

ANALYSIS OF FRONT OFFICE SERVICES AT XYZ INSTITUTION IN BEKASI CITY

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Abstract

The objective of this research is to understand the effectiveness and efficiency of front office services at XYZ Institution in Bekasi City. The study also aims to identify the challenges in front office services, including the innovative strategies used by the front office to provide solutions for operational challenges in front office services at XYZ Institution in Bekasi City. This research employs a descriptive qualitative approach to provide an in-depth description and analysis of the existing data and issues. The qualitative method is based on Firsthand or supplementary information. Firsthand information obtained through examination, interviews, documentation. Although supplementary information is obtained from books, studies, and articles related to the research. The findings of this research indicate that the front office service procedures at XYZ Institution in Bekasi City begin with staff providing information on requirements, followed by the recording of administrative documents, which are verified and copied onto a disposition paper before being forwarded to the back office. However, the strategy for service transparency is still suboptimal due to the lack of technology implementation that facilitates the transfer and verification of documents across divisions. The main obstacle in this service is the absence of a web portal system, leading to manual coordination and the risk of documents being misplaced or lost. The solution to this problem is the implementation of web-based technology that can enhance efficiency and transparency.

Keyword: *Front Office, Service, Obstacle*

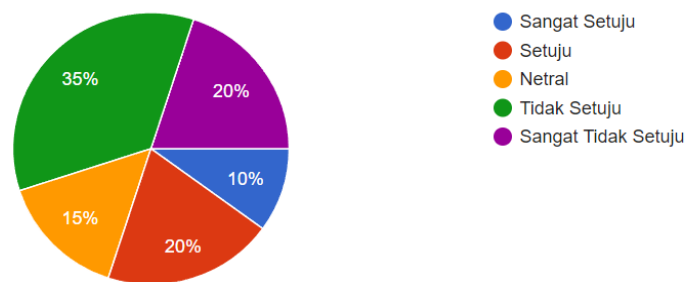
1. Introduction

The role of the front office in an institution or company is crucial as the front line in receiving information and connecting to internal systems. The front office not only serves the needs of the community, but also supports administrative processes and data processing that is channeled to the back office. The effectiveness of the front office procedure system has a major impact on data accuracy, service transparency, and operational efficiency. Conversely, if the system is ineffective, risks such as delays, loss of data, and deterioration of the institution's image will increase.

Pre-research through questionnaires distributed to 20 employees of XYZ Institution supports these results. A total of 35% of respondents stated “Disagree” and 20% “Strongly Disagree” that the coordination between the front office and back office has been running well. In addition, 30% of respondents stated “Not Important” and 20% “Very Unimportant” regarding understanding the importance of the service procedure system. This shows the low

Koordinasi antara front office dan back office dalam menerima data sudah dilakukan dengan baik

20 jawaban



awareness of employees regarding the important role of work procedures in ensuring the effectiveness of the institution's operations.

Figure 1. Pre-research Results of Coordination Between Front Office and Back Office

Source: Data processed by researchers

According to previous research by Rahanyamtel et al. (2023), an effective procedure system greatly affects the smooth operation of the front office. Another study by Jamil et al. (2022) emphasized that coordination between the front office and back office is the main key in service quality. Without good coordination, data processing will be hampered and have an impact on the slow service process to the community. Miftahudin's research (2022) adds that digitizing information systems, such as the use of applications or electronic portals, can minimize the risk of work errors and facilitate data management between divisions. The implementation of digital systems such as Si IKHLAS at the Ministry of Religious Affairs of East Kalimantan has proven effective in maintaining data security and increasing coordination efficiency.

Reflecting on previous studies, this research has a novelty by focusing on analyzing the coordination of procedures between the front office and back office at the XYZ Institution in Bekasi City. By using qualitative methods through observation, interviews, and documentation, this study aims to evaluate the obstacles faced and offer concrete solutions.

The existence of an effective procedure system and the utilization of digital technology can be a solution to overcome coordination problems, speed up the work process, and improve administrative data security.

The importance of the role of the front office is not only limited to direct service to the public, but also as a pillar that supports the smooth internal operations of the institution. The image of the institution is highly dependent on the effectiveness of the services provided by the front office. Therefore, it is necessary to improve coordination, understanding of system procedures, and the application of technology that supports the service process. With an effective system in place, the institution can provide professional, safe, and high-quality services to the community, thus maintaining credibility and public trust.

