

Transforming Marriage Licensing Services Through Service-Dominant Logic: A Structural-Relational And Value-Oriented Analysis Of Public Service Innovation

Muh Taufik Fajar¹, Muh Tang Abdullah²

^{1,2}Department of Public Administration, Faculty of Social and Political Sciences, Hasanuddin University, Makassar, Indonesia

Abstract: This study examines the implementation of Service-Dominant Logic (SDL) to Public Service Logic (PSL) framework in transforming marriage licensing services at the Religious Affairs Office (KUA) of Bangkala District, Indonesia. Using a qualitative case study approach, data were collected through interviews with 21 informants across four stakeholder categories, direct observation, and document analysis. The research analyzes service transformation through two primary dimensions: Structural-Relational (system coordination, cultural embedding, and stakeholder relationships) and Value-Oriented (value creation, co-production, innovation, and user experience). Findings reveal sophisticated inter-agency collaboration involving multiple government institutions while maintaining sensitivity to local Jeneponto cultural traditions such as Mapaccing and Uang Panai' customs. The Value-Oriented dimension demonstrates multi-layered benefits including cost-free services, immediate certificate provision, comprehensive pre-marriage counseling, and systematic technology adoption through SIMKAH, PUSAKA, and LABACO systems. The collaborative approach through monthly coordination meetings with village religious leaders and systematic community feedback mechanisms exemplifies effective co-production principles. User experiences consistently show high satisfaction levels with accessible, culturally responsive, and professionally delivered services. The study validates the applicability of SDL to PSL framework in Indonesian religious administrative contexts, contributing theoretical insights to public service transformation literature while providing practical evidence that culturally sensitive, technology-enhanced, and collaboratively designed public services can achieve superior outcomes through systematic application of service-dominant logic principles in marriage licensing administration.

Keywords: Service-Dominant Logic, Public Service Transformation, Marriage Licensing, Co-Production, Digital Innovation

INTRODUCTION

Public service delivery has emerged as a fundamental pillar of modern governance, serving as a critical determinant of government effectiveness and citizen satisfaction (Strokosch & Osborne, 2020). The quality of public services directly impacts citizens' trust in government institutions and their overall welfare, making service improvement a priority for public administrators worldwide (Bovaird & Loeffler, 2012). Contemporary public administration scholars have increasingly emphasized the need for citizen-centric approaches that move beyond traditional bureaucratic models toward more responsive and collaborative service delivery mechanisms (Voorberg et al., 2015).

The traditional paradigm of public service delivery, characterized by provider-centric approaches and transactional relationships, has proven inadequate in meeting the evolving expectations of modern citizens (Ankrah et al, 2024). Citizens today demand more transparent, efficient, and personalized services that acknowledge their role as active participants rather than passive recipients (Sharma et al., 2022). This shift has prompted public administration researchers to explore innovative theoretical frameworks that can better capture the complexity of contemporary service relationships and value creation processes (Torfing et al, 2019).

Service-Dominant Logic (SDL) has emerged as a transformative paradigm in service management, fundamentally challenging traditional goods-dominant thinking by positioning service as the primary basis of economic exchange (Lindhult et al, 2018). SDL emphasizes value co-creation through collaborative interactions between service providers and users, recognizing that value is not embedded in products but emerges through use and experience (Shulga & Busser, 2021). This theoretical framework has gained significant traction in public service contexts,

where the complex nature of service relationships and outcomes aligns well with SDL principles (Osborne et al., 2015).

The application of SDL to public services has been further refined through the development of Public Service Logic (PSL), which adapts SDL principles to the unique characteristics of public sector contexts (Osborne et al, 2016). PSL recognizes that public services operate within complex ecosystems involving multiple stakeholders, regulatory frameworks, and social outcomes that extend beyond traditional market-based value creation (Nordberg, & Aflaki, 2025). The SDL to PSL framework encompasses seven critical elements: System, Embed, Relationship, Value, Co-production, Innovation, and Experience, which collectively provide a comprehensive approach to understanding and improving public service delivery (Osborne et al., 2015).

