

Analysis on Mobile Samsat's Public Service Quality

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Abstract. Quality improvement in public service has become a major concern in government institutions in their effort to provide the public with maximum service. It is also a major concern for Samsat (One-Roof System) institutions in Jakarta, Bogor, Tangerang, Bekasi (Jabodetabek). The purpose of this study is to analyze the quality level of the service provided by Mobile Samsat units in Jabodetabek. The study uses the quantitative approach in order to illustrate the gap between consumer expectation of public service and consumer perception of the actual service, based on five dimensions: reliability, responsiveness, assurance, empathy, and tangibility. Measurement results of the five dimensions show that customers find the service provided by Mobile Samsat in Jabodetabek to be unsatisfactory.

Keywords: service quality, public service, one-roof system

INTRODUCTION

As of January 2010, Law No. 22/2009 on Traffic has officially substituted Law No. 14/1992 on Traffic and Road Transport. The law is yet another addition to the list of regulations that road users must adhere to. However, while road users who violate traffic regulations are subject to criminal sanctions and fines, most of them are unaware of these regulations. The most recently legalized traffic law imposes a heavier sanction compared to the previous law. Road users should pay attention to the new regulations in the new Traffic Law, not only for their own safety, but also to avoid paying traffic tickets. The new law imposes a greater fine for violations compared to the previous law (Wedhaswary, 2010).

Public awareness of the new law has become especially important as the number of vehicle owners increase by the year. According to the latest data in 2010, there is a sharp increase during the last four months of the year: the number of vehicles increase by 1,200 units per day (Media Indonesia, 2004). Data from the Transportation Service in DKI Jakarta shows that, on average, the number of cars increases by 186 units per day; the number of motorcycles, 986 units per day. The end of 2009 saw a total of 2.4 million car units and 4.3 million motorcycle units.

In order to avoid and reduce traffic violations, the government provides an easily accessible traffic-related public service, manifested in the One-Roof Administration System, known in Indonesia as Samsat. The Samsat service is available in Samsat offices in local governments, also through Mobile Samsat, Online Samsat, and a door-to-door service called Sabumi (Samsat

ka Bumi). Each Mobile Samsat car unit only administers to the annual tax payment for the renewal of STNK (motor vehicle license) in one specific local government. The Mobile Service for Driving Licenses (SIM) only administers to the renewal of type A and C SIMs. The renewal of type B SIMs is done at the local government's Administrative Task Unit (Satpas) office. When a driving license has expired for more than 1 (one) month, it must be renewed at the regional Satpas. When a driving license has expired for more than 1 (one) year, it must be renewed at the local government's Satpas. Owners of vehicles that are still being paid on credit should bring photocopies of the BPKB (certificate of vehicle ownership) and a notice letter from the leaser, as the original BPKB still belongs to the leaser who will not hand it over before the vehicle is completely paid for. SIM and SAMSAT Mobile Services do not operate on Sundays and during national holidays (Indonesian National Police, West Java Province, 2010).

In DKI Jakarta, the SIM and SAMSAT Mobile Services, as well as the SIM and BPKB Direct Customer Visit Service, have been in operation as of 2009 and authorized on January 19, 2009 by the then Governor and Chief of the Polda Metro Jaya (Special Police Command for Jakarta), Sutiyoso and Police Inspector General Adang Firman, and Polda Metro Jaya officials. These services have made the issuance of driving licenses and payment of STNK tax easier. As the Mobile Samsat Service provides an easy, fast and highly transparent service, the public will be able to pay their taxes and receive their STNKs without fearing ticket scalpers or illegal fees (www.detik.com, 2010).

In the West Java Province, the Traffic Directorate (Ditlantas) of the Provincial Police and the West Java

Province Government have launched the Mobile Samsat and Online Samsat Services at the West Java Regional Income Service office, Jl. Soekarno-Hatta, on Tuesday, January 12, 2010. Prior to the launch, the West Java Provincial Police and Government have already launched the door-to-door Samsat Service (Sabumi).