This research is expected to contribute to improving the service procedure system at XYZ Institution in Bekasi City. In addition, the results of this study can serve as a reference for other institutions or companies in understanding the importance of coordination between the front office and back office. Measures such as employee training, implementation of digital systems, and socialization related to work procedures need to be of particular concern in an effort to improve the effectiveness and efficiency of the institution's overall operations.

2. Literature Review

2.1. Definition of Service

Service refers to all forms of actions carried out by a party. In a company or organization, service refers to interactions with customers and the public, aiming to provide the necessary goods or services. Service often involves interaction between the service provider and the recipient, whether directly (face-to-face) or through other media such as phone, email, or digital platforms (Ali et al., 2019).

In the public sector, the focus is on public and administrative services since these institutions prioritize serving the community to build trust in managing population and administrative matters. In the corporate sector, the focus is on satisfying customer experiences to gain trust, build loyalty, and enhance customer satisfaction, leading to repeated purchases and maintaining a positive company image in the long term (Situmeang et al., 2022).

Good service requires several key factors, such as the competence of human resources (Yahya & Setiyono, 2022), efficient processes, supportive technology, and adequate infrastructure. Optimal service should aim to meet or exceed the expectations of service recipients by providing a positive and solutions-oriented experience (Handayani, 2016).

2.2. Types of Services

In companies and institutions, there are differences in the types of services provided, even though they both play a crucial role. Companies and institutions often have distinct service needs. Serving each customer requires different service procedures (Situmeang et al., 2022). Below are the types of services:

A. Public Service

Public service refers to services typically provided by government institutions to the public or society, aimed at meeting the needs of both recipients and providers (Erlianti, 2019). Based on the standards for public service as outlined in Law No. 25 of 2009, every citizen has

the right to receive public services to ensure legal certainty through the relationship between the public and service providers. Public service is thus a fundamental aspect of government functions aimed at creating public welfare and justice. Public service is used by all government institutions since its target audience is the public (Susila Wibawa, 2019).

B. Customer Service

Customer service focuses on customer satisfaction and loyalty, influenced by factors such as friendliness, responsiveness, and reliability of the service provider. Customer service includes assistance provided to customers both before and after purchase, such as service, installation of purchased units, and handling complaints (Kawidiharja & Rakhman, 2024). Customer service is particularly needed by companies producing technologically advanced goods and services.

C. Service Industry

Service industry refers to activities that provide non-physical benefits to the service recipients. These services include transportation, banking, consulting, and insurance. In service industries, quality is a major challenge, where the quality of the service provided serves as a key indicator of the provider's capability (Santosa, 2021). Beyond capability, providing solutions also serves as a benchmark for optimal service delivery.

2.3. Objectives of Service

Service activities aim primarily to ensure that the needs and expectations of customers or service users are met effectively by providing satisfactory services that adhere to standard operating procedures (Hamdi et al., 2024). Adequate service not only addresses the demands for service delivery but also creates positive experiences that enhance customer loyalty and strengthen the reputation of the company or institution. Providing quality service enables companies or institutions to achieve higher levels of customer satisfaction, which ultimately contributes to long-term mutually beneficial relationships between service providers and recipients (Erinawati & Syafarudin, 2021).

A good relationship between service providers and recipients encourages recipients to continue using and purchasing products or services in the future. Quality service also plays a crucial role in strengthening the competitive advantage of a company, especially in highly competitive markets where customer service often becomes a key differentiating factor. Companies that meet or exceed customer expectations are more likely to succeed in retaining customers (Hefniy & Fairus, 2019). The specific objectives of service are as follows:

A. Enhancing Customer Satisfaction

The goal of good and quality service is to ensure that service recipients are satisfied with the products or services they receive. This satisfaction contributes to long-term success for the company.

B. Improving Service Quality

The objective of service is also to continuously enhance the quality of the services provided. With improved quality, companies or organizations are better positioned to compete and maintain their market positions.

C. Enhancing Operational Efficiency

Good service aims to improve operational efficiency by training employees to work more productively, thereby helping the company achieve optimal results.