Marriage licensing services represent a particularly significant area of public service delivery, as they combine administrative efficiency requirements with deeply personal and culturally sensitive processes (Rosenbloom et al 2022). In Indonesia, Religious Affairs Offices (Kantor Urusan Agama - KUA) serve as the primary institutions responsible for marriage registration and licensing for Muslim citizens, handling both legal documentation and religious validation processes (Apriliana, 2025). The quality of marriage licensing services has profound implications for citizens' legal rights, family security, and social recognition, making service excellence a critical public administration concern.

Despite their importance, marriage licensing services in many Indonesian KUA offices continue to face significant challenges that impact service quality and citizen satisfaction. Common issues include complex bureaucratic procedures, lack of digitalization, limited human resources, inadequate facilities, poor information transparency, and insufficient citizen engagement in service design and delivery (Kharlie et al 2021; Arifin, 2025). These challenges are particularly evident in rural and semi-urban areas where resource constraints and traditional administrative approaches continue to dominate service delivery models.

The case of KUA Bangkala District presents a compelling context for examining these challenges and exploring innovative solutions. Preliminary observations indicate that marriage licensing services in this area exhibit typical problems found across Indonesian KUA offices, including procedural complexity, limited technological integration, and suboptimal citizen experiences. Table 1 below illustrates the current service delivery challenges and their impacts on citizen satisfaction:

Table 1: Service Delivery Challenges in Marriage Licensing Services Source: Preliminary survey data from KUA Bangkala District, 2024 (N=150 marriage license applicants)

Service Challenge	Current Impact	Citizen Complaints (%)
Complex procedures	Extended processing time	68%
Limited digitalization	Manual documentation errors	54%
Poor information access	Unclear requirements	71%
Inadequate facilities	Uncomfortable waiting experience	45%
Limited staff training	Inconsistent service quality	59%
Lack of feedback mechanisms	No service improvement input	38%

While existing research has explored various aspects of public service improvement and SDL applications in different contexts, there remains a significant gap in understanding how SDL principles can be systematically applied to marriage licensing services in religious administrative contexts. Previous studies have either focused on SDL applications in commercial services (Vargo & Lusch, 2016) or examined public service innovations without specifically addressing the unique challenges of marriage licensing services (Bekkers et al 2011). Furthermore, most SDL research in public contexts has been conducted in Western administrative systems, leaving limited understanding of how these principles apply in Southeast Asian religious administrative contexts where cultural, social, and institutional factors may influence service delivery dynamics differently.

This research addresses these gaps by investigating how Service-Dominant Logic principles, specifically through a dual-dimensional framework of Structural-Relational and Value-Oriented elements, can transform marriage licensing services at KUA Bangkala District. The study's significance lies in its potential to contribute both theoretical insights to SDL literature in public administration and practical solutions for improving citizen-centric

service delivery in religious administrative contexts. By examining the application of SDL principles in this specific context, the research aims to develop a more comprehensive understanding of how public service transformation can be achieved through collaborative value creation approaches that respect both administrative efficiency and cultural sensitivity requirements.

METHOD

This study employs a qualitative case study approach to examine the implementation of Service-Dominant Logic (SDL) to Public Service Logic (PSL) framework in marriage licensing services at the Religious Affairs Office (KUA) of Bangkala District. Following Creswell's (2018) case study design, data were collected through purposive sampling involving 21 informants across four stakeholder categories: KUA staff (8 personnel including head, religious officials, administrators, and counselors), prospective couples (5 pairs), community religious leaders (2 village imams), and general community members (5 individuals). Data collection utilized triangulated methods including in-depth interviews with structured interview guides, direct observation of service delivery processes, and document analysis of relevant regulations from UUD 1945 to technical implementation guidelines. Data analysis followed Saldana's (2016) three-stage process: data condensation through systematic selection and transformation of interview transcripts, data display through structured matrices and descriptive narratives, and conclusion drawing through iterative pattern identification. Validity was ensured through data source triangulation, member checking with informants, rich detailed descriptions, and researcher bias clarification, while reliability was maintained through consistent methodological application and replicable data collection procedures.

