High Performance is Not Always Directly Proportional to Service Quality: A Case of One-stop Service of Sragen

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Abstract. One-Stop Service (OSS) of public, investment and business permits (Badan Perizinan Terpadu dan Penanaman Modal/ BPTPM) Regency (Kabupaten) of Sragen is considered to have high performance, as evidenced by having received many awards in the field of public services, including four times received the award as the best regency of investment or Investment Award from Badan Koordinasi Penanaman Modal. This research is to test whether high performance can always give satisfactory service quality, and to analyze the cause using Importance Performance Analysis (IPA) method, in terms of six dimensions: tangibles, reliability, responsiveness, assurance, empathy, and accessible, by comparing the expectation of the customers to the actual service performance. Collecting data with randomly questionnaires to 100 customers during period October 24 - November 18, 2016. BPTPM Kabupaten Sragen customers highly expect the best service on reliability dimension, but service performance score on reliability dimension is not good enough, and still less than tangibles, empathy, and responsiveness dimensions score, thereby reducing the level of customer satisfaction. This is what causes the quality of service is not satisfactory, although overall is considered to have a high level of service performance. From this research, it is proven that high service performance, does not always result in satisfactory quality of service, because it is also influenced by the level of customer expectation on each service factors. Thus, service providers should give priority to improve service performance on the aspect most desired by the customers first, to improve the quality of service..

Keywords: service quality, service performance, customer expectation, one-stop service

Abstrak. Badan Perizinan Terpadu dan Penanaman Modal (BPTPM) Kabupaten Sragen dinilai memiliki kinerja tinggi, dibuktikan dengan telah menerima banyak penghargaan di bidang pelayanan publik, termasuk empat kali menerima penghargaan sebagai kabupaten terbaik I bidang investasi atau Investment Award dari Badan Koordinasi Penanaman Modal. Penelitian ini untuk menguji apakah kinerja yang tinggi dapat selalu menghasilkan kualitas pelayanan yang memuaskan pelanggan, serta untuk menganalisa penyebabnya menggunakan metode Importance Performance Analysis (IPA), ditinjau dari enam dimensi, yaitu: tangibles, reliability, responsiveness, assurance, empathy, dan accessible, dengan membandingkan antara harapan pelanggan terhadap kinerja pelayanan yang sebenarnya. Pengumpulan data dengan kuesioner secara acak kepada 100 pelanggan, selama periode 24 Oktober – 18 November 2016. Pelanggan BPTPM Kabupaten Sragen sangat mengharapkan pelayanan yang terbaik pada dimensi reliability, tetapi skor kinerja pelayanan pada dimensi reliability tidak terlalu bagus, dan masih kalah dari skor dimensi tangibles, emphaty, dan responsiveness, sehingga mengurangi tingkat kepuasan pelanggan. Hal inilah yang menyebabkan kualitas pelayanan tidak memuaskan, walaupun secara keseluruhan dinilai mempunyai tingkat kinerja pelayanan yang tinggi. Dari penelitian ini, terbukti bahwa kinerja pelayanan yang tinggi, tidak selalu menghasilkan kualitas pelayanan yang memuaskan, karena juga dipengaruhi oleh tingkat harapan pelanggan pada massing-masing faktor pelayanan. Dengan demikian, penyedia layanan harus memberikan prioritas untuk meningkatkan kinerja pelayanan pada aspek yang paling diinginkan oleh pelanggan terlebih dahulu, untuk meningkatkan kualitas pelayanan.

Kata kunci: kualitas pelayanan, kinerja pelayanan, harapan pelanggan, pelayanan terpadu

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INTRODUCTION

Assessment and public expectation about the quality of public services, today is an important thing to be considered by the government as a provider of public services, in order to achieve satisfaction of the people. Due to the dynamic nature of society, character of public services must also be constantly changed to follow the progress of society (Dwiyanto, 2006: 145). This is consistent with the development paradigm of public administration, where the ideal of public services according to the paradigm of New Public Service (NPS), which public services must be responsive to an interests and values of the existing public (Denhardt and Denhardt, 2003). Communities need to be involved to provide input and determine the form of government services according to their ideal. And the government, as a service provider should also be pro-active reading the public will.

People in the world require a short service process and straightforward, making it faster, cheaper, easier, transparent, certain, and affordable. For that, many countries have taken innovation by merge several related services in one place, which is called integrated

service system/ One-Stop Service (OSS). Examples of integrated service system that has been implemented by some countries, among others: integrated services health care and social services in Quebec, Canada; one-stop service for passport affairs in Dhaka, Bangladesh; integrated behavioral health services in Tennessee, USA; integrated one-stop service in BPPMD Provinsi Kalimantan Timur; integrated one-stop service in BPPT Malang; as well as an integrated licensing services in BPMP2T Siak. Of the five sites, obtained values the benefits of the implementation of integrated service system, among other things: efficiency, effectiveness, community empowerment, decentralized, accessible, community satisfaction, and accountable. But on the other hand, in practice, there are still any shortcomings that exist, such as: physical facilities are inadequate, unpreparedness of Human Resources (HR), the systems and procedures that have not been good, as well as the lack of public education about the service procedure (Bravo et al., 2008; Haque, 2010; Wodarski, 2000; Febliany et al., 2014; Ismayanti, 2015; Putra and Sahuri, 2013).

