

# Service Quality Realization Strategy in The Integrated Licensing and Investment Services Agency in Majalengka District

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## Service Quality Realization Strategy in The Integrated Licensing and Investment Services Agency in Majalengka District

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### ABSTRACT

This research was started by a phenomenon that indicates the optimal quality of licensing service implemented by the BPPT-PM Majalengka Regency. The strengthening of the problem can be seen from public complaints related to the service process provided by the apparatus. Therefore, the researcher focuses on researching the realization of service quality at BPPT-PM in the MajaLengka District. The purpose of the study, among others; first, to examine and analyze the quality of service, secondly, to examine and analyze the factors that determine and cause the quality of service has not been adequate. Third, reviewing and analyzing alternative strategies for the realization of quality of service to run effectively. While the design of this research analysis using a mixed-methods approach through the sequential explanatory model. The study results found that the realization of the quality of business licensing services at BPPT-PM Majalengka District has not entirely run optimally. The results also found the factors that determine the success of realizing the quality of business licensing services on BPPT-PM Majalengka District, among others; Tangible, Reliable, Responsiveness, Assurance, Empathy. In addition to the five factors, the researcher also found one other factor (another dimension) related to the quality of licensing services at BPPT-PM Majalengka, namely; dimensional synergies. The birth of this dimension, academically, and the findings of a new concept in this dissertation research or often known as a novelty. At the same time, the factors that inhibit the realization of the quality of licensing services in BPPT-PM Majalengka District include limitations of online-based service facilities, limited parking area, uncomfortable waiting room, worship place, and little clean room not yet built a proactive and innovative work culture. Therefore, the empirically generated strategy is in the position of the quadrant to me. This position implies that to realize the quality of licensing services within the BPPT-PM, the Majalengka regency needs new alternative strategies to support the process of realizing the quality of service. While the strategy in question is an aggressive strategy (offensive), a development strategy about the situation is very good because there are forces utilized to seize opportunities that benefit.

**Keywords:** Embodiment of Service Quality

### INTRODUCTION

Demands for change are often addressed to government officials regarding public services provided to the community. One of the phenomena that are still a crucial problem in the relationship between the community and the government in the regions is the public service sector. In this context, the government is required to improve the quality of services to the community. This is understandable, given the government's position as a service provider for the community. The emergence of the above phenomenon is understandable because public services are the government's responsibility, so the quality of public services provided by the government is an indicator of the quality of government (Dwiyanto, 2006: 143). In another position, public service practices often arise in various cases, such as the absence of standards and uncertainty of costs and

service times. This uncertainty is often the cause of the emergence of KKN practices in the delivery of public services (Kurniawan and Puspitosarai, 2007: 17).

In line with the above context, the 2012 Governance and Decentralization Survey (GDS) study, as described by Dwiyanto (2012: 83), explains that three significant problems occur in service implementation in Indonesia, namely: first, the magnitude of discrimination in services. The service implementation is still influenced by clashes, similarities in political affiliation, ethnicity, and religion. Second, there is no certainty of time and cost. The difference between time and cost, in reality, is still far from society's expectations. This uncertainty has led to collusion, corruption, and nepotism (KKN). This is because service users tend to pay high bribes to service providers to get certainty and quality of service. Third, the level of satisfaction with community services is still low.

The flawed government bureaucracy system in the past with all its implications has become the starting point for the government's thinking to improve the quality of public services. This encourages the government to re-understand the importance of the quality of public services for development progress, both public services carried out by the central government and by local governments in terms of public services, both licensing and non-licensing. In addition, improving the quality of services regarding licensing is aimed at creating a conducive climate for the business world, both for the central government and regional governments, and increasing investment attractiveness.

The Regional Government's Policy in the Establishment of BPPT-PM is one of the strategies to improve services and structure service providers regarding licensing or non-licensing. This means that the service of BPPT-PM in Majalengka Regency must provide the best service and fulfill service principles such as procedures, human resources of officers, speed and justice in providing services, the certainty of costs, and certainty of time. In addition, the process of obtaining permits must be carried out directly by the community to the agency or unit that issued the permit letter.