2.4. Administrative service

Administrative service is focused on managing data, documents, and information to support smooth administrative processes within a company, institution, or agency. Administrative service activities involve tasks such as recording, archiving, processing documents, data management, and issuing information (Munjin & Dewi, 2024). The goal is to ensure that administrative processes run efficiently by providing necessary infrastructure and resources. Administrative services are generally broad in scope and are not limited to government institutions. The following sectors require administrative services in their operations:

1. Office Administrative Services

In office settings, administrative services are used for processing incoming and outgoing correspondence, recording reports, and managing office facilities and resources.

2. Educational Administrative Services

In the education sector, administrative services are essential for managing student-related needs, such as student registration, recording grades, archiving diplomas, and maintaining attendance records.

3. Healthcare Administrative Services

In the healthcare sector, administrative services are crucial for managing medical records, patient registration, and processing insurance claims.

2.5. Indicators of Front Office Service

Indicators are benchmarks used to assess the effectiveness and efficiency of systems implemented within institutions or companies. These indicators act as guidelines or signals for evaluating operational systems, helping to determine whether they meet the expected conditions or not (Jamil et al., 2022). The following are key indicators of front office service according to (Yosep & Syaiful Ade Septemuryantoro, 2023):

A. Efficiency of Procedures

This indicator measures how quickly and effectively the front office provides services. It involves assessing whether the service procedures are clear, follow optimal workflows, and whether technology is used to expedite the service process. Efficiency is gauged by the response time of the front office to service requests—whether users receive timely and accurate handling.

B. Transparency of Information

This indicator focuses on how easily and transparently the front office provides access to service-related information, such as the status of documents, requirements, costs, and procedural steps. Transparency is crucial to avoid confusion, ensure clarity, and reduce the possibility of hidden or unclear processes. Additionally, clear and effective communication

between the front office and back office is vital to support consistent and transparent information flow.

C. Operational Coordination

This indicator focuses on identifying obstacles or challenges that may arise in front office services. These challenges may include technical issues like system failures, resource shortages, or a lack of competent staff to manage workloads. It also emphasizes the importance of measuring the quality of coordination between the front office and other departments within the institution. Poor coordination can slow down service delivery and create confusion, ultimately reducing the overall quality of services.

By implementing these four indicators, it becomes clear that administrative functions extend beyond routine tasks to creating sustainable and evolving systems that meet administrative needs effectively.

2.6. Role of the Front Office

The front office is a crucial part of any organization, institution, company, or agency, acting as the first point of contact for customers or the public. The front office also serves as the "face" of the organization, and its performance is often used as a benchmark for evaluating the company's image. The role of the front office includes:

A. Managing Information and Communication

The front office manages the flow of information and communication between customers and various departments within the organization. It is responsible for filtering, directing, and forwarding customer inquiries and complaints to the appropriate departments or administrative units.

B. Creating the First Impression

The front office plays a significant role in shaping the first impression of the organization, which greatly influences how customers perceive the company or institution. As the face of the organization, the front office must present itself professionally and responsively, aiming to provide a positive experience for customers.

C. Administrative Management

In addition to serving customers, the front office often handles various administrative tasks such as recording information, managing documents, scheduling, and archiving. The front office ensures that all interactions with customers are well-documented and organized, making them easily accessible when needed.

D. Bridge between Front Office and Back Office

The front office also plays a critical role as the liaison between customers and the back office. It coordinates customer needs with internal departments responsible for more complex operational, technical, and administrative tasks. This role is essential to ensure that customer requests and needs are accurately and effectively communicated to internal teams, thereby reducing the likelihood of errors and improving overall service quality.

2.7. Front Office Procedures

The front office procedures are closely related to Standard Operating Procedures (SOP). SOP refers to written guidelines and instructions outlining the steps and procedures that need to be followed to complete specific tasks or processes within an organization. Standard Operating Procedures ensure that all activities conducted within an organization are performed consistently, efficiently, and according to established standards (Putra & Rani, 2022).

2.8. Front Office Coordination

Coordinating with other departments within a company or institution is a crucial element to ensure the smooth operation of the entire organization and to guarantee that services provided to customers or guests are delivered efficiently and accurately. In this context, the front office serves as the first point of contact between guests and the organization, and their coordination role includes close relationships with various internal departments (Khoifatul Badriyah et al., 2022). The front office often acts as the primary bridge, connecting guest needs or requests with services provided by other departments within the organization, whether related to service, administration, maintenance, or security. This coordination function is essential to ensure that information received from guests or customers is quickly transmitted to the relevant departments, and that each department responds appropriately to those needs (Natanael Ariesandi Rusli & Estika P Sani, 2022).