Besides the implementation of integrated service system, another innovation in order to improve the quality of public services is an implementation of electronic government or e-government. This system has been tested in several countries, among others, the tax service in Malaysia, e-government in the United Kingdom, a system payment of medical expenses by the insurance company in France, the customs administration in the Netherlands, as well as the maintenance of a residence permit, identity card, driving license, passport, and others online in Germany. In general, a lot of the benefits of e-government implementation, among others: provide shortcuts communications and transactions between the government and it's people, or between government and industry; empowerment of people in accessing information; makes communication and dealings with the public and business to become more effective and efficient; as well as providing comfort, transparency, cost, and convenience to the public. But in practice, there are still some problems, such as the people's concern about the technology, the limited technical capabilities, or lack of confidence in online transactions (Hussein et al., 2010; Sarikas et al., 2007).

To give satisfaction as well as accommodate the expectations of society, since 2002 the Government of Sragen has implemented licensing and investment services in an integrated manner in one place, which is now called Badan Perizinan Terpadu dan Penanaman Modal (BPTPM) Kabupaten Sragen with the aim to provide protection and legal certainty to society, shortening the service process, making it faster, cheaper, easier, transparent, certain, and affordable, also makes closer and provide wider services to the community. Sragen has been rated as excellent in applying pattern One Stop Services (OSS), even known as a pioneer regency of One-Stop Service (OSS) in Indonesia (Andien, 2009), so it is often a destination of comparative

study reference from local government or another public services agency. BPTPM Kabupaten Sragen has also received many awards in the field of public service, even up to 2014 BPTPM Kabupaten Sragen has four times received an award as the best regency I field of investment or Investment Award from Badan Koordinasi Penanaman Modal (BKPM) (Basuni, 2014).

These awards prove the high performance appraisal of BPTPM Kabupaten Sragen. But does high performance always produce a satisfactory quality of service? For this reason the authors want to test and analyze whether the high performance of BPTPM Kabupaten Sragen will also produce quality service that satisfy customers.

According to Oliver (in Marknesis 2009), "Consumer satisfaction is feeling happy or disappointed that someone obtained from comparing the performance (or outcome) products that are perceived with expectations". Quality of service is realized through the fulfillment of customer needs and desires, as well as the accuracy of delivery in offset or exceed of customer expectations (Tjiptono et al., 2008). Opinions are almost the same also reflected in terms of service quality according to Ahmad & Ainaini (2006), namely "The circumstances in which the service provider is able to meet the customer's specifications or requirements in accordance with expectations, so the actual performance or the performance of services delivered exactly the same in accordance with customer expectations". Based on the three views on the quality of service above, it appears that the value of a service quality is a comparison between the actual service performance against expectations of customers / community.

To know the quality of service in BPTPM Kabupaten Sragen, the author examines it through the main factors that affect the quality of service. Parasuraman, Zeithaml, and Berry (in Tjiptono, 2011:196) who conduct special research on some types of services, identifies 10 (ten) main factors that determine the quality of services, namely: (1) Reliability, covers two main topics, namely consistency (performance) and the ability to be trusted (dependability). In this case, the institution providing the right services since the beginning (right the first time) to fulfill his pledge. For example, deliver their services in accordance with the agreement on schedule; (2) Responsiveness, namely the willingness or readiness of employees to provide services required by the customer; (3) Competence, meaning that every employee in the service companies have the skills and knowledge needed to provide these services. (4) Access, which includes ease of contact and encounter. This means that the location, facilities services that are easily accessible, waiting times are not too long, easy communication channel to be contacted; (5) Courtesy, which includes the attitude of courtesy, respect, caring and friendliness of the contact person (such as receptionists, telephone operators, etc.); (6) Communication, means providing information to customers in a language that can be understood, and always listen to suggestions and complaints; (7) Credibility, namely the nature of honest and trustworthy, credibility include the company name,

company reputation, characteristics of the contact person, and interaction with customers; (8) Security, which is safe from danger, risk, hesitations. These aspects include physical security, financial security and confidentiality; (9) Understanding knowing the customer, which is the effort to understand customer needs; and (10) Tangible, ie physical evidence of services that can include physical facilities, equipment used, and physical representativeness of services.

But in subsequent developments, Zeithaml, Parasuraman, and Berry (in Tjiptono, 2011:198) came to the conclusion that the ten dimensions of service quality is summarized into five key dimensions, consisting of: (1) Tangibles (physical evidence), the ability of a company to demonstrate its existence to external parties. Appearance and abilities of the company physical infrastructure and the surrounding neighborhood circumstances is a tangible proof of a service which provided by the service providers, which include physical facilities (buildings, warehouses, etc.), equipment and used tools (technology), as well as the appearance of the employees; (2) Reliability (reliability) is the company's ability to provide services as promised are accurate and reliable. Performance must be in accordance with customer expectations, it means timeliness, the same service to all customers without error, sympathetic attitude, and with high accuracy; (3) Responsiveness (responsiveness), namely a willingness to help and provide fast service and right to the customer, with clear information delivery; (4) Assurance (guarantees and certainty), that knowledge, politeness, and the ability of an organization's employees to gain confidence of customers to the company. Consists of several components, among others: communication, credibility, security, competence and courtesy; and (5) Empathy (empathy), that provide a genuine concern and a private individual or given to customers by striving to understand the desires of consumers. Where a company is expected to have an understanding and knowledge of the customer, understanding customers' specific needs, as well as having time for an operation that is convenient for the customer.

Based on some previous research, to know the quality of service an agency is by servqual method, among others (Hindarwati & Jayasari, 2014) who examines the quality of service PT. Jasa Raharja, and (Sarjono & Natalia, 2014) who examine the quality of class services at the School of Business Management Laboratory (SoBM), Bina Nusantara University. Both of these studies yield conclusions about the level of satisfaction of each service provider, and determine what service factors need to be improved to improve service quality.