FINDINGS AND DISCUSSIONS

System (Service Structure)

The structural foundation of marriage licensing services at KUA Bangkala demonstrates a well-established inter-agency coordination framework that spans multiple government levels and institutions. The research reveals that the service system operates through systematic collaboration involving district government, health centers (Puskesmas), military command (Koramil), police stations (Polsek), and village/sub-district administrations. This comprehensive coordination ensures that each marriage license application undergoes proper verification across different administrative domains, creating a robust legal framework for marriage documentation. The implementation of regulatory frameworks, particularly Minister of Religious Affairs Regulation No. 473 of 2020, has standardized the documentation process through the N1 form system and established clear procedural guidelines, while the financial integration with the Ministry of Finance through the PNBP (Non-Tax State Revenue) system of IDR 600,000 demonstrates sophisticated administrative automation.

The organizational structure exhibits exceptional flexibility in accommodating diverse marriage scenarios, including interfaith marriages, foreign nationals, and remarriages with different status backgrounds. For interfaith marriages, the system provides guided conversion processes through religious counselors, while foreign national marriages involve embassy coordination and additional documentation requirements. The differentiated procedures for various remarriage scenarios demonstrate systematic adaptation to complex legal situations while maintaining procedural integrity, extending to timing accommodations where the system can adjust documentation dates to meet the ten-day minimum requirement for SIMKAH integration.

These findings align with Osborne et al. (2015) framework, which emphasizes that effective public service systems require clear institutional arrangements and inter-organizational coordination. Similar patterns were observed in Khoirohnissah (2023) study of Indonesian religious administrative services, where inter-agency collaboration proved crucial for service effectiveness. The systematic approach at KUA Bangkala reflects what Radnor and Osborne (2015) describe as integrated service delivery networks that enhance overall system performance through coordinated institutional responses.

Table 2. Inter-Agency Coordination Framework for Marriage Licensing Services

Coordination Element	Involved Institution	Specific Function
Legal Documentation	Village/Sub-district	Marriage permission letter

Health Verification	Health Center (Puskesmas)	Health certificate (SKBS)
Security Clearance	Police Station (Polsek)	Background verification
Administrative Oversight	District Government	Regulatory compliance
Financial Processing	Ministry of Finance	PNBP payment verification

Drawing from service-dominant logic principles, this systematic coordination creates what Vargo and Lusch (2016) describe as resource integration platforms that enhance service delivery effectiveness. The multi-institutional framework observed at KUA Bangkala mirrors successful public service integration models documented in Voorberg et al. (2015), where inter-organizational collaboration strengthens overall service capacity. Therefore, maintaining and further strengthening this systematic inter-agency coordination framework should remain a priority for sustained service quality improvement, as supported by Osborne's (2020) emphasis on system-wide service integration.

Embed (System Integration)

The integration of marriage licensing services with local cultural values represents a sophisticated balancing act between national regulatory compliance and community cultural preservation. The research reveals that while administrative procedures remain standardized across all population groups, KUA Bangkala has developed nuanced approaches to accommodate local cultural practices such as Mapaccing, Angngaru, and the traditional Uang Panai' system. This cultural accommodation occurs primarily outside the formal administrative process, allowing traditional ceremonies to coexist with legal requirements without compromising either domain. The service delivery system demonstrates remarkable adaptability in responding to community needs while maintaining regulatory integrity, employing policy flexibility rather than outright rejection when community requests diverge from standard procedures.

The responsiveness extends beyond cultural accommodation to include practical service adjustments that enhance accessibility and user satisfaction. Staff consistently provide comprehensive guidance to applicants who lack complete documentation, offering step-by-step assistance in gathering required materials from various agencies while demonstrating particular sensitivity in addressing community requests that may not fully align with standard procedures. This educational orientation reflects understanding that effective public service delivery requires building community capacity alongside providing immediate services, acknowledging local community characteristics and requiring careful communication strategies to maintain positive relationships.

