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Public Service Quality Improvement Strategy by Cirebon City Government Regarding the Granting of Trade-Business-License

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Abstract: This study aims to identify and analyze the strategy to improve trade business licensing (SIUP) services implemented by the Cirebon City Government. The research method used is the descriptive qualitative research method. Data was collected using interviews, observation, documentation, and online data searching techniques. The results of this study indicate that: 1. The quality of SIUP services has been running quite well but not optimal enough when viewed from the dimensions of reliability, physical evidence of service, responsiveness, assurance, and empathy. 2. To improve the quality of SIUP services, BPMPP and the Cirebon City government implement several strategies: core strategy, consequence strategy, customer strategy, control strategy, and cultural strategy. However, the customer strategy still needs to be reformulated because it has not shown satisfactory results. The conclusions of this study are: The quality of SIUP services is still not optimal. This is based on several indicators, e.g., first, In the dimension of reliability, has not been able to meet the timely issuance. Second, in terms of tangibles, the appearance of infrastructure and arrangement of licensing service rooms is quite good; Third, the assurance dimension has provided information certainty starting from the clarity of terms, procedures, and cost certainty.

Keywords: Public Policy Strategy, Service Quality, Licensing

1. INTRODUCTION

Types of public services can be divided into three groups based on the Ministry of State Apparatus Empowerment Number. 63/ 2003 such as administrative service group, goods service group, and service group. Sicilia et al. (2016) state that administrative services are aligned/used alternately and are used as synonyms for licensing services. The definition of licensing service itself is a service that meets the community's needs and implements the provisions of the legislation (Teo & Koh, 2010; Mayhew et al., 1998). The form of the service product is a permit or script. Licensing services, for example, are in the form of land certificate issuance, ID card services, driver's licenses, passports, business licenses, and other licensing services. As with other services, licensing services must be provided as part of the government's service function.

Improving the quality of public services is one of the targets of implementing this bureaucratic reform (Ahmad & Nasution, 2019; Kaylor et al., 2001). This makes the government must continue to make efforts to improve the quality of public services. Parasuraman et al. (1985) state that the quality of the service itself can be seen from various dimensions such as reliability, the physical evidence of benefit (tangibles), responsiveness, assurance, and empathy to the public. To improve the quality of public services, the government also requires various strategies (Boyne, 2003). Implementing public services is carried out through multiple policies in institutional design, innovation in service delivery, and service delivery designs. Davis & Rhodes (2020) stated that the strategic position in public service management is to find out and map goals, identify problems, explore logistics, develop ways to achieve four goals, and determine missions to attain goals. Without a strategy, a country or organization will work without direction and purpose. Implementation of public services in the city of Cirebon in the

current reform era can be stated that has not shown adequate quality improvement (Susi et al., 2021; Sholahudin et al., 2019). For example, good quality of trade business license service should increase the interest of entrepreneurs in Cirebon City to issue business permits. However, the fact is that there are still many entrepreneurs in the trade sector running their business with Company Business License (SIUP) whose validity period has expired or without a SIUP pocket at all. This indicates that the quality of trading business license services is inadequate and still needs to be improved.

2. Literature Review

2.1. Public Service Concept

Indonesia law number 25/2009 concerning public services explains the meaning of public services as follows: Public service is an activity or series of activities in the context of fulfilling service needs following laws and regulations for every citizen and resident of goods, services, and administrative services provided by the organizer. Public service. Types of public services can be divided into three groups based on Ministry of State Apparatus Empowerment number 63/2003, such as: First, as an administrative service group; namely services that produce various forms of official documents needed by the public, e.g., citizenship status, leadership, possession of an item, competition certificates. Examples: ID Card, Marriage Certificate, Birth Certificate, Book vehicle owners (BPKB), Driving License (SIM), Vehicle registration certificate (STNK), Building permit (IMB), etc. Second, as Goods service group, namely services that produce various forms or types of goods used by the public, for example, the provision of clean water, electricity, telephone networks. Third, as Service group, namely services that produce various forms of services needed by the public, such as education, health care, transportation, postal services, etc. Public service is a service intended to serve all members of a community. General services include services provided by a government to people living within its jurisdiction, either directly through public sector agencies or by financing provision of services by private businesses or voluntary organizations (or even by family households, though terminology may differ depending on context).

