

# Assessing Public Service Quality in Population Administration at the Bima Population and Civil Registration Office

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## ABSTRACT

One of the most important components in the provision of public services is service quality. Reliability, responsiveness, assurance, empathy, and tangibles are the main components of high-quality public services. This study aims to analyze the quality of public service in population administration at the Department of Population and Civil Registration of Bima City, as well as to identify the supporting and inhibiting factors in its implementation. Population administration services represent one of the government's basic services to the community, such as the issuance of Family Cards (KK), Electronic Identity Cards (E-KTP), and Civil Registration Certificates. The method used in this study was descriptive qualitative, with data collection techniques including observation, interviews, and documentation. Data analysis was carried out using the interactive approach of Miles and Huberman, which consists of data reduction, data display, and conclusion drawing. The findings indicate that the quality of public services in Bima City has not yet been fully optimized. Based on the five dimensions of service quality proposed by Zeithaml, Berry, and Parasuraman namely tangibles.

## 1. INTRODUCTION

The Population Registration Office in the center of Bima City issues Family Cards (KK), Electronic Identity Cards (E-KTP), Moving Certificates, and Child Identity Cards (KIA). Civil registration includes the issuance of Birth Certificates, Death Certificates, Divorce Certificates, as well as the legalization/acknowledgment of children and other important events related to population matters. These must be integrated into the national population database to ensure the validity and authenticity of population documents issued, thereby realizing orderly population administration both at the regional and national levels, as stipulated in Law No. 23 of 2006, which was later amended by Law No. 24 of 2013 on Population Administration (Dewantara, 2020).

Based on Articles 3 and 4, Chapter 2 of Law No. 24 of 2013 on Amendments to Law No. 23 of 2006 on Population Administration, every resident is required to fulfill the requirements of Population Registration and Civil Registration by reporting population events and vital events they experience to the implementing agency. Based on the above description, the following problems related to population administration at the Population and Civil Registration Office of Bima City have been identified: first, few people register their population status; second, additional fees are charged if documents are submitted to officials to expedite the process; and third, officers at the Population and Civil Registration Office of Bima City provide services that are too slow and ineffective, resulting in unsatisfactory outcomes.

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## 2. METHODS

This study. In this study, a descriptive qualitative research design was adopted. According to Moelong in (Hardiansyah, 2011) the purpose of qualitative research is to understand phenomena experienced by research participants. The researcher combined several data collection methods, including observation, documentation, and interviews, to obtain more varied data (Sugiyono, 2019). Triangulation of techniques, triangulation of sources, and data validation tests were used to assess the validity of the data (Moleong, 2017). The analytical method employed in this study was the interactive model, which refers to the view of (Miles et al., 2014) that there are four phases in qualitative data analysis that must be carried out continuously and interactively until completion, namely:

Interview analysis was conducted through several structured stages to gain a deeper understanding of the collected data. First, researchers transcribed the interview recordings into written text so that all information could be read and analyzed in detail. Second, researchers reduced the data by sorting, labeling, and simplifying the information to focus on findings relevant to the research objectives. Third, researchers coded, assigning labels or categories to important statements to identify patterns, themes, or relationships between pieces of information. Afterward, researchers compiled data displays in the form of narratives, tables, or charts to facilitate interpretation. The final stage was drawing conclusions and verifying the data, in which researchers interpreted the meaning of the patterns found and then re-examined the data through triangulation or cross-checking to ensure that the conclusions drawn were accurate, valid, and consistent with the information in the field. Through this process, interview analysis can produce rich, in-depth, and scientifically sound findings.

## 3. RESULTS AND DISCUSSIONS

### Results

#### Quality of Public Service in Population Administration

To provide excellent service and improve community welfare, high-quality service is essential to meet the needs and expectations of society (Nurul Laili Herzegovina & Hayat, 2023). Good service can generate value for the government and provide an evaluation from the perspective of the public being served (Tui et al., 2022). The community will feel disappointed if the services fail to meet their expectations (WU et al., 2020). Several criteria are used to assess the quality of population administration services (Jemali, 2023). According to Zeithaml, Berry, and Parasuraman (2003) and (Hardiansyah, 2011), there are five factors that determine the quality of public services in population administration: Tangible, Reliability, Responsiveness, Assurance, and Empathy (Nadiatussilmi et al., 2022).