From the research of Hindarwati & Jayasari (2014), obtained research results indicate that the overall level of casualties satisfaction to service insurance company Jasa Raharja is not satisfied level. This is evident from the gap value between perception and negative expectations. The order of service quality dimension that is felt least satisfactory by casualties is the dimension of reliability,

responsiveness, empathy, and assurance. From this research obtained the gap between perception with service expectation is equal to -0,0284. Therefore, to the insurance company Jasa Raharja is advised to improve the services to the casualties, especially the service quality dimension that is considered unsatisfactory for the casualties. While the dimensions of tangibles, assessed satisfactory by the respondents.

While from the research of Sarjono & Natalia (2014), it is concluded that the level of service quality provided in the class Lab. Quantitative Business Analysis to the students as a whole has not been satisfactory. With the results of a large enough gap, of course the University needs to give special attention to the dimensions that have the highest gap. The order of the least satisfactory dimensions, reliability, tangible, responsiveness, assurance, and emphaty.

From both research, was obtained data that service quality/ level of customers satisfaction in each dimension of service factor are different. And from these two studies, it can be concluded that the dimension of reliability is the most unsatisfactory dimension of service.

In general, research on service quality as the author mention in the previous research references, more simply to know the level of customer satisfaction in each service provider using servqual method. While in this research that the author do, examine the relationship between high service performance in BPTPM Kabupaten Sragen with the quality of service, using Importance Performance Analysis (IPA) method. The author also wants to test whether the performance of service is always directly proportional to the quality of service, based on customer expectation level on each service factor.

RESEARCH METHOD

Selection of research location is deliberately determined because BPTPM Kabupaten Sragen has received numerous awards, including four times as a first winner of the National Investment Award, national award in the areas of services and investment, so with such a high performance appraisal it will be interesting to test whether the level of service quality is also high. This research began on October 10, 2016 for 11 (eleven) weeks.

This research is descriptive research type with quantitative approach, which is data processing by using Importance Performance Analysis (IPA). The population in this research is the customers/ business licensing and investment services users that has been completed to get service in BPTPM Kabupaten Sragen when the author conducted a collecting data. And the samples in this research is an insidential sampling method, which is a sampling technique by accident, or anyone who happened (insidential) met with researcher who are considered suitable to the characteristics of the samples, used as a data source. Then the customers/ applicant a business permission and investment in BPTPM Kabupaten Sragen who have received the permission

that has been completed, can be sampled. The results of this study did not represent the customer population of BPTPM Kabupaten Sragen as a whole since it was formed in 2002 until now, but at least represent the customers of BPTPM Kabupaten Sragen at the time of research done in October - December 2016. Therefore the number of population is tentative, then the amount of sampling done using Lemeshow formula, namely:

$$n = \frac{Z^2 \times P(1-P)}{d^2}$$

(Lwanga and Lemeshow,1991)

Where :
n   = The required minimum number of samples
Z   = Level of confidence. Z score at 95% = 1,96
P   = Estimates of the population proportion, the maximum estimated = 0,5
d   = alpha (0,10) or sampling error = 10 %

So based on this equation, was obtained the minimum required number of samples is 96 people. The author made up the sample size to 100 people.

To measure the quality of service, by compare between the two variables, i.e. the actual service performance variable, and the customer expectations variable. Each variable is composed of 22 (twenty two) service factors/ questionnaire questions, which is a translation of the 6 (six) dimensions of service quality. Each question in the questionnaire have been accompanied by answer choices using a Likert scale. An example of the questionnaire question is :

1)   For the actual service performance variable:
How is your assessment about the waiting room facility at BPTPM Kabupaten Sragen? (X_i)

1	2	3	4	5
Very Unsatisfactory	Not Satisfactory	Good Enough	Satisfy	Very Satisfactory

2)   For the customer expectation variable:
In your opinion, how important is the availability of waiting room facilities at BPTPM Kabupaten Sragen? (Y_i)

1	2	3	4	5
Very Unimportant	Not Important	Quite Important	Important	Very Important

The service factors were asked in the questionnaire as a data source, are:

Table 1. The Number of Service Factors/ Questionnaire Instrument

Service Factors	Dimension	Instrument Number
Availability of the lounge	*Tangibles*	1
Availability of parking facilities	*Tangibles*	2
Availability of the ticket/ card parking signs	*Tangibles*	3
Availability of queue sequence facility	*Tangibles*	4
Availability of suggestions and criticisms box to the complaint	*Tangibles*	5
Availability of a brochure or bulletin board	*Tangibles*	6
Timeliness of Service Hours (open, breaks, closed);	*Reliability*	7
Speed of service and timeliness of completion of licensing	*Reliability*	8
Knowledge and skills of the officer about a licensing which handled	*Reliability*	9
Presence of the officers in place when needed by a customers	*Reliability*	10
officers' understanding about the customers needs	*Responsiveness*	11
Speed and responsiveness of the officers in handling complaints from customers	*Responsiveness*	12
Willingness of the officers to always help the customers	*Responsiveness*	13
Guarantee of confidentiality of every transaction that a customers do	*Assurance*	14
Guarantee of confidentiality of customers data	*Assurance*	15
Conformity of the promised services	*Assurance*	16
Fair services and without discrimination	*Empathy*	17
The willingness of officers to listen the stories of customers	*Empathy*	18
Ease to intimate the officers with customers	*Empathy*	19
The ability of officers to identify customers	*Empathy*	20
Affordability of the location	*Accessible*	21
Ease to be contacted	*Accessible*	22