3. Material and Method

This research was conducted at Lembaga XYZ located in South Bekasi. Lembaga XYZ is a non-structural, independent government institution engaged in the management, collection, and distribution of zakat. The location was chosen due to observed phenomena regarding the effectiveness of front office services, which are critical for ensuring optimal public trust and satisfaction.

3.1 Design Study

This study adopts a qualitative research method. According to Syahrizal & Jailani (2023), qualitative research is designed to investigate social phenomena, human behavior, and individual or group perspectives. Unlike quantitative research, it does not rely on numerical data but rather collects descriptive data through observations, interviews, and documentation. This approach enables the researcher to explore the meaning, process, and context behind front office service phenomena in greater depth (Assyakurrohim et al., 2022).

The research applies the case study method, which focuses on a specific case to gain a holistic and in-depth understanding of a real-world issue. The case study method allows for detailed examination and exploration of the unique dynamics of front office services within the organization, making it suitable for analyzing specific operational processes, challenges, and impacts.

Data Sources and Sampling

1. Primary Data

Data were collected directly from key informants through interviews, observations, and documentation. Informants were selected using purposive sampling a method that deliberately

identifies participants based on their relevance to the research topic. This method ensures the collection of meaningful and representative data (Susilowati et al., 2024).

The sample consisted of four participants who are directly involved in front office services. These participants were chosen based on their experience, knowledge, and ability to provide insightful information. The decision aligns with the “Rules of Thumb for Qualitative Sample Size” proposed by Njie & Asimiran (2014), where case studies typically require a small but highly relevant sample.

2. Secondary Data

Supporting data were collected through literature reviews from previous studies, journal articles, books, and institutional reports. Secondary data served to contextualize the findings and provide a theoretical basis for analysis (Benuf & Azhar, 2020).

3. Rules of Thumb for Qualitative Sample Size (Njie & Asimiran, 2014):

Table 1. Qualitative Sample Size

Study Type	Rule of Thumb
Ethnography	30-50 interviews
Case Study	At least one, but can include more
Phenomenology	Six participants
Grounded Theory	30-50 interviews
Focus Groups	7-10 participants/group

The sample size aligns with qualitative principles, allowing a deeper understanding of the research subject.

Data Collection Techniques

Data collection was carried out using three primary techniques to ensure accuracy and comprehensiveness (Ardiansyah et al., 2023):

1. Observation

Direct observations were conducted to study front office staff behavior, work processes, and interactions with visitors. The technique aimed to capture detailed, real-time phenomena in the natural organizational setting (Wirajaya Kusuma et al., 2021).

2. Interviews

Semi-structured interviews were conducted with selected informants to gather qualitative insights. This technique enabled two-way interactions, allowing participants to share experiences, opinions, and perceptions regarding front office services. Open-ended questions provided flexibility to explore emerging themes (Elan et al., 2022).

3. Documentation

Relevant documents such as institutional reports, service guidelines, and recorded data (e.g., pictures, notes, or audiovisual materials) were analyzed to support findings from observations and interviews (Maidiana, 2021). Documentation provided additional perspectives and validated other data sources.

Techniques for Data Validity

To ensure data reliability and validity, the study used the triangulation method. Triangulation involves collecting data from multiple sources and methods (e.g., observations, interviews, and documentation) to verify findings and enhance research accuracy (Saadah et al., 2022). Combining different perspectives and data collection techniques strengthens the credibility of the results and minimizes biases (Susanto et al., 2023).

3.2 Data Analysis

The research used a systematic process for qualitative data analysis as outlined by Saparwadi (2021):

1. Data Collection

Data were gathered during fieldwork through observations, interviews, and documentation.

2. Data Reduction

Data were simplified and organized by filtering out irrelevant information. Key themes and patterns were identified to focus on essential aspects of front office services.

3. Data Presentation

Processed data were displayed in narrative forms, tables, or diagrams to ensure clarity and facilitate analysis. Structured presentations helped interpret key findings effectively.