##### a) Tangible

Service facilities such as computers, online service platforms, and waiting rooms are available. However, the comfort and completeness of physical facilities are still below standard. According to some informants, the seating available is inadequate, forcing people to stand for long periods while waiting for their turn. This affects the general public's perception of the convenience and professionalism of service providers.



**Figure 1.** Interview with Bima City Civil Registry Officer

*Source: Personal Documents, 2025*

### **1) Appearance of Officers in Serving Customers**

Mr. Muhamimin's statement (February 26, 2025):

*"The officers always appear neat when providing civil service to the public. Their neatness is evident in their uniforms and ID cards. They always pay attention to their appearance; if they are untidy or unclean, they will immediately correct it. This makes me feel comfortable and at ease when handling my needs."*

This statement was confirmed by Mr. Sofian, a Civil Registration Officer.

Mr. Sofian's statement (February 26, 2025):

*"As officers providing services to the public, we must maintain a pleasing appearance so that the public feels comfortable and at ease receiving the service. We always wear uniforms that meet established standards and wear name tags so that the public can easily recognize us in case of misunderstandings or if we wish to offer criticism or suggestions. Regarding discipline, we always adhere to the established schedule, including check-in hours, break times, and closing times."*

The interview results indicated that officers always maintain a neat and clean appearance and are disciplined in adhering to the work schedule. This provides a comfortable experience for the public when receiving services.

### **2) Appearance of Officers in Serving Customers**

Mr. Muhlis' statement (February 27, 2025):

*"We feel comfortable at the Bima City Civil Registry Office because the facilities, such as the waiting room, are good, and the staff are very friendly, making it easy for people to process their civil service administration."*

This is reinforced by Mr. Budi's statement, who assessed the location and supporting facilities as being quite complete.

Mr. Budi's statement (February 27, 2025):

*"It's comfortable here. The parking lot is very spacious, and the waiting room is very adequate. Furthermore, there are food vendors and a photocopying service in the south yard, so if you're waiting in line for a long time, you can grab a bite to eat first."*

The researcher's observations indicate that the parking lot is spacious and the supporting facilities are adequate, making people feel comfortable when receiving civil service administration services.

### **3) Ease of Service Process**

Mr. Budi's statement (February 27, 2025):

*"The service process here is easy. Outside the office, the procedures and requirements are already outlined. However, yesterday, one of the requirements I brought didn't match the name; it was missing a space. So I had to go home to get the supporting documents and return today. If any of the requirements I brought were missing, the officer would explain the problem and ask for it to be completed immediately."*

This statement was supported by Ms. Nuraini.

Ms. Nuraini's statement (February 26, 2025):

*"The service process is easy; the requirements and procedures are clearly outlined at the front of the office. However, if there are discrepancies in the requirements, such as the names on the KTP and KK being different, even if only by a space or an apostrophe, I would be asked to bring additional supporting documents. If the requirements are complete, the process will be processed immediately."*

Next, the researchers interviewed Mr. Budi Syamsudi, Head of the Population Identification Section.

Statement by Mr. Budi Syamsudi (February 26, 2025):

*"We always strive to make our services easy for the public. For requirements, we refer to Law Number 24 of 2013 and Presidential Regulation Number 25 of 2008. We also simplify procedures as much as possible because we don't want complicated services. We put up banners explaining the requirements and procedures and provide brochures. However, some people don't read them, so there are still repeated requests due to incomplete requirements. If the requirements are complete, we process the files immediately."*

Overall, the Bima City Population and Civil Registration Office has provided a simple, clear, and structured service process. Lack of documents is the biggest obstacle, not the system.

#### **4) Officer Discipline in Providing Services**

Informant Statement (February 27, 2025):

*"Officers are always disciplined in providing service. They follow the established schedule, starting at 8:00 AM, taking a break from 12:00 PM to 1:30 PM, and finishing at 4:00 PM WITA. Even after the end of the working day, service is usually still provided because there are still some customers."*

Observations indicate that officers consistently adhere to the established working hours and continue to serve customers who have received a queue number even after the end of the working day.

#### **b) Reliability**

The reliability of officers is reflected in their ability to consistently perform service tasks. The majority of officers have carried out their duties in accordance with operational standards, as acknowledged by the community. However, in practice, delays in the completion of population documents still occur, especially during peak hours. This indicates the need for greater internal efficiency, including time management and staff efforts.