Ahmad Heryawan, the West Java Governor, state that the Mobile Samsat service will be available in all corners of the province. Currently there are five car units in operation, distributed to the Bandung Capital City Police and intermediary coordinating commands in Bogor, Cirebon, Purwakarta, and Priangan. Mobile Samsat assists the tasks of the Samsat offices in cities and regencies. The car units will visit every area, even the remote corners of villages. The increase in the number of car units indicates an improvement in public welfare. STNK renewal and tax payment can also be done via Online Samsat, whose services are not limited to certain cities and are available to everyone. "The service is available everywhere for everyone; for instance, a Tasikmalaya customer may be served in Bandung" (Pikiran Rakyat, 2010).

The Online and Mobile Samsat services are the implementation of the National Police Headquarters' programs in Polda DKI Jakarta and West Java, as well as part of the National Police's reform. The services reduce direct encounter between the police and the public, thus reducing embezzlement. Regional income will also increase because the public are more willing to pay for their taxes and STNK through official channels.

The ongoing innovation by the National Police includes an innovation by the West Jakarta Samsat, namely combining two types of public services: Mobile Samsat (Samling) and drive-through Samsat services. In the latter, customers can pay their taxes without dismounting from their vehicles, as they do in a fast food restaurant's drive-through process. The combination will be called Samling drive-through; not only it is fast, but the public can also pay their taxes at the roadside without dismounting from their vehicles. Samsat officers will come and collect the taxes, so that taxpayers need not go to Samsat offices themselves. The innovation is West Jakarta Samsat's attempt in acquiring the Piala Citra Pelayanan Prima Award from President Susilo Bambang Yudhoyono. The innovation has also been presented in front of an assessment team from the State Ministry for the Empowerment of State Apparatus, which consists of the Social and Political Special Staff and Public Service Deputy. Besides the above innovation, the West Jakarta Samsat also applies the barcoding system for the entire Samsat service unit and digital archiving (Media Indonesia, 2010).

The Mobile Samsat service is provided by the

government as part of its obligation to serve the public. Therefore a strong commitment to public service is required, in order for the service to respond to the public needs more readily and to be more creative and efficient. A public government with the abovementioned characteristic is a government that defers its supervisory authority to the hands of the public (Osborne and Plastrik, 2001). The public are empowered and thus have the capacity to supervise the service provided by the government. As a result, state apparatus will have a stronger commitment, a higher concern for and greater creativity in solving problems. In anticipation of turbulent and uncertain global changes, public service management must quickly develop strategies of change and anticipatory policies, in order to constantly adapt to various new demands from the public, customers, and environment (Osborne and Gaebler, 2003). Consequently, it is vital to understand the identity of customers and stakeholders, as customer satisfaction determines every organization's success in achieving public acceptance; current patterns must be adapted to customer needs. Efforts in fulfilling customer needs include identifying the customers or the customers that the institutions should serve; conducting a consumer survey to verify the types of service, desired quality service, and current satisfaction level; determining post-service standards and measuring the results; benchmarking the service performance in the business; surveying frontliners in order to recognize the obstacles and obtain ideas that will be adapted to the performance benchmark; providing choices for customers, both in service resources and service facilities; creating an easily accessible system of information, service, and complaints; and facilitating customer complaints (Osborne and Plastrik, 2001).

The service quality in public sectors is inextricably linked to the quality of service provision by the employees. The public demand service of the highest quality when dealing with officers and the licensing process in a government institution. Low-quality public service is a major complaint from the public, expressed both directly and in the mass media. As public demand for better service from the state apparatus increases, the government is required to be more sensitive and responsive in providing service. Efforts to improve quality should be continuous, taking into account the factors that determine service quality based on the implementation of preset public service criteria.

The Samsat offices in DKI and West Java in general, and the Jabodetabek office area in particular, wish to, among others, improve public service through services in the local government Samsat, Mobile Samsat, Online Samsat, and door-to-door Samsat. The state apparatus in Samsat offices are expected to provide quality service for

the public. Therefore, employee welfare must become a concern; they must be given training and motivation, thus the service quality will increase until it meets public expectation. Satisfactory service quality may reduce costs and maintain effective and efficient service. Thus, service provision from state apparatus to the public should be a main concern; public response to the service provided by state apparatus, especially by Mobile Samsat employees in Jabodetabek, should be taken note of.