Other public services are undertaken on behalf of a government's residents or in the interest of its citizens. The term is associated with a social consensus (usually expressed through democratic elections) that certain services should be available to all, regardless of income, physical ability, or mental acuity (Nabatchi et al., 2017; Stewart & Walsh, 1992; Bovaird, 2007). Examples of such services include the fire brigade, police, air force, and paramedics (public service broadcasting). Even where public services are neither publicly provided nor publicly financed, they are usually subject to regulation going beyond that, applying to most economic sectors for social and political reasons. When made in the public's interest and with its motivations, public policy is a type of public service (Castaing, 2006; Camilleri, 2006). A public service may sometimes have the characteristics of a public good (being non-rivalrous and non-excludable). Still, most are services that may (according to prevailing social norms) be underprovided by the market (Vandenabeele, 2007).

In most cases, public services are services, i.e., they do not involve the manufacturing of goods. They may be provided by local or national monopolies, especially in sectors that are natural monopolies. They may apply outputs that are hard to attribute to specific individual effort or hard to measure in critical characteristics such as quality (DeGroff et al., 2010). They often require high levels of training and education. They may attract people with a public service ethos who wish to give the wider public or community through their work. Organizations in the public sector may deliver the commissioned services, private sector or third sector. When the private or third sector is involved, the process of commissioning will usually be linked with a method of procurement to determine who will provide the services, at what cost, and on what terms. Commissioning is often seen as a cyclical process; in the context of public services, it is stated that public services prioritize the public interest, facilitate public affairs, shorten the time for carrying out public affairs, and provide satisfaction to the public (Labarca et al., 2020; Kapucu & Hu, 2020; Van der Wal & Mussagulova, 2020). Denhardt & Denhardt (2000) suggests that public services are activities carried out by a person or group of people based on material

factors through specific systems, procedures, and methods to fulfill the interests of others following their rights.

2.2. Quality of Public Service

There has been encouraging progress in measuring perceived service quality (e.g., Ceric, 2017; Mashur et al., 2019; Tilbury & Ramsay, 2018), but there has been little progress regarding the object to be measured. Usually, researchers take one or two conceptualizations. The first perception is the "Nordic" perspective (Mohebifar et al., 2016). In this perspective, the dimensions of service quality globally consist of functional and technical quality. The second perspective is the American perspective (Zeithaml et al., 2002). This term refers to the characteristics of the services it provides (e.g., feasibility, responsiveness, impressiveness, assurance, and actuality). Although the existing literature dominates the latter conceptuality, there is no consensus or agreement on which conceptuality is considered more appropriate. However, perceptions of service quality are based on many dimensions, but there is no general agreement on the nature or content of these dimensions. This is because the evaluation of service quality is a complex process that can occur at several levels of abstraction (Klongthong et al., 2020).

The disconfirmation paradigm also underlies the concept developed by Kitapci et al. (2014) with their SERVQUAL model. The three researchers consider that service quality is a gap between the service level desired by the customer and the perceived level of service received by the customer. Meanwhile, Filieri & Lin (2017); Kim & Shim (2014) uses two dimensions, namely functional quality and technical quality. Zeithaml et al. (2002), in the initial investigation, resulted in criteria that separate measurements can describe: Tangibles, Reliability, Responsiveness, Communication, Credibility, Security, Competence, Courtesy, Understanding, and Access. They were then updated, from ten dimensions to five sizes: Tangibles, Reliability, Responsiveness, Assurance, and Empathy, known as SERVQUAL. SERVQUAL is an instrument designed to measure customer perceptions of service quality. Then they reduced the ten dimensions to five dimensions, namely Reliability, Responsiveness, Assurance, Empathy, and Tangibles. The SERVQUAL instrument consists of 22 items, as explained by Yoon C. Cho (2015), namely:

1. Tangibles (objective evidence), namely physical facilities, equipment, and appearance of people who provide services and environmental conditions, indicate quality service providers.
2. Reliability is the ability to provide services as promised, where service performance must follow customer expectations on time and without errors.
3. Responsiveness, namely the willingness to help customers and provide timely services as soon as possible without letting customers wait long.
4. Assurance (guarantee or certainty), namely knowledge and friendliness of employees and the ability to carry out tasks spontaneously, guarantee good performance to create customer trust and confidence.
5. Empathy, namely giving individualized attention to customers and trying to understand the customer's wishes.

SERVQUAL is an instrument that has been extensively tested to measure service quality. The tool was developed by Lawton & Parasuraman (1980) based on the gap model. This instrument for service quality immediately received responses and criticisms from various parties. One of them is from Cronin and Taylor (1992; 56), who state that service quality can be conceptualized as attitude and operationalized with the adequacy-importance model. In particular, they maintain that performance determines service quality rather than performance compared to expectations. Development of an alternative measure called SERVPERF, which only measures performance. The study conducted by Cronin & Taylor (1992) concluded that SERVPERF could be a good tool for measuring service quality constructs. In the four industries studied, SERVPERF can explain more variations in service quality than SERVQUAL.

2.3. Public Service Quality Improvement Strategy



Ghosh & Shum (2019) explain strategy as a concept developed by management experts adopting military combat techniques. "Strategy means winning the war." Substantially, the strategy was initially a concept and mental attitude to make a manager think and act like a war commander-general. Then this concept was developed to help managers make structured action plans to achieve goals. Chandler expresses another opinion regarding strategy in (Ghosh & Shum, 2019b) in that: Strategy is a tool to achieve company goals concerning long-term goals, follow-up programs, and resource allocation priorities. Furthermore, Nawawi (2016) suggests that: Strategy in the management of an organization can be interpreted as the main tips, methods, and tactics designed systemically in carrying out management functions, which are directed at the strategic goals of the organization.

According to Perry (1997), there are several strategies for implementing public services that can be applied to government organizations to improve service quality, referred to as the 'Five C's,' namely core strategy, consequences strategy, customer strategy, control, and culture strategy. According to Pudyatmoko (2009), permission is an approval from the authorities based on laws or government regulations to deviate from the provisions of the statutory prohibition in certain circumstances (permission in the narrow sense). Based on what Spell and ten Berge said, in permission, it can be understood that a party cannot do something unless it is permitted. That is, the possibility for someone or a party to be closed unless authorized by the government. Thus, the government binds its role in the activities carried out by the person or party concerned. Atmosudirdjo in Pudyatmoko (2009) says that:

"Permission (vergunning) is a stipulation that is a dispensation of a prohibition by law. In general, the law article reads, 'Prohibited without permission ... (to do) ... and so on.'"

Furthermore, the prohibition is followed by details of the requirements, criteria, and so on that need to be fulfilled by the applicant to obtain a dispensation from the ban, accompanied by stipulation of procedures and implementation instructions to state administration officials.

3. Research Method and Materials

This type of research is descriptive and provides an overview of the strategy to improve the quality of trading business licensing services in Cirebon. In general, descriptive research activities include data collection, data analysis, data interpretation, and conclusions on analyzing the data. Research Location This research is in Cirebon, the office of Investment and Licensing of the Cirebon City Agency (BPMPP). Sources of Data In this study, the data to be obtained from two sources, namely, primary data and secondary data. 1. Primary data, in the form of interviews (interviews). The informants of this research are as follows: 1) Head of BPMPP Cirebon City; 2) Head of Licensing Services for BPMPP Cirebon City; 3) Staff of Cirebon City BPMPP Licensing Services Division; 4) Staff for Trade at the Department of Industry and Trade; 5) SIUP Applicants and Trade Business Actors 2. Secondary Data is data obtained from documents, records, archives, materials, and other relevant literature.