**Figure 2.** Interview with the Bima City Civil Registration Community

Source: Personal Documents, 2025

### 1) Officer Accuracy in Serving Customers

Statement by informant (Mr. Budi, February 26, 2025):

*"As I said before, officers always pay careful attention to the completeness of the requirements that must be met according to the community's needs. For example, I'm currently processing a birth certificate. So, in my opinion, officers are always meticulous when serving the community."*

Furthermore, Ms. Nuraini, a service officer, emphasized the importance of accuracy in population administration services, especially for important documents like birth certificates.

Informant statement (Mrs. Nuraini, February 26, 2025):

*"As public service officers, we must always be meticulous in providing population administration services, including birth certificates, to the public. If we are not meticulous and thorough in checking the completeness of the documents, the customer will not know whether the documents they brought are complete. If this happens, and when the documents are processed, there are deficiencies, then when the birth certificate is ready to be collected, the documents must be returned to the customer for completion. This results in complicated service and inevitably leads to customer frustration. Therefore, staff accuracy is crucial for ensuring the smooth and effective process of population administration services."*

The researcher's observations indicate that officers always carefully check the requirements before processing the service. If the documents are incomplete, the application cannot be processed. Therefore, staff accuracy is a crucial factor in ensuring there are no errors in population administration, including birth certificates.

### 2) Having Clear Service Standards

Informants' statement (Mr. Muhlis and Mr. Budi, February 27, 2025):

*"In my opinion, the Bima City Population and Civil Registration Office already has clear service standards. These include clear procedures and requirements, the time required for the birth certificate process, and employee discipline. Therefore, we, as customers, feel that the Bima City Population and Civil Registration Office has maximized its service to the public."*

This statement was reinforced by Ms. Ida, who emphasized that service standards are an obligation that must be met.

Informant statement (Mrs. Ida, February 27, 2025):

*"The Bima City Population and Civil Registration Office should have clear service standards regarding procedures, requirements, and the length of time required for the service process, all in accordance with established regulations, so that the public understands and trusts the services we provide."*

Based on interviews and observations, the researcher concluded that the Reliability indicator has been met. Officers demonstrated thoroughness in checking service requirements, and the agency has provided clear service standards, thus supporting the creation of consistent, measurable, and reliable services.

### c) Responsiveness

In general, officers demonstrate a good understanding of service processes and are responsive to community complaints and questions. However, especially during busy hours, responses to complaints are delayed due to the limited number of service officers. This shows that the imbalance between the number of officers and the number of individuals being served leads to suboptimal responsiveness.



**Figure 3.** Interview with Bima City Civil Registry Officer  
Source: Personal Documents, 2025

The following are the interview results:

#### 1) Responding to Applicants Seeking Service

Mr. Budi explained that officers always respond well to the public.

Statement by informant (February 28, 2025):

*"I think the officers always respond well to the public. If I don't understand something, I ask an officer, and they immediately explain it to me as best they can so I understand. Furthermore, if I need something, the officers ask me what I need, and if I have any problems, I go back to them and get an answer right away. There's also a consultation center for applicants who are confused or have serious issues with their documents, so the problem can be resolved effectively."*

## 2) Officers Provide Prompt Service

The speed of service depends on the completeness of the applicant's documents.

Statement by informant (Mr. Muhlis and Mrs. Raodah, February 28, 2025):

*"Regarding speed, I think it depends on the situation. If the requirements are missing or the documents are incorrect, I have to complete them first and come back the next day. If the documents are complete, they are processed immediately, and the results are timely."*

## 3) Officers Provide Accurate Service

Mr. Budi Syamsudin emphasized the importance of accuracy in population document services.

Informant's statement:

*"It is our obligation to provide accurate service because these documents are mandatory for Indonesian citizens and must be valid. If there is an error, it will definitely be protested, and that is against the law."*

This statement was reinforced by Mr. Muhlis:

*"I think the officers' service is always accurate, and if I have any doubts, I always ask to avoid mistakes."*

## 4) Officers Provide Accurate Service

Mr. Sulastri explained that accuracy is always maintained throughout the service process.

Informant's statement:

*"The officers are always meticulous, from checking queue numbers to checking requirements. If complete, they process the documents; if incomplete, they return them for completion."*

## 5) Officers Provide Accurate Service

Mr. Budi Syamsudin again emphasized the timeliness of the service.