These findings resonate strongly with Osborne et al. (2015) conceptualization of embedded services that integrate seamlessly with local contexts and community values. Similar cultural accommodation strategies were documented in Fitra et al (2025) comparative study of Indonesian Religious Affairs Offices, where successful service delivery required sensitivity to local customs. The embedded approach observed at KUA Bangkala exemplifies what McMullin, (2021) describe as culturally responsive public services that maintain legitimacy through community value recognition.

Table 3. Cultural Integration Strategies in Marriage Licensing Services

Cultural Element	Local Practice	KUA Accommodation Strategy
Traditional Ceremonies	Mapaccing, Angngaru rituals	Permitted alongside formal procedures
Economic Customs	Uang Panai' tradition	Acknowledged in service delivery approach
Social Hierarchy	Karaeng traditional system	Respectful interaction protocols
Reciprocal Exchanges	Erang-erangan/Bawaan-bawaan	Cultural sensitivity in scheduling
Administrative Integration	Standard KUA procedures	Flexible timing and accommodation

Building on Grönroos and Voima's (2013) value co-creation framework, the embedded approach at KUA Bangkala demonstrates how public services can create value through cultural responsiveness and community engagement. The integration strategies observed align with Burlacu et al (2023) recommendations for culturally sensitive public service delivery that builds trust through respect for local values. Consequently, expanding systematic cultural accommodation mechanisms while maintaining regulatory compliance standards represents an optimal strategy for enhanced service embedding, as advocated by Johnston & Fenwick (2025) in their framework for responsive public service design.

Relationship (Stakeholder Interactions)

The relationship dynamics within KUA Bangkala's marriage licensing services reveal a multi-layered communication

network that facilitates effective stakeholder engagement across different levels of interaction. The primary relationship structure operates through intermediary channels, where prospective couples typically engage with village religious leaders (imam desa) who then coordinate directly with KUA staff, creating multiple relationship touchpoints that enhance service accessibility while building community trust through familiar local representatives. Direct stakeholder relationships demonstrate consistently high quality interactions characterized by friendly, patient, and supportive communication approaches from KUA staff, with the pre-marriage counseling (Catin) program serving as a crucial relationship-building platform where couples can express concerns and develop familiarity with KUA services beyond mere administrative transactions.

The accessibility of relationships extends beyond formal office hours, with staff maintaining telephone consultation availability and operational flexibility that demonstrates commitment to relationship continuity. Trust levels between stakeholders appear exceptionally high, with community members expressing confidence in KUA staff competence and willingness to assist with complex documentation challenges, benefiting from staff familiarity with local community members that creates interpersonal connections transcending purely transactional interactions. The organizational structure supports relationship quality through clear role specialization and the Forum Office (FO) system that creates centralized relationship management while directing stakeholders to appropriate specialists.

The relationship framework aligns closely with Osborne et al. (2015) emphasis on relationship-based service delivery that builds trust and ongoing engagement between service providers and users. Similar relationship-centered approaches were documented in Chan et al (2021) study of citizen experience in administrative services, where quality interactions significantly improved service outcomes. The multi-channel communication strategy observed at KUA Bangkala reflects what Amerikaner et al. (2025) describe as accessible relationship management that reduces administrative burden through supportive interaction design.

Table 4. Stakeholder Relationship Framework in Marriage Licensing Services

Stakeholder Group	Interaction Channel	Relationship Quality	Communication Frequency
Prospective Couples	Direct/Village Leaders	High satisfaction, friendly	Ongoing through process
Village Religious Leaders	Formal coordination	Collaborative partnership	Monthly meetings
Community Members	Multiple channels	Accessible, supportive	As needed basis
Government Agencies	Inter-institutional	Professional coordination	Regular protocols
Post-marriage Couples	Consultation services	Continued support	Follow-up as required

Integrating insights from Vargo and Lusch's (2008) relationship-centered value creation, the stakeholder engagement approach at KUA Bangkala demonstrates how sustained relationships enhance service value beyond immediate transactions. The multi-channel relationship management observed corresponds with Voorberg et al.'s (2015) recommendations for inclusive stakeholder engagement in public service delivery. Therefore, further developing systematic relationship management protocols that formalize current informal relationship strengths could enhance overall service effectiveness, as suggested by Sedlar et al (2017) framework for relationship-based service improvement.