The Importance-Performance Analysis (IPA) by calculating a conformity level of the respondents, namely the comparison of service performance assessment score with an actual score of the customer expectations by using the formula:

$$TKi = \frac{Xi}{Yi} \times 100\%$$

(John Martila and John C. James wich was cited by Supranto,2006:241)

Where:
Tki = conformity level of respondent
Xi = actual service performance assessment score
Yi = customer expectation score

So with the calculation of conformity level, can be known whether in general the quality of service in BPTPM Kabupaten Sragen satisfactory or not

The calculation results of conformity level for each service factors, then diagrammed cartesius. The horizontal axis (X) will be filled by the actual service performance score, while the vertical axis (Y) will be filled by the customer expectation score. In simplifying the formula, then for each of the service factors that influence customer satisfaction can be determined by the formula:

$$\overline{X} = \frac{\sum Xi}{n} \qquad \overline{Y} = \frac{\sum Yi}{n}$$

(Supranto, 2006: 241)

Cartesian diagram is used to determine the service factors of high-performance according to the customers, as well as the service factors that are expected by the best performance by the customers. The formula used is:

$$\overline{X} = \frac{\sum_{i=1}^{N} \overline{Xi}}{K} \qquad \overline{Y} = \frac{\sum_{i=1}^{N} \overline{Yi}}{K}$$

(Supranto, 2006: 242)

Where is, K = number of service factors that could affect the customer satisfaction.Cartesian diagram is used to maps instruments of the service quality that have been analyzed, with the following picture:
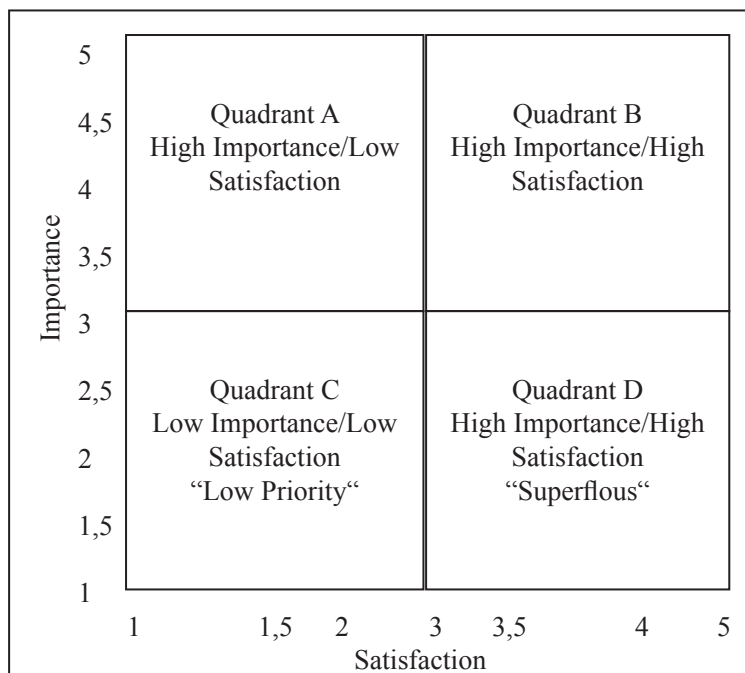

Figure 1. Cartesian Diagram

Source: Matzler et al. (2003:115)

Where:
A : Indicates service factors that are deemed to affect customer satisfaction, including elements of the services that are considered very important, but management has not done in accordance with a wishes of the customers yet, so disappointing/ not satisfied.
B : Shows the basic service elements that have been successfully implemented. For it shall be retained. Considered very important and very satisfying.
C : Shows some factors that less importance for the customer. Implementation by companies is mediocre.

Considered to be less important and less satisfying.
D : Indicates factors that affect customer is less important, but the implementation is excessive. Considered less important but very satisfying. (Supranto, 2006).

From the clustering of service factors in each quadrant of Cartesian Diagram, it can be determined the subsequent treatment of these service factors, so that it can be used to improve the quality of service, for example: what are the service factors that should be priority enhanced performance, or what factors must be maintained its achievement.

With the Cartesian Diagram, we can also find out the high performing service factors (to the right of the average performance line) and low-performing service factors (to the left of the average performance line). So in general can be determined whether the service performance in BPTPM Kabupaten Sragen is good or not.

RESULT AND DISCUSSION

Sample data from this study were taken from 100 respondents who are customers BPTPM Sragen on October 24th – November 18th 2016, which has characteristics:

Table 2. Age of Respondents

Age (y.o)	Number of Respondens (person)	Age (y.o)	Number of Respondens (person)
17 - 20	1	41 - 45	22
21 - 25	9	46 - 50	6
26 - 30	19	51 - 55	6
31 - 35	16	> 55	0
36 - 40	21	TOTAL	100

Source: Questionnaire

Table 3. Gender of Respondents

Sex	Jumlah Respoden (Orang)
Male	65
Female	35
TOTAL	100

Source: Questionnaire

Before performing data processing, questionnaire instruments/ service factors that is used as the data source, it should be tested first. The Tests are:

Validity test is done for each variable, the actual service performance variable and customer expectations variable, using a Product Moment Correlation Formula with the criteria is using the r critical on significance level of 0.05 (5% significance or 0.05 is the standard measure often used in research), to ensure that the instruments are used in the study were able to measure the research variables properly. From the Simple Correlation Coefficient table, obtained value of the table r for the number of respondents 100 people i.e. 0.1966.

If r count $\geq$ r table (2 sides test with sig. 0.05), the instruments or the service factors correlated significantly to the total score (declared valid).

If r count r < r table (2 sides test with sig. 0.05), the instruments or servica factors did not correlate significantly to the total score (declared invalid).