Informant's statement (February 26, 2025):

*"If the documents are complete, we process them immediately. To ensure punctuality, as long as there are no issues with the documents or equipment, the service is guaranteed to be completed within three days. The front office staff also always asks for the applicant's mobile phone number so they can contact them if there are any issues, to avoid complaints due to long waits."*

## 6) Applicant Complaints Are Always Responded To

Mr. Muhammin stated that all public complaints are handled through the consultation service.

Informant's statement (March 10, 2025):

*"We always strive to provide maximum service so that documents are processed quickly. For complaints or questions regarding birth certificates, applicants meet directly with me at the consultation center, and I explain how to resolve the issue."*

## d) Assurance

In terms of assurance, the community feels relatively confident in the officers' expertise in carrying out their duties. However, some individuals express uncertainty regarding service procedures and timelines due to misunderstandings and uneven distribution of service information, which results from low public awareness of procedures and service rights.



**Figure 4.** Interview with Bima City Civil Registry Officer  
Source: Personal Documents, 2025

The following are the interview results:

1) Officers Guarantee Timely Service

Based on the initial interview, Mr. Budin Syamsudin explained that according to the central operating standards, the maximum time limit for completing population administration is two weeks. However, the Bima City Population and Civil Registration Office (Disdukcapil) targets a five-day processing time. In practice, administrative applications are often completed much faster, typically within three days.

This explanation is reinforced by the following statement by Ms. Lening:

(Interview, March 10, 2025)

*"Actually, population administration should be completed in 30 minutes, but due to limited staff and equipment, and the large number of applicants, resulting in an imbalance between those served and those served, the central operating standards set the time limit for population administration at one week. While we had a five-day target, it turns out that population administration officers were able to complete population administration applications in three days. So, population administration processing is already faster than the standard operating procedure."*

Next, the researcher interviewed Ms. Ida Ruwaiddah, a service officer:

(Interview without date listed)

*"In my opinion, as long as there are no issues with the requirements, the application will be processed on time, but if there are any issues, it will take longer."*

This statement was confirmed by Mr. Sofian, a Civil Registry officer in Bima City:

(Interview, February 26, 2025)

*"Yes, if there are no issues, the completion of population administration will definitely be completed on time, namely within 3 days. However, if there are issues, it can take longer, even over a week."*

## 2) Officers Provide Cost Guarantees for Services

The interview results indicated that officers do not provide cost guarantees because all population administration services at the Bima City Civil Registry Office are free. This was conveyed by Mrs. Sulastri as follows:

(Interview, February 26, 2025)

*"We don't charge the public any fees, because all services here are free. That's the Civil Registration Office's regulation, so we don't dare charge for services here. However, sometimes there are people who can't process their own documents because they're overseas or live far away and can't afford it themselves. They usually ask someone else to help them, and they'll definitely pay a fee. So, there shouldn't be any fees from the officers themselves."*

This was further reinforced by Mr. Muhammin's statement:

(Interview, February 26, 2025)

*"Indeed, I've never had to pay anything here for anything. The officers also never ask for any fees because I know the services here are free."*

### e) Empathy

Some officers demonstrate empathy by being open and polite. However, not all services apply this empathy consistently. When community members, particularly the elderly and those with low literacy levels, repeatedly ask the same questions, officers are sometimes perceived as less communicative and easily irritated. The following are the interview results:

#### 1. Prioritizing Applicant Interests

Researchers interviewed Ms. Sulastri regarding empathy indicators in service at the Bima City Population and Civil Registration Office. She explained that prioritizing applicant interests is the obligation of public service officers. The informant's statement (Ms. Sulastri, February 26, 2025):

*"As officers, we should prioritize the interests of applicants. Furthermore, we need to collaborate with applicants so that services run smoothly and we can prioritize their needs. For example, through good communication and applicants bringing all the necessary requirements for their services."*

#### 2. Officers Serve with a Friendly Attitude

A friendly attitude is one indicator of service quality. Mr. Muhammin stated that officers are generally friendly, although sometimes there are some who are inconsistent. The informant's statement (Mr. Muhammin, February 26, 2025):

*"In my opinion, the officers here are always friendly in providing service to the public, but sometimes there are officers who are less friendly in providing service."*

#### 3. Staff Serve with Courtesy

Courtesy is also an important indicator of service. Ms. Nuraini stated that staff have demonstrated politeness, and the public, as applicants, should also reciprocate. Informant (Ms. Nuraini, February 27, 2025):

*"I think the staff here are polite in providing service, and I, as an applicant who needs service, should do the same to maintain good communication between the public and the staff."*

#### 4. Staff Serve Without Discrimination

Another service indicator is that they do not discriminate against applicants. Mr. Muhammin emphasized that the service at the office is non-discriminatory.