4. Verification and Conclusion

The final step involved drawing conclusions based on recurring themes and data interpretations. The researcher validated findings to ensure their accuracy and relevance to the research objectives

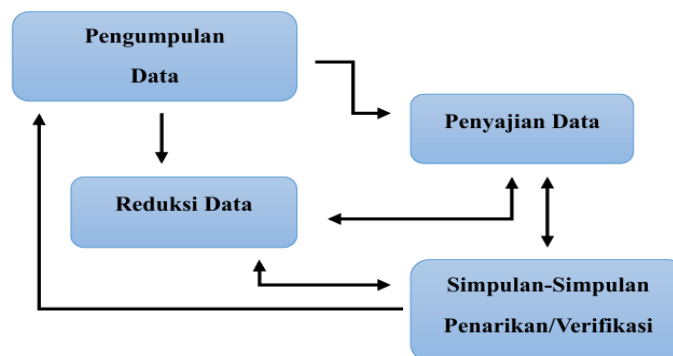


Figure 2. Research Model

4. Result

The front office service at XYZ Institution in Bekasi City requires better implementation. To determine the extent of its implementation, the researcher posed several questions to four participants regarding front office services. Below are the responses from the participants:

Administrative service the front office service procedure is a series of steps and policies designed to regulate the entire service process, focusing on areas directly interacting with

customers. This procedure includes the reception of guests or clients, handling inquiries and concerns, managing complaints, coordinating with other divisions, and handling administrative tasks related to service recipients. The observations align with the responses provided by the participants.

The results of the interviews conducted by the researcher with participants A, B, C, and D regarding the front office service procedure at XYZ Institution in Bekasi City are as follows:

Participant A:

"Our front office service procedure involves handling both recipients and donors of zakat. We receive guests primarily for zakat-related needs. Initially, the requirements are communicated, and the required documents are submitted to the front office. The front office staff process the administrative documents by recording them on disposition papers, which are then forwarded to the back office for further submission to the leadership."

Participant B:

"At XYZ Institution in Bekasi City, the front office service procedure involves receiving the required documents as specified. These administrative documents are handled by the front office, recorded on disposition papers, and then forwarded to the back office for further processing."

Participant C:

"The front office service procedure at XYZ Institution in Bekasi City involves providing information regarding the required documents for aid requests. The documents are submitted to the front office, recorded on disposition papers, and forwarded to the back office for further action."

Participant D:

"The front office service procedure covers both zakat recipients and aid applicants. Information regarding required documents is provided upfront. Once complete, the documents are processed administratively, recorded on disposition papers, and forwarded to the back office for further action and submission to leadership."

2. Transparency Strategies Related to Front Office Services at XYZ Institution in Bekasi City

The strategy for transparency in front office services involves how the institution or organization ensures that service processes are conducted openly and are easily understandable by those involved in the administrative activities. The aim of this transparency strategy is to facilitate the involvement of relevant parties, such as during the administrative document submission and processing stages. This is achieved by implementing technology-based solutions like online service portals, which enable both the back office and service recipients to monitor service processes in real-time.

The results from the interviews regarding transparency strategies for front office services at XYZ Institution in Bekasi City are as follows:

Participant A:

"For XYZ Institution in Bekasi City, the transparency strategy for service is still manual for checking administrative documents for aid recipients. Therefore, recipients cannot track their application status through web platforms or applications. The distribution of

administrative documents between divisions is still done manually using disposition papers and direct communication.”

Participant B:

“XYZ Institution in Bekasi City still operates administrative checks for aid recipients manually. Recipients do not have access to track their applications via web platforms or applications. The distribution of documents between divisions is still done manually using disposition papers, although data entry into the central web system is done to record aid recipients for future reference.”

Participant C:

“For XYZ Institution in Bekasi City, the system remains manual with the use of disposition papers for administrative checks. The monitoring and document distribution between divisions are done manually through communication.”

Participant D:

“At XYZ Institution in Bekasi City, there is no digital system or web portal for tracking administrative processes. Updates on administrative documents are communicated manually since there is no such web portal in place.”

3. Obstacles in Front Office Services at XYZ Institution in Bekasi City

In XYZ Institution in Bekasi City, front office services have been carried out according to the established procedures. However, due to the manual nature of administrative processes and document distribution between divisions, several obstacles have arisen. Based on the observations conducted by the researcher, there is consistency with the participant interview results. The main obstacle is related to the coordination of document distribution. The administrative documents are distributed manually through communication, leading to frequent errors in information. Additionally, documents often go missing when returned from the leadership’s submission process, resulting in discrepancies between the submission date and the actual documents available.