4. Results and Discussion

4.1. Service Quality of Trade Business License (SIUP) in Cirebon City

The Bandung City Integrated Investment and Licensing Services Agency (BPMPPPT) Cirebon organizes public services as one of the units of public service providers within the scope of the Cirebon City government. One type of service provided by BPMPP is the service of a Trade Business License (SIUP). Cirebon City has a fairly high number of trading business actors, so this SIUP service must also be carried out with adequate quality. The quality of SIUP services organized by BPMPP can be seen from the five dimensions of Public Service Quality (SERVQUAL), namely:

1. Reliability Aspect

Timeliness is the first thing we can see regarding this dimension in the SIUP service at BPMPP Cirebon City. SIUP services at BPMPPPT Cirebon City are based on Standard Operational

Procedures (SOP) and Service Standards (SP) for SIUP services. This SOP and SP promise that the SIUP service, from registration to the issuance of the SIUP, must be completed no later than three working days. However, based on the data obtained by the author, only a tiny number of SIUPs were issued on time, starting from 1 March to 5 April 2017. Some SIUPs were even issued after 30 working days. The same thing happened to one of the sources interviewed by the author. Anwar, the car trading business Aliyah Motor owner, stated:

"My SIUP was only issued two weeks after I submitted my file" (Informan: Anwar, interviews on 10 April 2017).

The delay of the specialized agency in carrying out technical verification is an obstacle so that BPMPP often fails to meet the provisions set out in the SOP and SP. The Department of Industry and Trade is a specialized agency that carries out technical verification of SIUP applicant files. Suppose the recommendation from the technical verification result from the technical team consisting of the Industry and Trade Office is late. In that case, BPMPPPT will also be forced to be late in issuing the applicant's SIUP. The Head of Data and Information; of Cirebon City BPMPPPT stated that:

"The procedure for issuing SIUP in SOPs and Service Standards does involve two agencies. At BPMPP, we always try to be on time. At the time of registration, we never process the applicant's file for more than one day. When the recommendation from the technical team is there, our permission is followed up with no more than one day service". (Informan: Rojai Lugisanto, Interviews at 7 April 2017).

The trade staff at the Department of Industry and Trade state that several technical obstacles are often encountered in the field so that technical verification takes a long time, as follows:

"Many problems are often encountered during technical verification; for example, there are documents that incomplete (not appropriate) we must first ask to complete, or maybe the type of business activity changes, changes address, changes in company leadership and other technical obstacles. This makes technical verification sometimes take a long time" (Informan: Hakim, Interviews at 2 May 2017).

The description above shows that the Cirebon city government, in this case, the BPMPP and the Industry and Trade Office, has not been able to comply with the provisions for the issuance of SIUP. This is due to the many technical obstacles that are often encountered during technical verification in the field. The second thing we can see from the reliability dimension is employee discipline. Discipline from employees in the area of licensing services is also still relatively lacking. Officers are often late at the place of service when it is time for duty. This was acknowledged by the Head of the Cirebon City BPMPPPT state:

"There are still many employee behaviors that should be changed, including because they still lack discipline, lack of service, and are not punctual" (Informan, Sumanto, Interviews at April 7, 2017).

Many SIUPs are issued more than three working days as stated in the SOP and SP for SIUP services. In addition, the discipline of the employees is still not following what is expected. This illustrates that the SIUP service at BPMPP Cirebon City in the Reliability dimension is still not good.

2. Tangible Aspect

The first thing we can see from the dimensions of physical evidence of service (tangibles) is the appearance of the officers at the Cirebon City BPMPPPT in providing SIUP services. The appearance of the officers at BPMPP, especially in the field of licensing services, is good and

following applicable regulations. Each officer wore a shirt, cloth pants or skirt, and loafers. His shirts are uniform every day, namely khaki on Mondays and Tuesdays, white shirts on Wednesdays, and batik on Thursdays and Fridays. The neatness and uniformity of these officers certainly have a positive influence on SIUP services for applicants. This is also in line with what one of the SIUP applicants; The owner of a business entity with the name Toko Jatim states:

"Every officer there is dressed in uniform. This helps me to know which officers are and which are not." (Informan: Mulyadi, Interviews at 10 April 2017).