Informant (Mr. Muhammin, February 27, 2025):

*"In my opinion, in terms of discrimination, I have never felt discriminated against by the staff. The staff always provide the same service to all applicants; if an applicant comes first, they are served first, regardless of status."*

## 5. Staff Respect Applicants

Respecting applicants is part of service ethics. In a follow-up interview, Ms. Sulastri reiterated the importance of this attitude. Informant's statement (Ms. Sulastri, February 26, 2025):

*"We as public service officers should be friendly and polite, but sometimes there may be officers who are tired or have problems that make them less friendly. However, we must always respect and not discriminate against the public. If we do not respect the public, of course they will no longer want to do business here. For example, if Mr. A has a lower queue number than Mr. B, then we must serve Mr. A first. If the queue number has been called and the applicant comes with the correct number, then the officer will immediately serve them politely. However, if the number does not match, the applicant is asked to wait until their queue number is called."*

## Supporting and Inhibiting Factors

### a. Supporting Factors

A centralized population information system and a reliable computer network are examples of internal elements that support service quality. In addition, positive relationships between officers and the community, as well as cooperation among employees, are important components that enhance service effectiveness. Externally, a strong legal foundation, such as Law No. 24 of 2013 on Population Administration, provides credibility and clear guidance in carrying out the duties of the Population and Civil Registration Office (Disdukcapil).

### b. Inhibiting Factors

The lack of physical facilities such as adequate seating and spacious waiting rooms, as well as shortages in human resources and skills, represent internal obstacles. Interaction with the public becomes less effective when officers do not receive regular public service training. hal ini sejalan dengan penelitian (Saleh et al., 2020). External factors include the persistence of informal practices, such as paying intermediaries higher fees to expedite document processing, and the general lack of public awareness about the importance of visiting the service office directly. These issues undermine the integrity and transparency of public services.

To address these obstacles, systematic and sustainable improvement measures are required. First, enhancing physical facilities such as adding more seating, expanding waiting areas, and improving spatial layout should be prioritized to ensure public comfort (Kristian, 2022). Second, strengthening human resource capacity through regular training on public service ethics, effective communication, and the use of information systems is necessary to improve staff professionalism. Third, implementing stricter internal oversight mechanisms, including periodic evaluations of employee performance and service procedures, can help reduce informal practices. Fourth, the government needs to intensify public education regarding procedures and the importance of accessing services directly through outreach, digital media, and integrated information services. Through this combination of efforts, the integrity, transparency, and overall quality of public services in population administration can be improved.

## **Discussions**

### **Quality of Public Service in Population Administration at the Department of Population and Civil Registration of Bima City**

Zeithaml (2004) stated that there are five dimensions commonly used to measure the quality of administrative services provided to the public: Tangible, Reliability, Responsiveness, Assurance, and Empathy.

#### **a. Tangible**

The presence of banners displaying requirements and procedures for population administration is evidence that the service process at the Population and Civil Registration Office of Bima City is designed to be accessible to the public, according to researchers' observations. Officers inform applicants about any missing requirements and request that they be completed immediately. However, the tools available to support service delivery remain insufficient. The Secretariat has received requests for additional tools from the Civil Registration Division, but none have been provided yet, leading to less-than-optimal service delivery procedures.

#### **b. Reliability**

The Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 15 of 2004 on Service Standards, which provides legal provisions, serves as the foundation for service standards at the Population and Civil Registration Office of Bima City. Population administration services are carried out with the careful application of principles such as simplicity, accountability, participation, transparency, sustainability, and fairness. Law No. 28 of 2013 and Presidential Regulation No. 25 of 2008 are consistent with these operational service standards. In terms of specifications and protocols, service requirements are clearly communicated through banners posted in front of the office to help the public access information about population administration.