Participant A:

“The main obstacle is that we still rely solely on manual communication. Coordination between the front office and back office regarding document distribution is often insufficient, leading to missing or misplaced documents that don’t match the submission dates.”

Participant B:

“The main issue is coordination between the front office and back office regarding document distribution. Since the process is manual, it heavily relies on how well the two divisions coordinate, which affects the speed of document handling.”

Participant C:

“The main issue is the lack of a digital system that can track the status of administrative documents. The manual checking and distribution between divisions take more time, leading to delays.”

Participant D:

“The main obstacle is ensuring maximum coordination between the front office and back office to minimize misplaced documents, as there is no digital system to assist. This will inevitably affect the quality of service for both recipients and donors of aid.”

5. Discussion

Front office services refer to the services provided by the front section of an institution or company, directly interacting with service recipients. The front office offers information and coordinates with staff, handles inquiries, and performs various administrative tasks. It provides assistance and ensures that the needs of service recipients are met. Front office services are delivered either face-to-face or via email. A professional and efficient front office is crucial for the smooth operation of the institution or company, particularly in maintaining its image and reputation (Maulyan et al., 2022).

1. Front Office Service Procedure at XYZ Institution in Bekasi City

A service procedure is a structured guideline designed to ensure consistency, efficiency, and quality in carrying out tasks across different parts of an organization, including the front office. In front office services, the system procedure plays a crucial role in standardizing processes, reducing errors, enhancing efficiency, and ensuring proper handling of customer complaints or requests. With this system, the front office can provide professional and well-coordinated services across divisions, creating a positive experience for customers and boosting trust in the institution or company (Fauziah et al., 2023).

Based on the interview results, the front office service procedure at XYZ Institution in Bekasi City involves several steps: providing information regarding requirements, documenting administrative files, and distributing the documents to the back office. The provision of information regarding requirements is a key step where staff explain to service recipients or relevant parties the necessary documents needed to continue the administrative process or access specific services (Yahya & Setiyono, 2022). This is the initial part of the service process, where the front office ensures that applicants are fully aware of the required documentation (Silmi, 2019).

This is supported by previous research conducted by Sutanto et al. (2022) on online-based service administration. The documentation of administrative files is a crucial process where documents received from external parties, such as front office staff or administrative staff, are systematically recorded. This step aims to document all essential information related to these documents, ensuring they can be tracked, archived, and processed further as needed. This documentation process is vital in maintaining the integrity and efficiency of document management, preventing the loss or neglect of files, and facilitating necessary follow-ups on any administrative documents entering the institution or company (Fadhil & Ilham, 2019).

The distribution of files to the back office is a step where documents recorded by the front office are handed over to the back office for further processing. The back office is responsible for handling internal and administrative tasks that do not directly interact with service recipients (Laia et al., 2022). By implementing a well-structured procedure in the front office,

institutions or companies can improve service quality, ensure operational efficiency, and create a better experience for service recipients. This procedure forms a crucial foundation in building a reliable and professional front office service (Santoso et al., 2024).

Based on the interview results, the front office service procedure at XYZ Institution in Bekasi City follows three main stages: providing information regarding requirements, documenting administrative files, and distributing the files to the back office. The administrative files are then recorded again on disposition papers, processed for submission to the back office and leadership, and organized according to the submission dates.

2. Transparency Strategy in Front Office Services at XYZ Institution in Bekasi City

Transparency in front office services involves ensuring that all users of the service receive clear, accurate, and easily understood information about the ongoing administrative processes (Irmawati et al., 2022). A key aspect of this strategy is providing access to customers or internal staff, such as the back office, to monitor the status of their administrative processes in real-time. This can be achieved through tracking systems that allow customers and internal staff to know which stage the process is in, whether documents have been received, verified, or are being processed further (Khaerunnisa & Nofiyati, 2020).

A web portal system is a highly effective tool to support transparency strategies. Such a system enables both service recipients and internal staff, including the back office, to track the status of document submissions or administrative processes in real-time. One of the strategies for front office service is maintaining effective communication and coordination with all parties involved, including internal divisions and service recipients. Establishing clear communication channels between divisions and service recipients helps optimize service delivery (Khoifatul Badriyah et al., 2022).