Table 4 & Table 5 showed that all of indicators/ questionnaire instruments are valid, both for the actual service performance variable, and customer expectations variable, so can be used to measure the research variable well.

Reliability test be used to find out the level of consistency of the questionnaire that is used by researchers. So, the questionnaire can be reliable,

Table 4. Validity Test Results of The Instruments for The Actual Service Performance Variable

No	r_{count}	r_{table}	Result	No	r_{count}	r_{table}	Result
1	0.545	0.1966	VALID	12	0.768	0.1966	VALID
2	0.440	0.1966	VALID	13	0.775	0.1966	VALID
3	0.469	0.1966	VALID	14	0.728	0.1966	VALID
4	0.552	0.1966	VALID	15	0.714	0.1966	VALID
5	0.645	0.1966	VALID	16	0.773	0.1966	VALID
6	0.620	0.1966	VALID	17	0.784	0.1966	VALID
7	0.708	0.1966	VALID	18	0.751	0.1966	VALID
8	0.729	0.1966	VALID	19	0.723	0.1966	VALID
9	0.777	0.1966	VALID	20	0.652	0.1966	VALID
10	0.781	0.1966	VALID	21	0.455	0.1966	VALID
11	0.734	0.1966	VALID	22	0.679	0.1966	VALID

Source: The results of data processing with IBM SPSS Statistics 23

Table 5. Validity Test Results of The Instruments for The Customer Expectations Variable

No	r_{count}	r_{table}	Result	No	r_{count}	r_{table}	Result
1	0.447	0.1966	VALID	12	0.782	0.1966	VALID
2	0.346	0.1966	VALID	13	0.735	0.1966	VALID
3	0.409	0.1966	VALID	14	0.668	0.1966	VALID
4	0.447	0.1966	VALID	15	0.639	0.1966	VALID
5	0.436	0.1966	VALID	16	0.611	0.1966	VALID
6	0.510	0.1966	VALID	17	0.676	0.1966	VALID
7	0.671	0.1966	VALID	18	0.663	0.1966	VALID
8	0.721	0.1966	VALID	19	0.708	0.1966	VALID
9	0.703	0.1966	VALID	20	0.742	0.1966	VALID
10	0.666	0.1966	VALID	21	0.638	0.1966	VALID
11	0.748	0.1966	VALID	22	0.600	0.1966	VALID

Source: The results of data processing with IBM SPSS Statistics 23

though the research is done repeatedly with the same questionnaire. By using the test reliability system Cronbach's Alpha, so from a SPSS output of the reliability test of the actual service performance variables, alpha value obtained for 0.942. Then matched with product moment r table value is 0.1966. Apparently, the alpha value is greater than r table, it means a significant / reliable. As for the customer expectations variables, alpha value obtained for 0.921. Then matched with product moment r table value is 0.1966. And it turns out, the alpha value is greater than r table, it means a significant/ reliable.

After all instruments declared valid and reliable, it can be used in this study as a data source, and can be resumed at the data analysis phase using Importance Performance Analysis (IPA) method. The First step to determine whether the actual performance of each service factors as a test instruments, have been accordance with customer expectations or not, it needs to be calculated conformity level to each item (Tki).

Testing criteria :

- If Tki <100 %, it means the service is not satisfactory;

Table 6. Recapitulation of The Conformity Level Calculation of Each Test Instruments/ Service Factors (Tki)

Indicator Number	Conformity Level of each items (Tk_i)	Result	Indicator Number	Conformity Level of each items (Tk_i)	Result
1	96,81 %	not satisfactory	12	88,68 %	not satisfactory
2	80,55 %	not satisfactory	13	89,52 %	not satisfactory
3	83,89 %	not satisfactory	14	90,00 %	not satisfactory
4	91,02 %	not satisfactory	15	88,22 %	not satisfactory
5	92,50 %	not satisfactory	16	85,97 %	not satisfactory
6	89,98 %	not satisfactory	17	89,20 %	not satisfactory
7	89,43 %	not satisfactory	18	90,60 %	not satisfactory
8	85,91 %	not satisfactory	19	93,63 %	not satisfactory
9	86,43 %	not satisfactory	20	93,72 %	not satisfactory
10	85,10 %	not satisfactory	21	90,82 %	not satisfactory
11	87,13 %	not satisfactory	22	87,16 %	not satisfactory

Source: The results of data processing

- If Tki =100 %, it means the service has been satisfactory;
- And if Tki >100 %, it means the service is very satisfactory.

Table 6 shows that none of the test instruments, whose conformity values are greater than or equal to 100%, which means that all the service factors, their performance have not met customer expectations yet/ not satisfactory. Then calculated the level of total conformity, by the formula:

$$Tk_i\ Total = \frac{\sum X_i}{\sum Y_i} \times 100\%$$

$$= 88{,}89\ \%$$

It was found that Tki Total < 100 %

It can be concluded that none of the service factors in BPTPM Kabupaten Sragen was satisfactory. And overall, the services in BPTPM Kabupaten Sragen at this study does not meet an expectations of the customers, or can be said unsatisfactory.

