y., Guan, Z., Hu, J., & Pu, B. (2020). Exploring hotel brand attachment: The mediating role of sentimental value. *Journal of Retailing and Consumer Services*, 55, 102143.
- Lu, Y., Lu, Y., & Wang, B. (2012). Effects of dissatisfaction on customer repurchase decisions in e-commerce—an emotion-based perspective. *Journal of electronic commerce research*, 13(3), 224.
- Oliver, R. L. (1977). Effect of expectation and disconfirmation on postexposure product evaluations: An alternative interpretation. *Journal of applied psychology*, 62(4), 480.
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of marketing research*, 17(4), 460-469.
- Oliver, R. L. (1993). Cognitive, affective, and attribute bases of the satisfaction response. *Journal of consumer research*, 20(3), 418-430.
- Pavlov, G., Maydeu-Olivares, A., & Shi, D. (2021). Using the standardized root mean squared residual (SRMR) to assess exact fit in structural equation models. *Educational and Psychological Measurement*, 81(1), 110-130.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40
- Presidential Regulation of the Republic of Indonesia Number 75 of 2023. (2023). Concerning Amendments to Presidential Regulation Number 130 of 2022 Concerning Details of the 2023 State Budget. Jakarta.
- Reisig, M. D., & Strohine Chandek, M. (2001). The effects of expectancy disconfirmation on outcome satisfaction in police-citizen encounters. *Policing: An International Journal of Police Strategies & Management*, 24(1), 88-99.
- Sangiorgi, D. (2011). Transformative services and transformation design. *International Journal of Design*, 5(2), 29-40.
- Setyadi, D., Rauf, A., ZA, S. Z., & Adhimursadi. (2024). Impact of Service Quality and Level of Confidence on Performance and Community Satisfaction at the Kutai Timur Regional Police in East Kalimantan. *WSEAS Transactions on Business and Economics*, 21, 427-447.
- Spreng, R. A., & Olshavsky, R. W. (1993). A desires congruency model of consumer satisfaction. *Journal of the Academy of Marketing Science*, 21, 169-177.
- Stavrianea, A., & Kamenidou, I. (Eirini). (2021). Memorable tourism experiences, destination image, satisfaction, and loyalty: an empirical study of Santorini Island. *EuroMed Journal of Business*. <https://doi.org/10.1108/EMJB-10-2020-0106>.
- Thongkruer, P., & Wanarat, S. (2023). The relationship between air travel service quality and factors of theory of planned behavior: evidence from low-cost airlines in Thailand. *Sustainability*, 15(11), 8839.
- Weitzer, R., & Tuch, S. A. (2005). Racially biased policing: Determinants of citizen perceptions. *Social forces*, 83(3), 1009-1030.
- Wirtz, J. (1993). A critical review of models in consumer satisfaction. *Asian Journal of Marketing*, 2(1), 7-22.
- Yu, T., Khalid, N., & Ahmed, U. (2021). Factors influencing entrepreneurial intention among foreigners in Kazakhstan. *Sustainability*, 13(13), 7066.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2021). *Services Marketing: Integrating Customer Focus Across the Firm* (7th ed.). McGraw-Hill Education.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of marketing*, 60(2), 31-46.
- Zhigang, W., Lei, Z., & Xintao, L. (2020). Consumer response to corporate hypocrisy from the perspective of expectation confirmation theory. *Frontiers in Psychology*, 11, 580114.