The appearance of the officer was following the Instruction of the Mayor of Cirebon Number 025/07/Ortala/II/2017 concerning the Mutatis Mutandis Enforcement of the Minister of Home Affairs Regulation Number 60/2007 concerning Civil Servant Service Clothing in the Ministry of Home Affairs and Regional Governments As Has Been Amended by Minister of Home Affairs Regulation Number 6/2017. More specifically, the appearance of officers in this mayor's instruction is regulated in the 3rd instruction, which reads: Types of Daily Service Clothing (PDH) are khaki color worn on Mondays and Tuesdays, Daily Service Clothing (PDH) shirts white is worn on Wednesdays, and Batik Daily Service Clothes (PDH) are worn on Thursdays and Fridays. Physical facilities or infrastructure are other physical features that can affect the quality of SIUP services at BPMPPPT Cirebon City. There are several physical facilities used in Cirebon City BPMPPPT licensing services in supporting SIUP services. The first facility is the number of SIUP counters, consisting of six counters, each of which is equipped with a computer device to input the data of the applicants so that SIUP applicants do not have to queue for too long. There are queue machines and queue boards that are useful for controlling the queue of applicants.

Furthermore, the licensing service room becomes cool with the presence of air conditioning facilities in the room. In the BPMPPPT building, there is a mosque used by the applicants for worship. To provide initial information to applicants, BPMPPPT also provides two TVs in this room, which continue to broadcast BPMPPPT profiles, programs, types of services, and the conditions required for each type of service. The explanation above clearly illustrates that the Cirebon City BPMPPPT has adequate infrastructure facilities to support the quality of SIUP services. However, there is still a slight drawback, namely the absence of facilities for persons with disabilities.

3. Responsiveness Aspect

One of the responsiveness of officers can be seen from the willingness of officers to assist and answer all questions and complaints of SIUP applicants. In the Cirebon City BPMPPPT, the information and complaints sub-sector is part of the BPMPPPT structure, which has a significant role in responding to any questions and complaints. One of the officers of this sub-sector stated:

"We always respond to questions and complaints from applicants. For example, applicants sometimes complain about the delay in issuing their permits to us. Applicants rarely even use the suggestions and complaints boxes provided. They prefer to come directly to our table." (Informan: Muhammad Yaser, Interviews at 7 April 2017).

The same thing was expressed by one of the SIUP applicants who the author interviewed. Najma, owner of a car rental business under the company name, stated:

"Officers are willing to answer my questions. Even the officer who served me at the counter gave me his phone number so I could ask about the progress of my SIUP issuance" (Informan: Widya Wisata, Interviews on April 7, 2017).

The description above illustrates that the officers at the Cirebon City BPMPPPT provide exemplary service in the dimension of responsiveness. Officers on duty in the sub-field of

information and complaints or counter officers have provided responsive services to SIUP applicants.

4. Assurance Aspect

Information certainty is the essential thing in the assurance dimension. Certainty of information starting from the clarity of terms, procedures, and certainty of costs must be conveyed to each SIUP applicant. The terms and techniques in the SIUP service have been regulated in detail in the Service Standards (SP) of the Cirebon Regency Investment and One-Stop Integrated Service No. 065/Kep-524 DPMPTSP/2019. In several corners of the licensing service room, the required conditions and procedures must be followed for applicants to issue their SIUP. BPMPPPT also broadcasts information on the terms and practices for SIUP services through TV media in two corners of the licensing service room. In addition, in the organizational structure of BPMPPPT, there is also a sub-field of information and complaints whose task is to provide information for applicants regarding the issuance of this SIUP. The officers' friendly, polite, and courteous behavior also affects the quality of SIUP services in the assurance dimension. Owner of AK Motor's car trading business, one of the SIUP applicants interviewed by the author, stated:

"The officers in the licensing service sector are friendly and polite. One time at that time the officer in charge of my files was out, another officer immediately friendly and polite directed me to sit and wait in the waiting area provided" (Informan: Ashar Khusmar, Interviews at 10 April 2017).