Because based on calculation of the conformity level, quality of service in BPTPM Kabupaten Sragen generally not satisfactory, so it can be analyzed for each instruments of service quality, to find out a level of service improvement priorities, using Cartesian Diagram. Score of the following calculation was used to determine the position of a service quality of BPTPM Kabupaten Sragen per-instrument on the Cartesian Diagram. First, we must find the point of intersection X axis towards the point 0. To illustrate the limits of each quadrants, it must be calculated the average value of actual service performance, which is also the point of intersection X axis towards the point 0, the formula is:

$$\underline{X} = \frac{\sum_{i=1}^{N} \overline{Xi}}{K}\ ,\ Where\ \sum_{i=1}^{N} \overline{Xi}$$

$$=\ 3{,}81$$

While the average value of customer expectations, which is also the intersection point of the Y axis to the point 0, can be searched by the formula:

$$\overline{Y} = \frac{\sum_{i=1}^{N} Yi}{K}\ ,\ Where\ \sum_{i=1}^{N} \overline{Yi}$$

$$= 4{,}29$$

From calculations of the conformity level of each items, obtained performance-expectation coordinates

Table 7. Performance-Expectation Coordinates on Cartesian Diagram

Question Number	Coordinate		Question Number	Coordinate	
	X_i	Y_i		X_i	Y_i
1	4,25	4,39	12	3,84	4,33
2	3,52	4,37	13	3,93	4,39
3	3,28	3,91	14	3,87	4,30
4	3,75	4,12	15	3,82	4,33
5	3,70	4,00	16	3,80	4,42
6	3,77	4,19	17	3,88	4,35
7	3,89	4,35	18	3,76	4,15
8	3,84	4,47	19	3,97	4,24
9	3,82	4,42	20	3,88	4,14
10	3,77	4,43	21	3,86	4,25
11	3,79	4,35	22	3,80	4,36

Source: The results of data processing

of each instruments (Xi,Yi) are showed by Table 7.

Then, the Cartesian Diagram depiction of service quality in BPTPM Kabupaten Sragen, are showed by Figure 2. Service factors scattered in each quadrant, which each indicates the enhancement priority of the
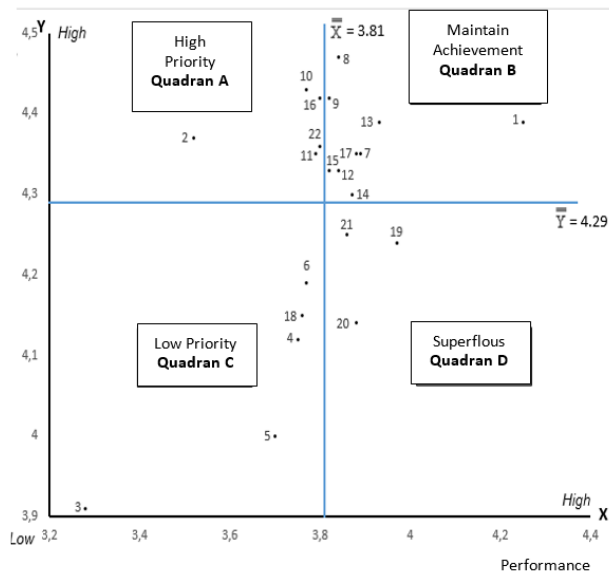
Figure 2. Depiction of Indicators on Cartesian Diagram
Source: The results of data processing

services performance in BPTPM Kabupaten Sragen

Members of each quadrants on the Cartesian Diagram, are as follows:

Quadrant A indicating that a high expectations of customers to the service factors, but an actual performance of the service factors is low, then the service factors should be a top priority that must be repaired and improved. Consists of 5 (five) service factors, that are number 2, 10, 11, 16, and 22.

Quadrant B, indicating that a high expectations of the customers to the service factors and an actual performance of the service factors is also high, thus the achievement of these services factors must be maintained. Consists of 9 (nine) service factors, that are number 1, 7, 8, 9, 12, 13, 14, 15, and 17.

Quadrant C, indicating that an expectations of customers are low to the service factors, while an actual performance of the service factors is also low, although it is not a priority, but should still be improved performance. Consists of 5 (five) sevice factors, that are number 3, 4, 5, 6, and 18.

Quadrant D, showed that customers' expectations are low on the service factors, but an actual performance of the service factors is high, then a performance of the service indicators were excessive, and no longer need to get attention to be improved. Consists of 3 (three) service factors, that are number 19, 20, and 21.

Instruments of service performance that are located on the right side of average performance line ( ) or in quadrant B and quadrant D, can be categorized service factors with a good performance because the value is above average performance, are accounted for 12 factors out of 22 service factors, or 54.55%, that are showed in Table 8. Because the number of service performance instruments which above the average are more than half (> 50%), it can be concluded that the performance of services in BPTPM Kabupaten Sragen is generally good. The performance assessment of BPTPM Kabupaten Sragen from customer perception, strengthens the appraisal of service performance which is also considered good before with various awards that have been received.

From the depiction of Cartesian Diagram, also was found the level of customer expectations about a high quality of the services performance of each instruments/ service factors. More and more upper the position of instruments on Cartesian Diagram (parallel to the Y axis), indicating that a service performance of the instruments are getting expected to get attention from the service provider, because is considered important, so the service performance getting satisfactory. Instruments that is above of the average expectation line ( ), or in quadrant A and B, considered as an instruments with a high expectations of the customers will be the performance of services, since exceeded of the average expectations. These instruments are as listed in Table 9.

From table 9, shows that there are 14 (fourteen) factors of a total of 22 (twenty two) service factors were tested, which is above the level of the average customer's expectations, or service factors with a high expectation of the customers. Of the fourteen service factors where are above the average expectation level, the most is in the reliability dimension, where 4 (four) of 4 (four) instruments tested in this dimension, all of those are above an average expectations.

In addition, all service factors of the responsiveness and assurance dimensions (3 of 3 instruments from each dimension), all of those are above the average customer expectations. This proves that customers consider it

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important and put great expectations on all service factors of the reliability, responsiveness and assurance dimensions, in order to provide satisfactory service performance to them.