The front office must provide clear information to service recipients and continue coordinating with the back office and other internal departments to avoid errors in handling documents or services.

Based on the interviews conducted, the front office service strategy at XYZ Institution in Bekasi City is less effective due to the continued reliance on manual methods using disposition forms. The institution lacks a web portal system for the distribution of documents between divisions and the monitoring of the application process. The use of disposition forms makes it difficult for front office staff to locate these forms again based on their dates due to misplaced or misplaced documents. This is further compounded by insufficient coordination between the front office and back office. This is supported by previous research conducted by Rachmat et al. (2024), which found that front office services become less optimal when not integrated with technology, leading to longer processing times and difficulty in locating documents, increasing the risk of data loss and damage. Therefore, technological integration would greatly assist front office service activities.

Based on the theory and statements above, it can be concluded that front office services that lack technological support often face various challenges that hinder their operations. Without technological integration, task completion processes become slower. Relying solely on staff increases the likelihood of errors. With the presence of technology, processes become faster, more secure, and more efficient.

3. Obstacles in front office services at Lembaga XYZ in Bekasi City.

According to the results of interviews conducted with four participants, employees stated that the main obstacles frequently encountered in front office services at Lembaga XYZ in Bekasi City are the coordination between the front office and back office divisions regarding document distribution, which is still not effective. This causes difficulties in locating documents when needed and reliance on paper dispositions rather than using a web portal system. Meanwhile, front office services should ideally be integrated with technology to facilitate ease in carrying out various operational activities. The implementation of appropriate technology makes work processes more efficient, faster, and more accurate, as supported by the statement from Rachmat et al. (2024).

Participants also explained that there are obstacles in the coordination between front office and back office regarding the distribution of documents, which is still not functioning properly. This is caused by several factors, such as the lack of efficient communication systems between the two departments, which can be the main cause. Especially when using manual methods or not being integrated with technology. This can slow down the transfer of information and documents between divisions (Jamil et al., 2022). According to Natanael Ariesandi Rusli & Estika P Sani (2022), the lack of a coordination mechanism between the two departments, especially relying on manual communication, hampers the smooth functioning of service activities.

Based on the participants' statements from the interview, the solution to both of these obstacles involves implementing an integrated digital system, such as a web portal for document management. The use of a web portal allows for the electronic distribution of documents, minimizing dependence on manual methods like paper dispositions that are prone to loss or damage. With this system, all documents can be tracked in real time, facilitating the work of both divisions in locating required documents without the need for manual searching. This aligns with the findings of Khaerunnisa & Nofiyati (2020). Implementing such technology will reduce human error, expedite workflow, and enhance transparency and accessibility of information between divisions.

6. Conclusion, Implication, and Recommendation

Based on the analysis conducted using the available data, the following conclusions can be drawn. The service procedure at XYZ Institution in Bekasi City involves front office staff providing the required documentation and information to service recipients. After that, administrative documents are recorded, verified, and copied into a disposition paper. Following the documentation, these files are forwarded to the back office for further processing. The transparency strategy of the front office at XYZ Institution in Bekasi City has not been fully effective due to the lack of technological implementation that could track the status of application documents and facilitate the inter-departmental transfer of documents.

This leads to delays in document transfer between divisions and reduces the transparency of the document processing for service recipients. The main obstacle in the front office service at XYZ Institution in Bekasi City is the absence of a web portal system to support document transfer and processing, relying instead on manual coordination and communication.

This often results in misplaced or lost documents. The findings support previous research conducted by Maulyan et al. (2022), Khaerunnisa & Nofiyati (2020), Rachmat et al. (2024), Nurmufida & Hartadi (2024), Jamil et al. (2022), Rahanyamtel et al. (2023), Sipayung & Sihombing (2024), Salmah & Murti (2020), and Hidayat et al. (2023), which highlight the critical role of front office services in ensuring the smooth operation of institutions or companies.

The study indicates that the front office service at XYZ Institution in Bekasi City still relies on manual systems, with documents being recorded and transferred manually without technological support. The lack of a web portal system contributes to inefficiencies in document processing and increases the likelihood of misplaced documents. However, to mitigate these issues, front office staff use disposition papers for tracking document progress. This research focuses on a single variable, and future research should consider using multiple variables to yield more diverse results. Additionally, to achieve more optimal results, future research is advised to include additional documentation to ensure more accurate findings.

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