Empirical facts show that the quality of licensing services in the BPPT-PM Majalengka Regency has not been fully effective. This can be observed from the results of the evaluation of the community satisfaction index (IKM) for the Integrated Licensing and Investment Service (BPPT-PM) of Majalengka Regency in 2016, as seen in the table below:

**Table 1. Value of IKM BPPT-PM Majalengka Regency**

Type of Permit	Score / Value	Information
IMB	81.34	25.00 - 43.75 = not good
Nuisance Permit	75.67	43.76 - 62.50 = not good
SIUP	80.03	62.51 - 81.25 = good
TDP	83.42	81.26 - 100.00 = very good
TDUP	84.51	
Research Permit / KKN	82.16	
Etc	70.73	
Parallel Permissions	72.18	
<b>Average value</b>	<b>78.75</b>	

The strengthening of the above phenomenon is also reflected in the recap of licensing services within the BPPT-PM of Majalengka Regency, as seen in the table below:

**Table 2. Recap of Non-Investment Integrated Licensing Services for the 2014-2016 Period at the Integrated Licensing and Investment Service Agency (BPPT-PM) Majalengka Regency**

No.	Type of Permit	Realization (Rp)	Target (Rp)	The rest of the target (Rp)	Level of attainment (%)
1	Land-use allocation permit (IPPT)	The realization met the target			
2	Building Construction Permit (IMB)	The realization met the target			
3	Building Permit (IMB) Tower	529,415,614	1,300,000,000	770,584,386	40.72
4	Construction Services Business License (IUJK)	338,000,000	412,000,000	412,000,000	45.07
5	Advertisement Permit	The realization met the target			
6	Advertisement Permit IMB				
7	People Transportation Business Permit (KIUA)	The realization met the target			
8	Route Permit,	The realization met the target			
9	Supervision Card Permit (KP)				
10	Tourism and Culture Business Permit (SIUK)	38,564,000	117,104,000	78,540,000	32.93
11	Health facility permit	The realization met the target			

The various problems mentioned above are also corroborated by the survey results, which illustrate several phenomena; first, the slow process of granting business licenses under various excuses. Lack of completeness of supporting documents such as requirements from the village and the sub-district, late submissions, etc., reasons for busy other tasks, no clear and specific costs, and no certainty in completing business permits. Second, the existence of unequal treatment in providing services related to the granting of business licensing. This problem condition arises as a consequence of the ineffective business licensing policy, so that it is far from public expectations, especially about business licensing and investment services by BPPT-PM Majalengka Regency. Third, weak systems of monitoring, control, synergy, and consistency in planning. Departing from the various phenomena above, the researcher is interested in conducting a more in-depth study with the title; Strategy for Realizing Service Quality in the Integrated Licensing and Investment Service Agency of Majalengka Regency.

## METHODS

The research method used in this research is descriptive analysis, which means a research method that describes the object of research based on existing facts and is ongoing at the time the research is carried out by collecting, compiling, and explaining the data obtained to be analyzed according to the existing theory. At the same time, the research approach used in this study is the Mix-Method. The type of mixed research used is Sequential Explanatory. This type of retrieval is based on the consideration that the research analysis to be carried out is preceded by quantitative analysis, followed by an analysis of a qualitative approach.

The quantitative approach in this research is intended to reveal the level of quality of licensing services provided by the Integrated Licensing and Investment Service Agency of Majalengka Regency. However, while this qualitative approach is deliberately used to reveal the factors that cause the realization of service quality at the Integrated Licensing and Investment Service Agency of Majalengka Regency is not yet effective.

**RESULTS**

By the formulation of research problems as described in Chapter I, this section will carry out a descriptive analysis of the quality of licensing services at BPPT-PM Majalengka Regency. This analysis was carried out based on the theoretical basis of Zeithaml et al. (2005: 20), which essentially suggests five dimensions, namely; *Tangible* (Intangible), Reliability (Reliability), Responsiveness (Responsiveness), Assurance (Guarantee), and Empathy (Empathy). Therefore, the comprehensive explanation of the descriptive analysis in question can be explained as follows:

**1) Tangible Dimensions (Tangible)**

To measure this dimension in the context of the quality of licensing services in the BPPTPM Office of Majalengka Regency, it is measured, among others, through indicators of physical appearance, personnel equipment, communication media, ease of administrative requirements, and indicators of ease of technical requirements. The recapitulation of the results of respondents' responses related to the actual dimensions can be seen in the table below:

**Table 3. Recapitulation of Respondents' Response Results in Tangible Dimensions**

No.	Statement	Alternative Answers	Frequency	Percentage
1	The physical appearance related to the licensing service is felt to be satisfactory	a. Strongly agree	59	16%
		b. Agree	198	54%
		c. Neutral	63	17%
		d. Disagree	48	13%
		e. Strongly Disagree	-	-
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
No.	Statement	Alternative Answers	Frequency	Percentage
2	The personnel equipment owned by BPPT-PM in supporting licensing services is adequate	a. Strongly agree	5	1.5%
		b. Agree	232	63%
		c. Neutral	78	21%
		d. Disagree	48	13%
		e. Strongly Disagree	5	1.5%
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
No.	Statement	Alternative Answers	Frequency	Percentage
3	The communication media used to support licensing services have been effective	a. Strongly agree	-	-
		b. Agree	178	48.5
		c. Neutral	101	%
		d. Disagree	74	27.5
		e. Strongly Disagree	15	%
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
No.	Statement	Alternative Answers	Frequency	Percentage
4	The administrative requirements implemented by BPPT-PM facilitate the licensing service process	a. Strongly agree	-	-
		b. Agree	98	27%
		c. Neutral	73	20%
		d. Disagree	165	45%
		e. Strongly Disagree	32	8%
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
No.	Statement	Alternative Answers	Frequency	Percentage
5	The technical requirements applied by BPPT-PM do not support the licensing service process	a. Strongly agree	-	-
		b. Agree	112	30%
		c. Neutral	89	24%
		d. Disagree	156	43%
			11	3%

	e. Strongly Disagree	368	100%
<b>AMOUNT</b>		<b>368</b>	<b>100%</b>

## 2) Reliable dimensions (reliability)

Operationally the reliability dimension can be detected from the following indicators; indicator the ability of the apparatus, the competence of the apparatus, the handling of complaints or complaints, fulfillment of service promises, justice in providing services, sikap officers in providing services, friendliness of officers in serving, the technology used and indicator easy service procedures. The recapitulation of the results of respondents' responses related to the dimension of reliability (reliability) can be seen in the table below:

**Table 4 Recapitulation of Respondents' Responses Reliable Dimensions**

No.	Statement	Alternative Answers	Frequency	Percentage
6	The BPPT-PM apparatus has a high capability in providing licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 149 103 116 -	- 40.5% 28% 31.5% -
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
7	BPPT-PM officials are not entirely competent in providing licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	37 124 58 118 31	10% 34% 16% 32% 8%
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
8	The apparatus' handling of complaints and complaints submitted by the community regarding licensing services has been satisfactory	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 87 23 214 44	- 24% 6% 58% 12%
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
9	BPPT-PM officials have been able to fulfill service promises so that they can satisfy the community	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 113 117 138 -	- 31% 32% 37% -
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
10	The apparatus has been able to do justice in providing licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 156 89 123 -	- 42% 24% 34% -
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
11	The apparatus has shown a good attitude in providing licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	4 178 143 43 -	1% 48% 39% 12% -

		<b>AMOUNT</b>	<b>368</b>	<b>100%</b>
12	There are still some officers who are not friendly in providing services	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree <b>e.</b> Strongly Disagree	- 22 49 297 -	- 6% 13% 81% -
		<b>AMOUNT</b>	<b>368</b>	<b>100%</b>
13	The technology used by BPPT-PM is currently able to support the improvement of the quality of licensing services	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree <b>e.</b> Strongly Disagree	41 188 119 20 -	11% 52% 32% 5% -
		<b>AMOUNT</b>	<b>368</b>	<b>100%</b>
14	The procedures implemented by the BPPT-PM simplify the licensing service process	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree <b>e.</b> Strongly Disagree	- 71 81 216 -	- 19% 22% 59% -
		<b>AMOUNT</b>	<b>368</b>	<b>100%</b>

### 3). Responsiveness Dimension (Response / Responsiveness)

Responsiveness is essentially a desire to help (willingness to help), provide fast service, and handle problems or complaints well. Operationally the responsiveness dimension will be reflected in the indicators; apparatus response to the community being served, responsive in serving, standard licensing service time, and indicators of apparatus discipline in serving. Meanwhile, the results of the recapitulation of the responsiveness dimension can be comprehensively explained in the table below:

**Table 5 Recapitulation of Respondents' Responses**

#### Responsiveness Dimensions

No.	Statement	Alternative Answers	Frequency	Percentage
15	The BPPT-PM apparatus has high responsiveness to the people it serves	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree <b>e.</b> Strongly Disagree	- 144 97 127 -	- 39% 26% 35% -
		<b>AMOUNT</b>	<b>368</b>	<b>100%</b>
No.	Statement	Alternative Answers	Frequency	Percentage
16	There are still some officers who are not responsive in providing licensing services	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree <b>e.</b> Strongly Disagree	6 99 67 185 11	1.5% 27% 18% 50.5% 3%
		<b>AMOUNT</b>	<b>368</b>	<b>100%</b>
No.	Statement	Alternative Answers	Frequency	Percentage
17	The time standard set by the BPPT-PM has supported the improvement of the	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree	- 138 125 105	- 37.5% 34% 28.5%

No.	Statement	Alternative Answers	Frequency	Percentage
	quality of licensing services	e. Strongly Disagree	-	-
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
18	The current knowledge of BPPT-PM officials has supported improving the quality of licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	16 177 133 42 -	4.5% 48% 36% 11.5% -
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>

#### 4) Dimensions of Assurance (guarantee)

The guarantee dimension is essentially a dimension of service quality related to the ability of the apparatus to guarantee the quality of services provided to the community. The aspects of this dimension can be observed from the following indicators: officer discipline, courtesy of service officers, the integrity of officers in serving, the ability of officers to provide comfort, means of complaints and places of information, service fees/rates, and indicators of service quality results.

The recapitulation of the results of respondents' responses to dimensions Assurance(Guarantee) in the context of the quality of licensing services in the BPPT-PM Majalengka Regency in a comprehensive manner can be seen in the table below:

**Table 6 Recapitulation of Respondents' Response Results About the Dimension of Assurance (Guarantee)**

No.	Statement	Alternative Answers	Frequency	Percentage
19	The current level of discipline of BPPT-PM officials has supported improving the quality of licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 183 116 60 9	- 50% 31.5% 16% 2.5%
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
20	There are still some officers who are not polite in providing licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 2 77 280 9	- 0.5% 21% 76% 2.5%
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
21	All BPPT-PM officials have good integrity in providing licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 295 47 26 -	- 80% 13% 7% -
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>
22	The BPPT-PM apparatus has been able to provide comfort to the people it serves	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	7 166 154 41 -	2% 45% 42% 11% -



AMOUNT			368	100%
No.	Statement	Alternative Answers	Frequency	Percentage
23	Means of complaints and a place for information provided BPPT-PM has supported improving the quality of licensing services	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 98 118 147 5	- 26.5% 32% 40% 1.5%
AMOUNT			368	100%
No.	Statement	Alternative Answers	Frequency	Percentage
24	Licensing service fees/rates are by the capabilities of the people being served	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 159 142 67 -	- 43% 39% 18% -
AMOUNT			368	100%
25	The quality of the results of licensing services has satisfied the community	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 126 125 117 -	- 34% 34% 32% -
AMOUNT			368	100%
26	There are still some officials who are less able to understand the desires of the people they serve	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 54 115 177 22	- 15% 31% 48% 6%
AMOUNT			368	100%

##### 5) Dimensions of Empathy (empathy)

The dimension of empathy is essentially an effort or effort of the apparatus as a public servant to give sincere attention to the people being served. Empirically, this dimension of empathy can be manifested in the form of indicators as follows;(1) the apparatus can give genuine attention, (3) understand specific customer needs, (3) the apparatus experience in providing da services, (4) the ability of the apparatus in handling suggestions and input.