The concept used in this study is service-related. In this concept of service, "customers" refer to members of the public benefiting from activities in an organization or provided by employees of a service-providing organization. The term customers is used not only in the private sector, but also in the public administration sector (Rosenbloom, 2005). There are two types of customers: primary customers and secondary customers (Osborne and Plastrik, 2001). Primary customers are individuals or groups whom one's job is designed to assist. Secondary customers are individuals or groups whom one's job is designed to benefit, but indirectly, unlike with primary customers.

Consumer expectation of service refers to their wishes or demands of the ideal service rendered by service providers. Consumer expectation must become the service providers' reference in designing, producing, and rendering service to consumers. Consumer expectation is basically influenced by the following factors: word of mouth, personal needs, and past experience (Purnama, 2006).

Quality begins in customer needs and ends in customer perception (Kotler, 1994), meaning the image of good quality does not depend on the service provider's perspective or perception, but the customers'. Because customers are the ones who consume and enjoy services, they determine the service quality. Customer perception on service quality constitutes the total assessment on a service's superiority (Tjiptono, 2000). The factors influencing customer perception on a service are service encounters, evidence of service, company image, and price (Rangkuti, 2003).

This concept is proposed in temporary anticipation of an unfavorable perception or impression from users of the public sector service. The concept teaches the importance of external constituencies, or the public being served. A product, when enhanced with good service, can benefit the organization involved in obtaining profit, even in competitions (Lovell, 1994). This concept is reinforced by 8 (eight) service supplements: information, consultation, order-taking, hospitality, caretaking, exception, billing, and payment.

There have been several previous studies on service

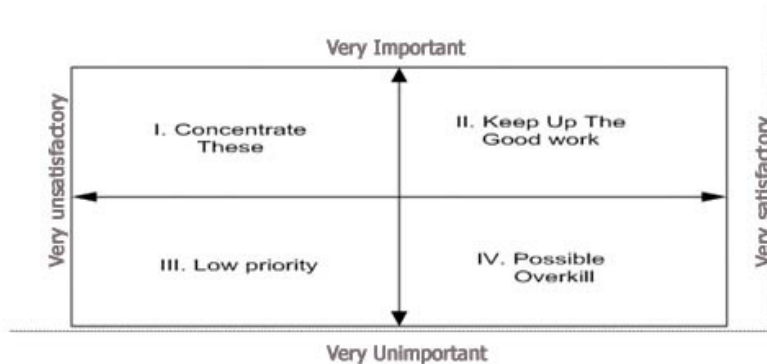
quality; a descriptive study using a qualitative approach and the ServQual method reviews the service quality in the Land and Building Tax Office in Central Jakarta, concluding that the service quality is low because the service provided has not met the taxpayers' expectation (Marsigit, 2001). It is also interesting to examine service quality by combining the quantitative and qualitative data collecting method, in order to improve service quality in Hypermarket X (Meray, 2005). The study finds seven factors that represent 21 variables of service quality and contain the following characteristics, later called the Hypermarket X service quality dimension: reliability, empathy, responsiveness, assurance, employee's appearance, accuracy, and company support. A study has also been conducted on the KTP (ID card) service in the Ngada Bawah District, using the qualitative and quantitative method and descriptive explanation. The study concludes that all the service quality dimensions in the KTP service in the Ngada Bawah District are lacking (Mere, 2002).

The urgency of the issue obliges the study to review the quality of the Mobile Samsat service, especially in Jabodetabek. The study is expected to provide scientific benefit and contribution to the development of public policy review, particularly in public service. It is also expected to contribute points of view and review materials for the central and local governments when they establish policies related to service quality. The study seeks to discover the service quality provided by Mobile Samsat in Jabodetabek: that is, the perceived service in comparison to the expected service, from the perspectives of the tangibility, reliability, responsiveness, assurance, and empathy dimensions.

METHODOLOGY

The study uses the quantitative approach and is descriptive in nature, as its own limited observations restrict its capacity to explain the service quality in Mobile Samsat in Jabodetabek. The survey method is used in the study, and its defining feature is the collection of data from a certain number of respondents using questionnaires. The study is focused on the Mobile Samsat service in Jabodetabek.