If the calculated average score of customer perception service performance in BPTPM Kabupaten Sragen from table 7, and classified according to service quality dimension, it will be obtained:

From table 10, according to customer ratings, the best service performance in BPTPM of Sragen Regency at the time of the research was on emphaty dimension with score 3,87 (highest of other dimension score). This is because customers feel BPTPM employees Sragen regency able to understand their needs, and serve with sympathetic. But they also rated the poorest service performance on the dimensions of tangibles, with a score of 3.72 (the lowest of the other dimensions score). This is because there are still many lack of facilities at the BPTPM Kabupaten Sragen office, such as the absence of vehicle parking card, the absence of queue order facilities, as well as less parking lot and no roofs that protect the vehicle

Table 8. Service Factors That Have a Good Performance/ Above Average

Question Number	Indicators	Dimensions
1	Availability of the lounge	Tangibles
7	Timeliness of Service Hours (open, breaks, closed)	Reliability
8	Speed of service and timeliness of completion of licensing	
9	Knowledge and skills of the officer about a licensing which handled	
12	Speed and responsiveness of the officers in handling complaints from customers	Responsiveness
13	Willingness of the officers to always help the customers	
14	Guarantee of confidentiality of every transaction that a customers do	Assurance
15	Guarantee of confidentiality of customers data	
17	Fair services and without discrimination	
19	Ease to intimate the officers with customers	Empathy
20	The ability of officers to identify customers	
21	Affordability of the location	Accessible

Source: The results of data processing

Table 9. Service Factors With a High Expectation of The Customers/ Above Average

Instrument Number	Service Factor	Dimension
1	Availability of the lounge	Tangibles
2	Availability of parking facilities	
7	Timeliness of Service Hours (open, breaks, closed)	Reliability
8	Speed of service and timeliness of completion of licensing	
9	Knowledge and skills of the officer about a licensing which handled	
10	Presence of the officers in place when needed by a customers	
11	officers' understanding about the customers needs	
12	Speed and responsiveness of the officers in handling complaints from customers	Responsiveness
13	Willingness of the officers to always help the customers	
14	Guarantee of confidentiality of every transaction that a customers do	Assurance)
15	Guarantee of confidentiality of customers data	
16	Conformity of the promised services	
17	Fair services and without discrimination	Empathy
22	Ease to be contacted	Accessible

Source: The results of data processing

Table 10. Average Score of Service Performance per-Dimension

Instrument Number	Dimension	Performance Score ($X_{i)}$)	Amount of per-Dimensional Performance Score	Number of per-Dimensional Instrument	Average
1		4,25			
2		3,52			
3	Tangibles	3,28	22,27	6	3,72
4		3,75			
5		3,70			
6		3,77			
7		3,89			
8	Reliability	3,84	15,32	4	3,83
9		3,82			
10		3,77			
11		3,79			
12	Responsiveness	3,84	11,56	3	3,85
13		3,93			
14		3,87			
15	Assurance	3,82	11,49	3	3,83
16		3,80			
17		3,88			
18		3,76			
19	Emphaty	3,97	15,49	4	3,87
20		3,88			
21		3,86			
22	Accessible	3,80	7,66	2	3,83

Source: The results of data processing

from heat or rain.

From table 11 above, it is possible to rank per-dimensional customer expectation scores from highest to lowest: reliability, responsiveness, assurance, accessible, empathy, and tangibles dimensions. The sequence describes the level of customer expectations of service factors in each dimension. The higher the expectation score, the more satisfactory service quality is expected in these service factors. Customers expect the best service on the reliability dimension, which contains the timeliness of service hours factor; speed of service and timeliness of permit completion factor; knowledge and skill of the officers to the licenses handled factor; as well as the presence of officers in place when the customer needs factor. But if seen in table 10, the score of service performance on the dimensions of reliability, still less than the dimensions of tangibles, empathy, and responsiveness. So when the expectation of the customer is too high on a service factor, but it turns out the service performance on the factor is not good enough, it will reduce the level of customer satisfaction. This is the cause that the quality of service in BPTPM Kabupaten Sragen is not satisfactory, although overall is considered to have high service performance level.

From the previous research on the analysis of the effect of product quality and service quality on customer satisfaction of case study at Perumahan Puri Mediterania Semarang, it is concluded that the instruments of service quality variables affecting consumer satisfaction include: communication quality, informant quality, timeliness quality , quality of conformity of results, quality of reliability, quality of responsiveness, and quality of security systems (Mulyono et al., 2007). Quality of communication, quality of information, quality of timeliness, and quality of reliability aspects are included in the dimensions of reliability. While the quality of responsiveness included in the dimension of responsiveness. And the quality of conformity of the results and the quality of the security system are included in the assurance dimension. So that service quality variable that influence to consumer satisfaction according to research Mulyono et al. (2007), is in the dimensions of reliability, responsiveness, and assurance. It is also evident in this study, where the dimensions of reliability, responsiveness, and assurance are 3 (three) dimensions that have the highest customer expectation score (see table 11). In this research also obtained the result that customer expectation toward service factors

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at 3 (three) dimensions is entirely above average customer expectation level (see table 9). This means that customers consider important service factors in these three dimensions, and consider them to be the most influential to their satisfaction, ahead of the other three dimensions of the total 6 (six) dimensions tested.