While the recapitulation of the results of respondents' responses related to the dimensions of empathy in the context of licensing services in the BPPT-PM of Majalengka Regency can be seen in the table below:

**Table 7 Recapitulation of Respondents' Response Results Dimensions of Empathy**

No.	Statement	Alternative Answers	Frequency	Percentage
27	The BPPT-PM apparatus is considered to have given sincere attention to the people it serves	a. Strongly agree b. Agree c. Neutral d. Disagree e. Strongly Disagree	- 23 199 121 25	- 6% 54% 33% 7%
AMOUNT			368	100%
No.	Statement	Alternative Answers	Frequency	Percentage

28	BPPT-PM officials have been able to understand the needs of the people they serve	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree <b>e.</b> Strongly Disagree	8 142 160 52 6	2.5 %% % % %	14% 38.5 43.5 1.5%
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>	
<b>No.</b>	<b>Statement</b>	<b>Alternative Answers</b>	<b>Frequency</b>	<b>Percentage</b>	
29	There are still some officers who are less experienced in providing licensing services	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree <b>e.</b> Strongly Disagree	- 165 123 80 -	- 45% 33% 22% -	
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>	
<b>No.</b>	<b>Statement</b>	<b>Alternative Answers</b>	<b>Frequency</b>	<b>Percentage</b>	
30	The ability of the BPPT-PM apparatus in handling suggestions and input is considered to be professional	<b>a.</b> Strongly agree <b>b.</b> Agree <b>c.</b> Neutral <b>d.</b> Disagree <b>e.</b> Strongly Disagree	- 17 245 106 -	- 5% 67% 28% -	
<b>AMOUNT</b>			<b>368</b>	<b>100%</b>	

## DISCUSSION

Improving the quality of licensing services in the BPPT-PM of the Majalengka Regency is not an easy thing to achieve. However, in line with the research context as described above, comprehensively and systematically, researchers have found several substantive factors that contribute to the realization of the quality of licensing services in BPPT-PM Majalengka Regency. The factors that determine these include the dimensions of tangible, reliability, responsiveness, assurance, empathy.

### 1) Tangible Dimensions

Viewed from the perspective of the tangible dimension, the manifestation of service quality can be observed from the indicator physical appearance, personal equipment, communication media in service, ease of administrative requirements, and indicators of ease of technical requirements. Various indicators from the actual dimension have empirically contributed to realizing the quality of licensing services in the BPPT-PM of the Majalengka Regency. As described above, physical appearance is empirically reflected in the location or location of the building, the quality of the building, worship facilities, toilets (WC), parking lots, and parks.

Substantively, physical facilities are essentially a form of local government capacity, BPPT-PM Majalengka Regency to provide building facilities and other facilities needed to serve the community related to licensing services. Empirically, the quality of these physical facilities will be seen directly and can be felt by the people being served, both in terms of the environment's comfort level and security. As explained above, physical facilities are reflected in the location of the building, the condition of the building, yards, parks, parking lots, the comfort of service rooms (waiting rooms), places of worship (mushola), and toilets.

The research results also reveal that in the context of licensing services, the physical condition of this building is considered to be an essential part that BPPT-PM of Majalengka Regency cannot ignore. Empirical facts show that the physical condition of the BPPT-PM building in the Majalengka Regency is generally considered to be relatively adequate and adequate in supporting the licensing

service process. However, in terms of quality, it is admittedly not fully capable of providing satisfaction to the people it serves.

The results of the above research are in line with the view of Kurniawan (2005), who states that "... to improve public services, government organizations should pay attention to the provision of physical facilities needed by the community as service users so that they are expected to get the comfort according to expectations".

Then related to yards, parks, and parking lots, empirically, their existence is still minimal. That is why, then, BPPT-PM Majalengka Regency is still experiencing "difficulties" in providing the two physical facilities adequately. This is due to the limited land area owned by BPPT-PM. The implication is that the yard and garden are designed "as is," according to the area of land owned. An empty yard and land in front of the BPPT-PM building have been used for parking. Even in certain moments, the existing parking facilities are sometimes unable to accommodate the parking of the guests who come. Consequently, guests who come often park on the side of the road adjacent to the BPPT-PM office of Majalengka Regency.

Whereas conceptually, Gasperz (2007: 235-236) has reminded that "... convenience in obtaining services, related to location, space, service place, accessibility, parking for vehicles, availability of information, directions and other forms".

## 2) **Reliable dimensions**

The results of the research findings also reveal that Reliable also has contributed to determining the success in realizing the quality of licensing services in the BPPT-PM of Majalengka Regency in addition to actual dimensions. Substantively, the dimension of reliability is essentially the ability of the service unit, both personally and institutionally, to create quality services as promised. Comprehensively, this reliable dimension is reflected in indicator ability of the apparatus, apparatus competence, the handling of complaints or grievances, fulfillment of service promises, justice in providing services, the attitude of the officials in providing services, the friendliness of the officers in serving, the technology used, and indicator easy service procedures.