Value (Value Creation)

The value creation mechanisms within KUA Bangkala's marriage licensing services generate multiple layers of benefits that extend far beyond basic administrative documentation. The most immediately tangible value lies in the provision of legally recognized marriage certificates at no direct cost when ceremonies are conducted at KUA facilities, creating significant financial accessibility for community members while eliminating economic barriers that might otherwise prevent formal marriage registration. The efficiency value created through the service system enables couples to receive marriage certificates immediately following their ceremonies, provided proper documentation has been submitted within the required ten-day advance notice period, contrasting favorably with many administrative services that require extended waiting periods.

Beyond immediate administrative benefits, the service creates substantial educational value through mandatory pre-marriage counseling programs that address relationship dynamics, family planning, and religious obligations, transforming what could be purely bureaucratic transactions into developmental experiences that prepare couples for successful married life. The legal value created extends to ensuring complete documentation that enables access to broader social services and legal protections, while flexibility value is generated through accommodation of timing

constraints and documentation challenges that adapts to user circumstances rather than requiring rigid compliance with predetermined schedules.

The value creation approach aligns with Osborne et al. (2015) framework for public value generation that emphasizes outcomes meaningful to service users rather than merely administrative outputs. Similar multi-dimensional value creation was documented in Hikam et al (2025) analysis of digital transformation in Indonesian religious services, where user-centered benefits enhanced overall service value. The comprehensive value approach observed at KUA Bangkala reflects what Vargo and Lusch (2016) describe as holistic value propositions that address user needs across multiple dimensions simultaneously.

Table 5. Multi-dimensional Value Creation in Marriage Licensing Services

Value Dimension	Specific Benefit	User Impact	Social Outcome
Economic Value	Free ceremony at KUA	Reduced financial burden	Increased marriage formalization
Efficiency Value	Immediate certificate	Time savings	Enhanced user satisfaction
Legal Value	Official documentation	Rights protection	Social security access
Educational Value	Pre-marriage counseling	Relationship preparation	Reduced divorce rates
Accessibility Value	Flexible scheduling	Convenience	Inclusive service delivery

The comprehensive value approach at KUA Bangkala demonstrates how public services can generate value through user engagement and responsive service d aligns with Bovaird and Loeffler's (2012) public value framework that emphasizes outcomes meaningful to both individual users and broader communities. Consequently, developing systematic value measurement and enhancement mechanisms could further optimize the comprehensive value creation already evident in current service delivery.

Co-production (Collaborative Service Delivery)

The collaborative service delivery approach at KUA Bangkala demonstrates sophisticated community engagement mechanisms that actively involve stakeholders in service planning, implementation, and continuous improvement processes. Monthly coordination meetings with village and sub-district religious leaders create formal platforms where community representatives can articulate local needs, identify service gaps, and propose solutions based on grassroots observations, functioning as collaborative forums where administrative expertise combines with community knowledge to enhance service relevance and effectiveness. The co-production model extends beyond consultation to include active community participation in service delivery processes, where village religious leaders serve as intermediaries who assist with documentation preparation, community education, and problem resolution.

The feedback mechanisms established through barcode-based complaint systems (LABACO) enable systematic community input collection that informs service adjustments and improvements, while transparency elements include sharing meeting outcomes with broader community through village and sub-district distribution networks. The collaborative approach accommodates regulatory changes through community education and adjustment support, with capacity building dimensions including training community representatives to better understand administrative requirements and assist other community members with documentation preparation, creating sustainable support networks that enhance overall community ability to access services effectively.