While from previous research about the influence of excellent service to customer satisfaction in gas station Pertamina 34-12708, got result that respectively, variables of ability, appearance, action, responsibility, and accuracy, have influence significantly to customer satisfaction, While variables of attitude, attention and comfort have no significant effect to customer satisfaction of gas station Pertamina 34-12708 Jl. Captain Tendean no. 38 (Erlando, 2009). Variables of capabilities and accuracy are included in the dimension of reliability. The variables of action is included in the dimension of responsiveness. While the variables of attitude, attention and comfort included in the dimension of empathy. So in the Erlando (2009) research, it was found that the dimensions of reliability and responsiveness have a significant effect on customer satisfaction. It is also evident in this study, in which costumer expectation of the service factors on the dimensions of reliability and

responsiveness, are all above the average customer expectation level (see table 9), and also the 2 (two) dimensions that have the highest customer expectation score (see table 11). This means that customers consider important to the service factors in both dimensions, and assume those dimensions have a noticeable effect on their satisfaction. While in the Erlando (2009) study, also obtained the result that the dimension of empathy has no significant effect on customer satisfaction. It is also proven in this study that 3 (three) of 4 (four) service factors on the dimension of empathy, are below the average customer expectations line, which proves that the customers does not consider important and does not expect more on most service factors in the dimension of empathy, also assume it has no significant effect on customer satisfaction.

The same results are also obtained from research of Hindarwati & Jayasari (2014), on Analysis of Service Quality PT. Jasa Raharja with Servqual Method, where the customer expectation score for the reliability dimension is the highest compared to 4 (four) other dimensions tested. Again, customers consider that service factors on the dimension of reliability are the most important in influencing their satisfaction.

Table 11. Average Score of Customers Expectation per-Dimension

Instrument Number	Dimension	Expectation Score (X_i)	Amount of per-Dimensional Expectation Score	Number of per-Dimensional Instrument	Average
1		4,39			
2		4,37			
3	Tangibles	3,91	24,98	6	4,16
4		4,12			
5		4,00			
6		4,19			
7		4,35			
8	Reliability	4,47	17,67	4	4,42
9		4,42			
10		4,43			
11		4,35			
12	Responsiveness	4,33	13,07	3	4,36
13		4,39			
14		4,30			
15	Assurance	4,33	13,05	3	4,35
16		4,42			
17		4,35			
18	Emphaty	4,15	16,88	4	4,22
19		4,24			
20		4,14			
21	Accessible	4,25	8,61	2	4,31
22		4,36			

Source: The results of data processing

CONCLUSION

In general, service quality of Badan Perizinan Terpadu dan Penanaman Modal (BPTPM) Kabupaten Sragen can be concluded not satisfactory. It is based on calculation of the total conformity level (Tki Total), that was calculated by comparing the performance against customer expectations, so we get a yield of 88.89%, or can be said that Tki Total <100%. Which means that in general, the service performance of BPTPM Kabupaten Sragen has not meet the customer expectations, or unsatisfactory. Nonetheless, the performance of services in BPTPM Kabupaten Sragen generally in a good category. It is based on the Cartesian Diagram, where more than half (54.55%) factors of services, or as many as 12 of the total 22 service factors, are located on the right side of average performance line ( ), or in quadrant B and quadrant D, which means that the performance is above average. Thus, from both of the above analysis, it was concluded that the service quality of BPTPM Kabupaten Sragen is not satisfactory, despite in general having a good service performance.

Customers of BPTPM Kabupaten Sragen is expecting the best service on the dimension of reliability, but the service performance score on the reliability dimension are not good enough, and still less than the dimensions of tangibles, empathy, and responsiveness. So it reduces the level of customer satisfaction, which in this study was calculated and analyzed using the method of Importance Performance Analysis (IPA). This is the cause that the quality of service in BPTPM Kabupaten Sragen is not satisfactory, although overall is considered to have high service performance level.

Service factors in BPTPM Kabupaten Sragen are most widely in Quadrant B on the Cartesian Diagram, as many as 9 (nine) instruments that is: availability of the lounge, timeliness of service hours (open, breaks, closed), speed of service and timeliness of completion of licensing, knowledge and skills of the officer about a licensing which handled, speed and responsiveness of the officers in handling complaints from customers, willingness of the officers to always help the customers, guarantee of confidentiality of every transaction that a customers do, guarantee of confidentiality of customers data, and fair services and without discrimination. This means that the ninth factors' service achievements must be maintained, because it has gained a high value service performance from the customers, at the time of high expectations too from customers to these service factors.

Service factors which should be a priority to fixes and performance improvements are in quadrant A, because the performance of the services are not comparable to the high expectations of customers. The service factors is: availability of parking facilities, presence of the officers in place when needed by a customers, officers' understanding about the customers needs, conformity of the promised services, and ease to be contacted.

While there are 14 (fourteen) service factors in BPTPM Kabupaten Sragen which are above the customer expectations average line. Which entire factors of the dimensions of reliability, responsiveness, and assurance are above the customer expectations average line. These three dimensions also have the highest customer expectation scores compared to the other three dimensions. This means that people consider that the important service factors are in these three dimensions, and considers these dimensions is the most influence on their satisfaction, ahead of the three other dimensions of a total of six dimensions tested. And it is also similar to the result of 3 (three) previous research about the influence of product quality and service quality to customer satisfaction of Puri Mediterania Semarang (Mulyono et al., 2007); influence of service excellence to customer satisfaction at Pertamina gas station 34-12708 (Erlando, 2009); and the research of Hindarwati & Jayasari (2014), on Analysis of Service Quality PT. Jasa Raharja with Servqual Method.

Thus, service providers should give priority to improve service performance in the most desired aspects of the customers, ie service factors on reliability, responsiveness, and assurance dimensions first, to improve service quality.

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