The apparatus's ability in the context of licensing services is reflected in the readiness of the apparatus in carrying out its duties as public servants. In this context, the apparatus is required to have the ability to complete service tasks by the main tasks and functions concerned. Therefore, institutionally, BPPT-PM must make efforts so that each apparatus has high enthusiasm or motivation in carrying out their duties. Thus, they can always be motivated to have the ability to provide optimal licensing services.

The importance of motivation for officials in carrying out their duties as public servants is reflected in the words of Ratminto and Winarsih (2005), which state that "As a public servant, the apparatus should have high enthusiasm and motivation so that every service provided can be carried out optimally."

The findings above reflect that in improving the quality of licensing services, this indicator of the officers' ability has not been fully realized by all officials in the BPPT-PM of Majalengka Regency. Therefore, it can be understood that this indicator has not been fully able to provide satisfaction to the community.

Then, the competence of the apparatus will be seen from the principle of the right man in the right place, the right man in the right job. This means that an employee can be said to be competent when the person concerned is placed according to his abilities and capacities to carry out his duties optimally. The competence of an officer or employee can also be examined from the educational background, experience, and years of service concerned.

## 3) **Responsiveness Dimensions**

Then seen from the dimension of Responsiveness, it is found that empirically this dimension is also considered to determine the success of the quality of licensing services in the BPPT-PM of Majalengka Regency. The dimension of responsiveness is essentially the willingness of the

apparatus to help the people served and be responsible for the quality of services provided by the apparatus. Another fact reveals that responsive or responsive service is also very much determined by the attitude of the front-line staff. One of them is the readiness of the BPPT-PM apparatus in answering questions or requests from the community. Customer satisfaction in terms of responsiveness is also often determined by telephone services or information from the internet.

The study results reveal a phenomenon that indicates the public's disappointment with the services provided by the authorities, including the attitude of the officers who are not responsive to complaints by the public over the phone. In this case, the community is often disappointed because the authorities do not explain the complaints submitted. Even more disappointing when there are officials who divert it to another party. In other words, the community feels ping-pong when they make a call, for example, from the operator to the staff, then again to another staff. This reflects that the apparatus is not yet fully able to implement this dimension optimally, even though empirically, this dimension also determines the success of the quality of licensing services within the BPPT-PM environment.

That is why then, Moenir (1992) reminded that "... apparatus as public servants should be able to provide optimal service, to provide satisfaction to society".

Based on the empirical facts above, the researcher can analyze that the responsiveness of the apparatus in the context of licensing services is one of the most important factors to be cultivated among the apparatus. This is based on the consideration that a responsive attitude will significantly help the community during the licensing service process. The study results reveal that the officials in the BPPT-PM environment of Majalengka Regency Empirically generally have a responsive attitude when providing licensing services. However, the study results also showed that some officers were not yet fully responsive, so they were considered less supportive of the quality of licensing services.

The findings above are in line with the opinion of Moestofadigjaja (1998), which states that "... to improve service quality, officials must have a spirit to serve (a spirit of public service) and become partners of society (partner of society) or collaborate with the community (to production) "

In addition, the research results also reveal that responsiveness to the people served is one of the critical factors in supporting the success of public services. This is in line with the mandate of Law Number 25 the Year 2009 Article 4, which essentially states that "Public services must be based on public interest, legal certainty, equality of rights, the balance of rights and obligations, professionalism, participation, equality of treatment / discriminatory acts," openness, accountability, facilities and special treatment for vulnerable groups, timeliness and speed, and affordability. That is why responsiveness must become a commitment for every apparatus in carrying out its duties as public servants.

#### 4) Assurance Dimension

Another dimension that determines the quality of licensing services in the BPPT-PM Majalengka Regency is the assurance dimension. In essence, the assurance dimension of disability provides security guarantees in obtaining services so that there is no doubt about the emergence of errors in service delivery. Substantively, the dimensions of assurance can be observed from indicators of officer discipline, courtesy of service officers, the integrity of officers in serving, the ability of officers to provide comfort, the presence of complaint facilities and information centers, the number of service fees/rates and indicators of service quality.