The population surveyed in the study consists of members of the public renewing type A and C SIMs and STNK at Mobile Samsat offices in Jabodetabek, in April and May 2010. The samples are taken using the accidental method, by distributing questions in the questionnaires to members of the public who have been served by Mobile Samsat in Jabodetabek. The accidental method is used as there is no sample framework.



Source : Martilla and James: 1977

Figure 1. Cartesian Diagram

The analysis on service quality in the study uses the ServQual concept framework and the Importance Performance Analysis. Service quality is then measured using the ServQual method developed by Zeithmal, Parasuraman, and Berry. ServQual, or more widely known as the Gap Analysis Model, is closely linked to the consumer satisfaction model based on the disconfirmation approach, which states that, when attribute performance exceeds the expectations for the attribute, the perception of service quality is positive, and vice versa. The ServQual method is based on the Gap Model developed by Parasuraman. Service quality is the difference between the service perceived by consumers (perception) and the ideal service desired or requested by consumers (expectations) (Purnama, 2006).

The ServQual method is built on the comparison between two main factors: customer perception on the actual service received (perceived service) and the service expected by consumers (expected service). The difference between perception and expectation is called a gap or service quality gap, formulated as follows:

$$\text{Gap} = \text{Perception} - \text{Expectation}$$

Based on the gap model of service quality, we can see that incompatibility results from five types of gaps: the gap between customer expectation and management perception, between the service provider's perception of customer expectation and specifications of service quality, between specifications of service quality and service provision process, between service and external communication with customers, and between customer perception and customer expectation (Purnama, 2006). The five gaps can be categorized into two groups: the first to fourth gaps are caused by the service provider (management), and the fifth gap is caused by the service recipient (Rangkuti, 2003). There are five main dimensions that determine the level of service quality in comparison with customer interests: tangibility, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1990).

Before calculating the Service Quality Score and Satisfaction Score, first we calculate the service level in every dimension, using the mean value formula:

$$Y = \frac{(1 \times R1) + (2 \times R2) + (3 \times R3) + (4 \times R4) + (5 \times R5)}{(R1 + R2 + R3 + R4 + R5)}$$

- Y = Average group score
- 1 – 5 = Score
- R1, R2, R3, R4, R5 = Number of respondents with answers, from Score 1 to Score 5
- R1+R2+R3+R4+R5 = Total number of respondents

To obtain the scores for service quality level and satisfaction level, we use the concept developed by Zeithaml, Parasuraman, and Berry (1990:176) and the following formula:

$$\text{Service Quality Score (KL)} = \text{Perception Score (P)} - \text{Expectation Score (H)}$$

- K = Service quality score
- P = Perception score
- H = Customer expectation score

The calculation for the service quality level can be defined as follows:

$$\text{Satisfaction Score (KP)} = \frac{\text{Perceived Service (K)}}{\text{Expected Service (H)}}$$

- KP = Service quality score
- P = Customer perception score
- H = Customer expectation score

The calculation for the customer satisfaction level can be defined as follows:

- KP < 1 = Customer not satisfied;
- KP = 1 = Customer satisfied;
- KP > 1 = Customer very satisfied.

Besides using ServQual, this study measures public service quality using the importance and performance matrix. The Importance-Performance Analysis (IPA) (Martilla dan James, 1977) is a series of service attributes related to specific services, evaluated based on each attribute's importance level according to consumers and how the service performance is perceived in relation to each attribute. The analysis is used to compare consumer

Table 1. Assessment of the Respondent's Importance Level and Respondent's Perception of Samsat's Performance