Another SIUP applicant, owner of a car rental business with the name Widya Wisata company, expressed the same thing such as:

"The officer who served me at the SIUP counter served in a friendly and courteous manner" (Informan: Najma, Interviews at 7 April 2017).

From the above description, we can see that the quality of SIUP service at BPMPPPT Cirebon City is in the assurance dimension. Good enough. BPMPPPT has made several efforts in conveying and providing certainty of information related to requirements, procedures, and costs to SIUP applicants. In addition, officers in carrying out service duties have also been friendly and polite to SIUP applicants.

5. Empathy Aspect

When formulating the provisions regarding SIUP services, BPMPPPT is willing to involve and listen to the wishes of several business associations and the Ombudsman. These provisions, such as SOPs and Service Standards, are a reference in SIUP services. Head of BPMPPPT state:

"In the past, we involved business associations when we were formulating the provisions. The provisions in question are the determination of levies, SOPs and Service Standards. We don't even involve business associations but the Ombudsman" (Informan: Sumanto, Interviews at 12 April 2017).

The existence of space provided by BPMPPPT to hear the wishes of applicants or prospective SIUP applicants shows that BPMPPPT as a public service provider is willing to listen to the wishes of its customers. BPMPPPT's efforts show that in the dimension of empathy, the quality of SIUP services is also quite good.

4.2. Licensing Service Quality Improvement Strategy

Services in Trading Business Permits (SIUP) management in Cirebon City is still of poor quality. Many business actors do not have SIUP, thus requiring BPMPPPT to formulate specific strategies in SIUP services to increase the rate. Every business actor is willing to take care of SIUP -his. The

procedures in question are developed systemically, including determining policies, programs, actions, decisions, or resource allocations by taking into account the influence of the environment to achieve organizational goals. There are several strategies for implementing public services that can be applied to government organizations to improve service quality, namely as follows:

1. Core Strategy

To clarify the objectives of a government organization, it is advisable to reorganize by function. Regional heads in preparing SKPD and Work Units in their regions should separate different tasks into different organizations. By reorganizing based on this function, each organization will concentrate on achieving a clear goal. The mayor of Cirebon has done this. The reorganization based on the operations carried out by the Cirebon City Government makes the licensing service function now carried out by the BPMPPPT, while the specialized agencies that previously had the service function now no longer have this function. Specialized agencies such as the Department of Industry and Trade, which once provided SIUP services, can now carry out industry and trade policy functions. Likewise, BPMPPPT can concentrate on performing service functions. After reorganizing by position, developing a system that can help continuously define and redefine the goals and objectives is necessary. One of the efforts made by the Cirebon City BPMPP to set boundaries for its purposes is to establish the organization's vision and mission. The Head of BPMPP formulated this vision and mission as the leader of this government organization. This vision and mission are contained in the BPMPPPT Strategic Plan (RENSTRA) for 2019-2024.

2. Consequence Strategy

This strategy can be implemented at the organizational level by imposing an incentive system for government organizations with good performance. We can see the implementation of this strategy by giving positive consequences in the form of awards for public service units that provide the best service following the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number. 7/2010 concerning Guidelines for Performance Assessment of Public Service Units, an assessment carried out by the Central Government on units. -Unit of public service providers. This assessment is carried out in stages starting from the district/city, provincial, to national level. Implementing these positive consequences is expected to create healthy competition between public service units to win the award. All public service units are encouraged to provide the best service. These positive consequences can motivate BPMPPPT to continue to improve service quality and make innovations related to SIUP services. The Head of BPMPPPT stated:

“Apart from the award (given by the Kemenpan-RB), our efforts are always there to improve services. Indeed, we have only done it internally because BPMPP itself was only established as an agency in 2014. We are just making preparations and changes to get there, such as changing services, improving forms, registering, and others. In addition, we also continue to innovate, such as conducting Weekend Service on Saturdays. This year, we will open a permit delivery service. So if the permit has been completed, the permit will be delivered to the applicant.” (Informan: Sumanto, Interviews at 12 April 2017).