The research findings illustrate that the level of discipline of the apparatus is an essential factor in realizing the quality of licensing services in the BPPT-PM of the Majalengka Regency. Empirical facts show that BPPT-PM officials are generally considered to have good work discipline. This is reflected in the results of the responses from the community (respondents), who generally give a good assessment of the work discipline of the officials.

In line with the above context, Moenir (1992) argues that "discipline is obedience with an impersonal attitude, does not use feelings and does not use self-determination or personal interests."

Hasibuan (2008) also stated the strengthening of the research findings above, which stated eight indicators that affect employee discipline, among others; First, goals and abilities; The goals and abilities of employees also influence the level of employee discipline. The goals achieved must be clear and ideally set and quite challenging for the ability of employees to work. In other words, that the purpose of giving the work assigned to an employee must be commensurate with or by the ability of the employee concerned so that he is serious in his work and disciplined in doing it. Second, role models; Leadership role models play an essential role in shaping employee discipline, considering the leadership is a role model and role model by their subordinates. With the example of a good leader, the discipline of employees will be carried away well. However, if the leader's role model is not good (such as lack of discipline), the employees will also be less disciplined. Third, remuneration for services; Remuneration also affects employee discipline because remuneration will give employees satisfaction and love for their work. If the employee's love for work is getting better, their discipline will be better too. Fourth, justice contributes to employee discipline's realization because the ego and human nature always feel essential and ask to be treated the same as other humans. Justice, which is used as the basis for policies in the provision of remuneration (recognition) or punishment, will stimulate good employee discipline.

Fifth, Waskat; Waskat (attached supervisor) is real action and most influential in realizing employee discipline. With waskat, superiors must be active and directly supervise the behavior, morals, attitudes, work passion, and work performance of their subordinates. Waskat effectively stimulates discipline and employee morale. Employees feel that they receive attention, guidance, direction, direction, and supervision from their superiors. Sixth, legal sanctions; Penalties play a strategic role in maintaining employee discipline. With a commensurate penalty, employees will be increasingly afraid of breaking the rules to reduce employee disciplinary attitudes and behavior. Heavy or light penalties that will be applied also affect the good or bad of employee discipline. Seventh, assertiveness; firm leadership reprimand and punish every disciplined employee will create good discipline in an agency. Eighth, human relations must strive to create an atmosphere of harmonious human relations and bind all employees. The creation of a harmonious human relationship will create a comfortable working environment and atmosphere. This will motivate good discipline in an agency.

##### 5) Dimensions of Empathy

The results also found that one of the dimensions that also determines the quality of licensing services in BPPT-PM Majalengka Regency is the dimension of empathy. In principle, the dimension of empathy is the attitude of capable officials to feel what other people feel. Therefore, they give tremendous and particular attention and try to understand and understand the wants, wants, and needs of the people being served. Alternatively, in other words, they have a firm attitude but are full of attention (attention) to the community being served or can feel as the customer feels. Therefore, there is individualized caring for the customer. Empirically, this dimension can be observed from indicators, giving genuine attention, and understanding specific customer needs and indicators apparatus ability to handle suggestions and input.

The research results have revealed that the apparatus in the BPPT-PM environment is empirically considered not fully capable of fulfilling the needs of the people being served. This is reflected in some complaints from the public regarding licensing services. This condition implies that in improving the quality of licensing services, BPPT-PM officials still need an understanding of the needs of the community.

The results of the research findings above are in line with what was stated by Kurniawan (2005: 6) that the essence of public service is "the provision of services to meet the needs or needs of other people or people who have an interest in the organization by the basic rules and procedures established. "

Viewed from the perspective of the apparatus's experience, the study results found that BPPT-PM officials generally have experience in providing licensing services. This empirical fact is linked

by the results of an interview with the Secretary of the BPPT-PM of Majalengka Regency, which states that "The officials in the BPPT-PM environment generally have sufficient experience in carrying out licensing services by their duties and functions. This condition can be seen from their tenure of service and service to BPPT-PM Majalengka Regency. Even if there is a transfer or promotion of officers to another place or another service, the number is minimal and does not significantly affect institutional performance. Therefore, in terms of experience, the officials in the BPPT-PM environment are relatively good enough.

The findings above align with Tangkilisan's (2005) view, which states that "... the experience of officials in providing services, operationally, will greatly assist in smoothing the service process. This is understandable because a person can easily carry out their duties through a long experience".