Service Quality Dimension		Importance Level	Performance Level
		Performance Index Value	Performance Index Value
A. Tangibility			
1	Information from Mobile Samsat is well-distributed/easy to find	599.6	489.4
2	Integrated computerization is sophisticated and in good condition	617.6	508
3	Mobile Samsat's waiting room is well-ordered and comfortable	615.4	478
4	Mobile Samsat's officers are well- and modestly dressed	623	529
5	Adequate general facilities	603	430.4
B. Reliability			
6	Fast and accurate procedure for document submission	623.6	521.4
7	Officers finish processing SIM & STNK on time	625.2	509.4
8	The receipts match the government-endorsed fees	626.6	552
9	Service from officers is according to procedure	620.2	526.2
C. Responsiveness			
10	Officers provide assistance when applicants meet with difficulties	615	495.4
11	Officers quickly respond to complaints from applicants	615.2	479
12	Officers are prepared to quickly fulfill the applicants' requests	613	480.6
13	Officers provide clear and easily understandable information	618.6	505.2
D. Assurance			
14	Information on renewal is easy to access	623.4	514.4
15	Officers are sufficiently knowledgeable in providing explanation	626.6	531
16	Officers provide consistent, friendly, and courteous service	627	521.8
17	Applicants find officers to be trustworthy	620.2	511.6
18	Applicants feel secure in their transactions	629.2	531.4
E. Empathy			
19	Officers are able to provide fast service	629.8	516
20	Officers pay attention to any and all complaints	606	468.6
21	Officers sort out complaints in an effective manner	615	478.2
22	Officers pay great attention to the applicants' wants and needs	617.4	475.6

assessment on the quality service's importance level with the service quality's performance level. The service quality dimension used is the one developed by Parasuraman, et al. (Purnama, 2006).

The average value in consumer assessment is then translated into an IPA graphic or a Cartesian Diagram, where the axis (X) is the performance level and the ordinate (Y) is the importance level. The average performance level is used as the cut-off or demarcation between high performance and low performance, while the average importance level is used as the cut-off between high importance and low importance. The IPA graphic or Cartesian Diagram is then presented as follows:

Below is the description for each of the four quadrants: 1) Quadrant I (Concentrate These), This area contains factors that customers consider necessary. However, in

reality, the condition of the factors have not met customer expectation (the satisfaction level is still low). The variables included in this quadrant must be improved by improving company performance, thus increasing the performance of the variables in this quadrant ; 2) Quadrant II (Keep Up The Good Work), This area contains factors that customers consider necessary and factors that customers feel have met their expectations, thus the satisfaction level is relatively higher. The variables included in this quadrant must be maintained, as they are the reason that customers find the products or services superior; 3) Quadrant III (Low Priority), This area contains factors that customers consider less necessary, and in reality their performance is not exceptional. The variables in this quadrant are considered to be subject to improvement, because their influence

on the benefits received by customers is very small; 4) Quadrant IV (Possible Overkill), This area contains factors that customers consider less necessary and feel to be superfluous. The variables in this quadrant may be reduced, thus reducing several costs for the company.

To determine the level of attribute management in the service quality dimension, we use the Importance Performance Analysis (Supranto, 2006). The analysis calculates the compatibility level between the importance level and the implementation level. The compatibility level is the comparison between performance score and interest score, and determines the priorities in managing the attributes in the service quality dimension, using the following formula:

$$TK1 = \frac{X1}{Y1} \times 100\%$$

TK1 = Respondent compatibility level

X1 = Mobile Samsat performance score

Y1 = Consumer interest/expectation assessment score

The data is collected using closed questionnaires, then analyzed using statistics with the following analysis techniques: importance performance analysis, service quality score, and satisfaction score.

RESULT AND DISCUSSION

The study is conducted in several Mobile Samsat units in Jakarta (Central Jakarta, West Jakarta, South Jakarta, North Jakarta, East Jakarta), Bogor (Bogor City, Bogor Regency), Depok, Tangerang (Tangerang City, Tangerang Regency, South Tangerang Regency), and Bekasi (Bekasi City, Bekasi Regency), with 650 respondents. The study discusses the result of the important performance analysis; mapping of the service quality dimension using the Cartesian diagram; analysis of service quality in the tangibility, reliability, responsiveness, assurance, and empathy dimensions; analysis of service quality from the ServQual perspective; and analysis of the difference between the assessment of the service recipient's interest and the five service quality dimensions.

A. Importance Level and Respondent's Perception on Samsat's Performance

The analysis of the importance level of public service in Mobile Samsat in Jabodetabek consists of importance and performance. The importance level is assessed based on the five dimensions of public service quality: tangibility, reliability, responsiveness, assurance, dan empathy.