#### **c. Responsiveness**

The quick, accurate, and friendly service provided by officers reflects their positive attitude toward clients. As long as there are no technical problems or obstacles, staff strive to provide fast and efficient service. Administrative officers also routinely ensure that the necessary documents for population administration procedures are complete before processing them, in order to guarantee a smooth service process. By providing appropriate service to clients, staff are able to better fulfill their tasks and responsibilities.

#### **d. Assurance**

Based on observations and interviews, the Population and Civil Registration Office of Bima City is required to provide assurances related to legality. Officers make every effort to carefully review and process public applications for population administration services. This ensures the validity, reliability, safety, and certainty of population administrative records. In terms of costs, the office never charges the public since all population administration services are provided free of charge.

#### **d. Empathy**

One of the indicators of empathy in the provision of high-quality administrative services is effective communication between officers. Based on interviews with the

community and researchers' observations, it is evident that officers consistently maintain polite and friendly attitudes, avoid discrimination, and show respect toward the public, which helps make applicants feel comfortable when requesting services. The quality of services continues to improve as these indicators are increasingly fulfilled.

## **Supporting and Inhibiting Factors in Implementing the Quality of Population Administration Services at the Population and Civil Registration Office of Bima City**

### **Supporting Factors**

#### **a. Stable computer network**

One element supporting the delivery of high-quality services to the community is a well-integrated computer network. Computers are essential tools in service provision. The availability of adequate facilities and infrastructure including work equipment, support tools, and telecommunications and information technology infrastructure is a key requirement, as regulated in Ministerial Regulation No. 63 of 2003 on General Guidelines for Public Service Delivery. Therefore, services can be completed on time when the necessary supporting equipment and integrated networks are available.

#### **b. Cooperation among officers and between officers and the community**

Cooperation between officers and the community is another factor that supports the delivery of public services. Public service principles must encourage community participation by considering their needs, expectations, and aspirations, in accordance with Ministerial Regulation No. 63 of 2003 on General Guidelines for Public Service Delivery. In addition, there must be a balance between rights and obligations, meaning that both the service provider and the service users must fulfill their respective rights and obligations during the provision of public services.

### **Inhibiting Factors**

#### **a. Lack of facilities and infrastructure**

According to Zeithaml (2014), several factors affect service delivery in population administration, including infrastructure, which encompasses all tools, equipment, and facilities with social purposes for the public interest. However, the Population and Civil Registration Office of Bima City lacks the necessary tools and facilities, which hampers the delivery of population administration services.

#### **b. Lack of human resources**

Human resources, or staff, are a crucial component of all government institutions, as they are responsible for providing the services needed by the public. However, due to the shortage of human resources, employees at the Population and Civil Registration Office of Bima City often perform tasks outside their individual responsibilities, which prevents the optimization of population administration services.

## **4. CONCLUSION**

Based on the research findings regarding the Quality of Public Service in Population Administration at the Department of Population and Civil Registration of Bima City, it can be concluded that, in general, the quality of service has been running well in several dimensions, although there are still some obstacles that affect service effectiveness. The Tangible dimension shows that the facilities are quite adequate, although the waiting area is still limited. The Reliability dimension is reflected in the officers' ability to serve the community according to procedures, although delays in

document completion still occur. The Responsiveness dimension shows that the officers are quite responsive to the community's needs, although the limited number of officers becomes an obstacle during peak service periods. The Assurance dimension shows that the community has sufficient trust in the officers' competence, but the lack of clear service procedures leads to confusion. The Empathy dimension reflects efforts to provide friendly and community-oriented service, although this has not yet been evenly applied across all service units. Supporting factors of the service include the availability of adequate computer networks and good cooperation among officers. Meanwhile, the main inhibiting factors are the limitations of facilities and infrastructure and the shortage of human resources.

It is recommended that the Department of Population and Civil Registration (Dispendukcapil) ensure that all officers demonstrate a consistently friendly attitude when providing services. This approach helps the public feel satisfied and comfortable, not only with the service outcomes but also with the way the services are delivered. A friendly demeanor is a key indicator within the empathy dimension of public service quality. Furthermore, additional human resources are needed to support birth certificate services. If increasing personnel is not feasible, existing staff should optimize their performance by assisting one another, even when certain tasks fall outside their primary responsibilities. In addition, the agency should improve its facilities and infrastructure to better support service activities, ensuring that operations can be carried out more efficiently and effectively.

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