The research results have also revealed that in the context of handling suggestions and input from the BPPT-PM apparatus of Majalengka Regency, in general, it is considered that they are not fully able to follow up on suggestions and input submitted by the community. This is reflected in the fact that there are still suggestions and input from the community, especially related to complaints felt by the community (read: entrepreneurs) who have not been fully able to be followed up by the community's expectations.

The findings above indicate that the dimensions of empathy in the context of realizing the quality of licensing services in the BPPT-PM of the Majalengka Regency have not been fully implemented optimally. This empirical fact is corroborated by the fact that some people are still not fully satisfied with the service process provided by the BPPT-PM apparatus of the Majalengka Regency.

### 5.3 New Concept Findings (Novelty)

In addition to the five dimensions as expressed by Zeithaml et al. (2005) above, namely dimensions tangible, reliable, responsiveness, assurance, empathy, researchers also discovered another dimension that determines the success of realizing the quality of licensing services in the BPPT-PM of Majalengka Regency. The dimension in question is the dimension of synergy. The birth of this dimension academically is also a finding in this dissertation research (novelty). The findings or novelty are based on substantive considerations or arguments, as follows; Empirically, the researcher found a crucial problem related to the weak implementation of licensing services in the BPPT-PM of Majalengka Regency. The reasons that are always used as arguments for service actors, both officials at the managerial and staff levels, are reflected in three indicators: first, ineffective coordination among stakeholders related to licensing service policies in Majalengka Regency. Second, the cooperation built by all stakeholders has not been optimal, both regarding administrative and technical activities. Third, there is no comprehensive common perception among stakeholders (SKPD) in the Majalengka Regency about the essence of licensing service policies. The implication is that licensing services have not been appropriately implemented to provide satisfaction to the community. The three indicators above, conceptually, seem closely related to the concept of synergy. For this reason, the researchers argue that to improve the quality of licensing services in Majalengka Regency; a synergy dimension is needed

## CONCLUSION

1. The study results have found that the embodiment of the quality of business licensing services at BPPT-PM Majalengka Regency has not entirely run optimally. The findings can be seen from respondents' responses to five dimensions, namely the dimensions of Tangible, Reliable, Responsiveness, Assurance, Empathy, generally giving varied responses. This means that respondents (service users) assess that the service process seen from the five-dimensional perspective has not been fully implemented effectively by BPPT-PM of Majalengka Regency. These findings are also corroborated by the complaints submitted by the public (service users), particularly about the problems of procedures, timeliness, facilities, and technology used. This resulted in,

2. The results also found that factors determine and hinder the realization of the quality of business licensing services at BPPT-PM Majalengka Regency. The factors that determine the success of realizing the quality of business licensing services at BPPT-PM Majalengka Regency, among others; Tangible, Reliable, Responsiveness, Assurance, Empathy. Substantively, these five factors align with the service quality theory put forward by Zeithaml (1990). However, apart from these five factors, the researchers also found another factor (another dimension) related to the quality of licensing services at BPPT-PM Majalengka Regency: synergy dimension. The birth of this dimension academically is also a finding of new concepts in this dissertation research or novelty. At the same time, the factors that become obstacles to the realization of the quality of licensing services at BPPT-PM Majalengka Regency, among others; limited online-based service facilities, limited parking space, uncomfortable waiting rooms for services, places of worship, and toilets that are less than clean and proactive and innovative work culture has not been developed.
3. The results also reveal that based on the results of the SWOT analysis that has been carried out, it can be seen that there are strategies to encourage the realization of service quality at BPPT-PM Majalengka Regency. However, the resulting strategy is empirically in the 1st quadrant position. This position implies that to realize the quality of licensing services in the BPPT-PM of Majalengka Regency, a new alternative strategy is needed to support service quality realization. The strategy in question is an aggressive strategy (offensive), which means a development strategy regarding a perfect situation because strengths are used to seize profitable opportunities. Then operationally, this strategy can be manifested in strengthening the capacity of the bureaucrats and the institutional capacity of the BPPT-PM Majalengka Regency. Strengthening the capacity of bureaucrats can be realized by increasing the ability and competence, and creativity of the apparatus and encouraging the growth of innovation in licensing services. Meanwhile, institutional arrangements can strengthen institutional capacity, both in structure, facilities, technology, and budget resources.

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