First, the analysis for the tangibility dimension shows that respondents give a high performance index value (623) for the Mobile Samsat officers are well- and modestly dressed indicator. Other indicators also receive a high performance index value, with the lowest index

value, 599.6, being given to the "Information from Mobile Samsat is well-distributed/easy to find" indicator. The respondents' assessment for the importance level differs from their assessment for the performance level. The highest assessment for the performance level, 529, is given to the Mobile Samsat officers are well- and modestly dressed indicator. The indicator with the lowest assessment value, 430.4, is the "Adequate general facilities" indicator.

Second, the analysis for the importance level on the reliability dimension shows that respondents give a high performance index value (626.6) for the The receipts match the government-endorsed fees indicator. The "Officers finish processing SIM & STNK on time" indicator is valued at 652.2; the "Fast and accurate procedure for document submission" indicator is valued at 623.6; and the lowest value, 620.2, is given by respondents to the "Service from officers is according to procedure" indicator. Meanwhile, respondent perception of the performance in the reliability dimension shows that the highest value, 552, is given to the "The receipts match the government-endorsed fees" indicator, followed by the "Service from officers is according to procedure" indicator (526.2), the "Fast and accurate procedure for document submission" indicator (521.4), and the lowest value is given to the "Officers finish processing SIM & STNK on time" indicator (509.4).

Third, the analysis for the importance level on the responsiveness dimension shows that respondents give a high performance index value (618.6) for the "Officers provide clear and easily understandable information" indicator. The value difference with the other indicators is small, and the lowest value, 613, is given to the "Officers are prepared to quickly fulfill the applicants' requests" indicator. Meanwhile, respondent perception of the performance in the responsiveness dimension shows that the highest value is given to the "Officers provide clear and easily understandable information" indicator (505.2), and the lowest value (479) is given to the "Officers quickly respond to complaints from applicants" indicator.

Fourth, the analysis for the importance level on the assurance dimension shows that respondents give a high performance index value (629.2) for the "Applicants feel secure in their transactions" indicator. The value difference with the other indicators is small, and the lowest value, 620.2, is given to the "Applicants find officers to be trustworthy" indicator. Meanwhile, respondent perception of the performance in the assurance dimension shows that the highest value is given to the "Applicants feel secure in their transactions" indicator (531.4), followed by the Officers are sufficiently knowledgeable in providing explanation indicator (531). The lowest performance value, 511.6, is given to the "Applicants find officers to

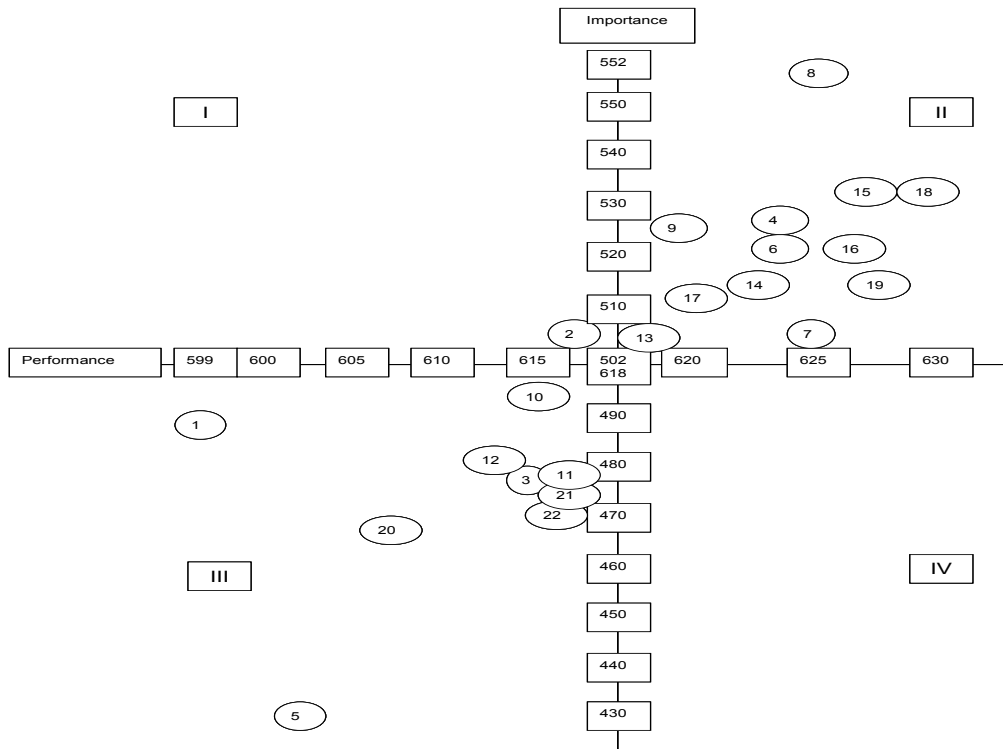


Figure 2. Importance and Performance Service Quality Matrix for Mobile Samsat in Jabodetabek

be trustworthy” indicator.