The collaborative framework reflects Osborne et al. (2015) co-production principles that emphasize shared responsibility and mutual value creation between service providers and community stakeholders. Similar collaborative approaches were documented in Pestoff et al.'s (2012) analysis of third sector involvement in public service delivery, where community engagement enhanced service effectiveness. The systematic community involvement observed at KUA Bangkala exemplifies what Voorberg et al. (2015) describe as meaningful co-production that transforms traditional provider-recipient relationships into collaborative partnerships.

Table 6. Co-production Framework in Marriage Licensing Services

Co-production Level	Stakeholder Role	Collaborative Activity	Outcome Impact
Strategic Planning	Village Leaders	Monthly coordination meetings	Service improvement guidance
Implementation Support	Religious Leaders	Documentation assistance	Enhanced accessibility

Quality Feedback	Community Members	Suggestion systems	Continuous improvement
Problem Solving	Multiple Stakeholders	Collaborative solutions	Responsive service delivery
Capacity Building	Joint Efforts	Training and education	Sustainable service quality

The collaborative approach at KUA Bangkala demonstrates how systematic community engagement can enhance service effectiveness through shared responsibility and mutual learning. The multi-level collaboration observed co-production model that emphasizes reciprocal value creation between public services and community stakeholders. Therefore, formalizing and expanding these collaborative mechanisms through structured partnership agreements could further enhance the already strong co-production foundation, as advocated by Osborne's (2018) framework for sustainable public service co-creation.

Innovation (Service Innovation)

The innovation trajectory at KUA Bangkala demonstrates systematic technology adoption and service enhancement that began with the 2018 implementation of SIMKAH (Marriage Information Management System) and has evolved through multiple technological generations to reach current fourth-generation capabilities. This digital transformation represents fundamental shifts from manual documentation to automated systems that enhance accuracy, efficiency, and integration with national databases, with the evolution through four system generations within seven years indicating institutional commitment to continuous technological improvement. The introduction of PUSAKA attendance system and LABACO (Barcode-Based Services) represents innovative approaches to both internal operations management and external service delivery enhancement, with PUSAKA improving staff management efficiency while LABACO creates new service access channels that enable remote document processing and reduce physical office visits.

The regulatory innovation includes systematic updates to documentation formats, certificate designs, and procedural requirements that reflect changing national standards and user needs, with formal destruction of outdated documents demonstrating innovative approaches to change management that ensure complete transitions to new systems. The user accessibility innovations address digital literacy gaps through staff support for community members who struggle with online systems, creating hybrid innovation models that combine technological advancement with human support to maximize accessibility and effectiveness. The continuous improvement dimension includes systematic evaluation and upgrade processes that ensure technologies remain current and effective, while integration innovation ensures that new technologies work effectively with existing systems rather than creating isolated technological islands.

The innovation approach aligns with Osborne et al. (2015) framework for public service innovation that emphasizes technological advancement combined with user-centered service design. Similar technology-driven innovations were documented in Rahman's (2021) study of digital transformation in Indonesian religious administrative services, where systematic technology adoption improved service delivery effectiveness. The comprehensive innovation strategy observed at KUA Bangkala reflects what Radnor et al. (2016) describe as integrated innovation approaches that address multiple service dimensions simultaneously.

Table 7. Innovation Timeline and Impact in Marriage Licensing Services

Innovation Category	Technology/System	Implementation Year	Primary Benefit
Documentation Management	SIMKAH (4 generations)	2018-present	Accuracy and integration
Staff Operations	PUSAKA attendance system	2024	Operational efficiency
User Access	LABACO barcode services	2023	Remote service access
Document Standards	Updated forms/certificates	Multiple updates	Regulatory compliance
Process Improvements	Online registration	Ongoing	User convenience

The comprehensive innovation approach at KUA Bangkala demonstrates how systematic technological advancement can enhance value creation through improved efficiency and accessibility. The multi-generational innovation strategy recommends for sustainable public service innovation that builds institutional capacity for continuous improvement. Consequently, developing formal innovation management protocols that systematize the current successful innovation approach could ensure continued advancement while maintaining the user-centered focus that

characterizes current innovative practices.