Consequence strategy can also be done at the level of people. Incentive systems in the form of positive or negative consequences can be given to employees who show good or bad performance. Positive outcomes can be in the form of bonuses or promotions for employees who perform well. On the other hand, negative consequences can be salary cuts, termination, or contract termination. BPMPPPT also imposes positive consequences for its employees who show good performance. Head of BPMPP, State:

“That the positive consequences were given in the form of proposals for promotions as follows: If there are employees who excel, I will still pay attention to them. However, applying the reward mechanism here is not like private companies that provide bonuses to their employees. Awards are given in other forms.”

3. Consumer Strategy

The customer strategy breaks the old pattern of accountability by shifting some of the responsibility to the customer. Creating accountability to customers is increasingly putting pressure on government organizations to improve their results, not just manage their resources. This strategy makes information (customer satisfaction with certain government services and results) difficult for elected officials, government managers, and employees to ignore. Before transferring the responsibility to the SIUP applicant's customer, all parties involved must first agree on understanding SIUP and BPMPPPT applicants. It is necessary to translate the definition of success into service standards. The criteria for the success of BPMPPPT will later be stated in the service standard so that SIUP applicants know what things they can claim. Success is defined in the Standard Operational Procedure (SOP) and Service Standards (SOP) documents. As previously explained, the formulation of SOPs and Service Standards has involved SIUP service users of various business associations. Therefore, all things that have been specified in these two documents are things that all SIUP applicants can claim at BPMPPPT. In reality, the implementation of SIUP services still cannot run following the provisions stipulated in the SOP and SP. As previously explained, the applicant's SIUP is often issued more than the specified conditions, which is three working days. In other words, BPMPPPT has not been able to meet the definition of its success in providing SIUP services. The delay of specialized agencies in carrying out technical verification is an obstacle so that BPTPM often fails to fulfill the provisions set out in the SOP and SP. The Department of Industry and Trade is a specialized agency that carries out technical verification of SIUP applicant files. Suppose the recommendation of the technical verification results from the technical team consisting of the Industry and Trade Service is late. In that case, the BPMPPPT will also be forced to be late in issuing the applicant's SIUP.

4. Control Strategy

Control strategies significantly push down decision-making power through the hierarchy and sometimes out to community groups. This strategy empowers employees by pushing decision-making authority, responding to customers, and solving problems for those with front-line knowledge, as some implementing agencies have. The Cirebon city government has carried out a control strategy by delegating licensing services to the Cirebon City BPMPPPT. Every permit is the authority of the regional head or elected official. The delegation of authority for licensing services to the Head of BPMPPPT shows that the Cirebon City government is trying to empower BPMPPPT as a government organization that deals directly with the community. With its licensing service authority, BPMPPPT can make decisions, respond to customers, and solve problems related to SIUP services. In the end, the delegation of power will help the Cirebon City government accelerate SIUP services. In addition, the application of a control strategy is not only done by empowering government organizations on the front lines. The control strategy is also carried out by empowering other state institutions in charge of supervising the performance of specific government organizations. We can see this with Law Number 37/2008 concerning the Ombudsman of the Republic of Indonesia. Ombudsman is a state institution that has the authority to oversee the implementation of public services, both those organized by state and government officials. Including those held by State-Owned Enterprises, Regional-Owned Enterprises, and State-Owned Legal Entities, and private or individual entities assigned the task of administering certain public services. Which part or all of the funds are sourced from the state revenue and expenditure budget or regional revenue and expenditure budget. The Ombudsman can establish an Ombudsman representative in the province and district/city. One of the Ombudsman found representatives at the West Java Province level in Cirebon City. This Ombudsman is often involved in supervising public services in Cirebon, including services carried out by the BPMPPPT of the city of Cirebon. BPMPPPT even involves the Ombudsman in the formulation of provisions regarding SIUP services in the City of Cirebon, such as the formulation of SIUP service SOPs, determination of levies, and other requirements.

5. Culture Strategy



Culture strategy uses three approaches to reshape culture; they shape the organization's habits, feelings, and thoughts. New habits are developed by providing unique experiences (new types of work) and interacting with new people. These new behaviors are formed by helping others shift their emotional attachments, hopes, fears, and dreams. And they support this new emotional bond by establishing a shared mission of the future, a new mental model of where the organization is going and how it will get there. BPMPT Cirebon City applies a culture strategy by establishing provisions regarding the code of ethics that regulates the behavior of its employees. The Code of Ethics for employees within the BPMPP is a guideline for attitudes, moral principles, behavior, and actions in government administration, service to the community, and association with fellow Civil Servants and partners. This code of ethics is stipulated so that in carrying out their duties as employees at BPMPT, they do not take actions contrary to moral responsibilities. In particular, this code of ethics also serves as a guide for employees in thinking and behaving when providing SIUP services. There are several points in providing services to the community in the BPMPT environment listed in this code of ethics, namely:

- Carry out duties and authorities following applicable regulations.
- Provide assistance with empathy, respect, and courtesy and without any strings attached.
- Providing services somewhat, quickly, and accurately.
- Responsive to the condition of the community environment.
- It is oriented to improve the quality of service to the community.
- Provide correct information.

Employees of the sub-sector of registration and submitting permits on duty at the SIUP counter and dealing directly with the community are the front line in SIUP services. Therefore, this code of ethics is a code of conduct that they must pay attention to in carrying out their duties. One of the counter staff said that to provide the best service, clarity of information is the most important thing to do as follows:

"We can do the best service to the community by providing clear information, providing an understanding of how standard the licensing process is, and providing cost transparency."
(Informan: Fauziah, Interviews at April 7, 2017)

The statement shows that the officer has thought about following the BPMPP employee code of ethics provisions. One of the points in this guideline says that ethics in carrying out service duties is to provide correct information. The officer's willingness to provide transparent information, understand how standard the licensing process is, and provide cost transparency shows that the officer has thought about acting following the provisions contained in this code of ethics.

5. Conclusion

The quality of Business license (SIUP) services at BPMPP Cirebon City is quite good, but several things, especially in the reliability dimension, still need to be improved. To improve the quality of SIUP services, several strategies are required. BPMPT's efforts to implement a plan to improve the quality of SIUP services are pretty good. However, the customer strategy still needs to be reformulated because it has not shown satisfactory results. The conclusions of this study are: The quality of SIUP services at BPMPT Cirebon City is quite good, although it is still not optimal. This is based on several indicators, e.g., first, In the dimension of reliability, BPMPT has not met the timely issuance of SIUP. In addition, the discipline of officers is not sufficient; Second, In terms of physical evidence of services (tangibles), the appearance of officers, infrastructure, and arrangement of licensing service rooms at BPMPT is quite good; Third, In the dimension of responsiveness, BPMPT can provide responsive services; Fourth, The assurance dimension has provided information certainty starting from the clarity of terms, procedures, and cost certainty. In addition, BPMPT officers have also served in a friendly and courteous manner; Fifth, In the dimension of empathy, BPMPT has tried to listen to the wishes and needs of SIUP applicants by involving business associations in the formulation of provisions related to

SIUP services. To improve the quality of SIUP services, BPMPT and the Cirebon City government implemented several strategies, e.g., the core strategy was implemented by reorganizing based on the functions of government organizations and setting long-term goals in the form of formulating the vision and mission of BPMPT; Consequence strategy is applied by carrying out various positive and negative consequences at the organizational and people levels. The customer strategy is used by translating the definition of success into SOP and SP. This strategy still needs to be evaluated because BPMPT cannot fulfill the provisions in the SOP and SP. The control strategy is applied by delegating the authority for licensing services to BPMPT and giving power to the supervisory agency (Ombudsman) in supervising public services. A culture strategy is used by establishing a code of ethics for its employees to have guidelines in thinking and behaving when performing SIUP services.

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