Experience (User Experience)

The user experience dimensions within KUA Bangkala's marriage licensing services reveal consistently positive interactions characterized by clear communication, helpful guidance, and supportive problem-solving throughout the entire service journey. Prospective couples report smooth progression through multi-stage processes involving document collection, registration procedures, and certificate acquisition, with staff providing clear explanations and assistance at each step while creating positive emotional associations with what could otherwise be stressful administrative procedures. The accessibility experience demonstrates particular strength through multiple communication channels and flexible timing arrangements that accommodate user schedules and preferences, with staff availability extending beyond official working hours and telephone consultation options providing remote assistance.

The educational experience components through pre-marriage counseling create value-added interactions that extend beyond administrative requirements to provide meaningful preparation for married life, transforming mandatory procedures into valuable learning opportunities that couples appreciate and find beneficial for their relationship development. The problem-solving experience reveals sophisticated staff approaches to addressing documentation challenges, timing conflicts, and special circumstances through creative solutions within regulatory parameters, while the technology experience presents mixed outcomes with some users appreciating online access capabilities through LABACO systems while others find digital interfaces challenging and prefer traditional in-person interactions. The cultural experience dimension acknowledges and respects local traditions while ensuring legal compliance, enabling users to maintain cultural practices without sacrificing administrative efficiency.

The experience design aligns with Osborne et al. (2015) user-centered service logic that prioritizes meaningful interactions and positive outcomes for service recipients. Similar user experience approaches were documented in Brown and Wilson's (2019) study of citizen-centered administrative services, where positive interactions significantly enhanced overall service satisfaction. The comprehensive experience management observed at KUA Bangkala reflects what Smith et al. (2020) describe as holistic user experience design that addresses emotional and practical needs simultaneously.

Table 8. User Experience Analysis in Marriage Licensing Services

Experience Dimension	User Feedback	Service Response	Satisfaction Level
Initial Contact	Clear information	Comprehensive guidance	Very high
Documentation Process	Step-by-step support	Patient assistance	High satisfaction
Technology Interface	Mixed digital literacy	Staff assistance provided	Generally positive
Problem Resolution	Quick responsive solutions	Collaborative approach	Excellent
Overall Journey	Smooth progression	Consistent quality	Very satisfied

The user experience approach at KUA Bangkala demonstrates how positive interactions can enhance service value through emotional and practical satisfaction. The comprehensive experience management recommendations for user-centered public service design that prioritizes citizen satisfaction alongside administrative efficiency. Therefore, developing systematic experience measurement and enhancement protocols could further optimize the already strong user experience foundation while ensuring consistent quality across all service interactions.

CONCLUSION

This research demonstrates that the implementation of Service-Dominant Logic to Public Service Logic framework at KUA Bangkala District has successfully transformed marriage licensing services through two primary dimensions: Structural-Relational and Value-Oriented approaches. The Structural-Relational dimension, encompassing system coordination, cultural embedding, and stakeholder relationships, reveals sophisticated inter-agency collaboration involving district government, health centers, police, and village administrations, while maintaining cultural sensitivity to local Jenepono traditions such as Mapaccing and Uang Panai' customs without compromising regulatory compliance. The Value-Oriented dimension, comprising value creation, co-production, innovation, and user experience, demonstrates multi-layered benefits including cost-free services, immediate certificate provision,

comprehensive pre-marriage counseling, and systematic technology adoption through SIMKAH, PUSAKA, and LABACO systems. The collaborative approach through monthly coordination meetings with village religious leaders and systematic community feedback mechanisms exemplifies effective co-production principles, while continuous innovation from manual to digital systems reflects institutional commitment to service enhancement. User experiences consistently show high satisfaction levels with accessible, culturally responsive, and professionally delivered services. These findings validate the SDL to PSL framework applicability in Indonesian religious administrative contexts, contributing theoretical insights to public service transformation literature while providing practical evidence that culturally sensitive, technology-enhanced, and collaboratively designed public services can achieve superior outcomes through systematic application of service-dominant logic principles in marriage licensing administration.

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