Fifth, the analysis for the importance level on the empathy dimension shows that respondents give a high performance index value (629.8) for the “Officers are able to provide fast service” indicator. The value is noticeably higher than the lowest value given by respondents, namely to the “Officers pay attention to any and all complaints” indicator (606). This also applies to respondent perception of the performance in the empathy dimension: the highest value is given to the “Officers are able to provide fast service” indicator (516), and the lowest value is given to the “Officers pay attention to any and all complaints” indicator (468.6).

Based on the above explanation, we can determine the average values in the importance and performance table by connecting the performance value in X with the importance value in Y. The average importance and performance values are used as the limitation to determine the contents in quadrants 1, 2, 3, and 4.

The scores for the importance and performance levels in all attributes in the ServQual dimension show that the average score for the overall importance level is related to respondents’ hopes for the public service provided by the Mobile Samsat management in Jabodetabek. These scores are illustrated by the Y ordinate. The average score for the Mobile Samsat officers’ performance is illustrated by the X axis. The application of each attribute to the Cartesian diagram is based on the average score for each

service quality attribute. Next, the scores are connected by two vertical lines on point X and point Y. Thus the IPA description refers to the figure below:

Quadrant I is the area with factors considered necessary by Mobile Samsat’s customers/end users in Jabodetabek. In reality, these factors have not yet met their expectations (the satisfaction level is low). The variables in this quadrant need to be improved: the Mobile Samsat management in Jabodetabek needs to constantly improve their service and, in turn, it will increase the performance of the variables in this quadrant. The dimension attribute to be given main priority is Mobile Samsat’s integrated computerization service, which ideally should be sophisticated and in good working order.

Computerization in the Mobile Samsat service is yet to reach its maximum utilization, as it is not technologically advanced and only available for a small number of the service instruments. Furthermore, old and unusable supporting equipments are still being used in the computerization service: the public is served using the old manual system, which they find to be very time-consuming. The public also finds this manual procedure to be unnecessarily complicated.

Quadrant II is the area with factors considered necessary by Mobile Samsat’s customers/end users in Jabodetabek, and in reality these factors have already met their expectations (the satisfaction level is relatively higher). The condition for the variables in this quadrant

must be maintained, as they are the reason that Mobile Samsat's customers/end users in Jabodetabek find the products or services superior. The following service dimension attributes are to be maintained: Mobile Samsat's officers are well- and modestly dressed; fast and accurate procedure for document submission; officers finish the renewal process for SIM A, C, and STNK on time; the receipts match the government-endorsed fees; and service from officers is already according to procedure. Other assessments show that Mobile Samsat officers provide clear and easily understandable information; information on renewal requirements for SIM A, C, and STNK is easy to obtain; officers are sufficiently knowledgeable in providing explanation on the renewal process for SIM A, C, and STNK; officers provide consistent, friendly, and courteous service; applicants find officers to be trustworthy; applicants for the SIM A, C, and STNK renewal feel secure in their transactions; and officers are able to provide fast service.

However, the above assessments for the service dimension attributes do not apply in many Mobile Samsat units. Many customers find service in Mobile Samsat to be lacking: the document submission process is time-consuming, and the renewal process for STNK and SIM A and C does not finish on time. The service information received also tends to differ from one officer to another.

Some of the service dimension attributes are already satisfactory and can still be improved; these attributes are the few plus points in Mobile Samsat's service. They represent the overall quality of Mobile Samsat's public service, although in reality many service dimension attributes are low in quality.

Quadrant III is the area with factors that customers consider less necessary, and in reality their performance is not exceptional. The variables in this quadrant are considered to be subject to improvement, because their influence on the benefits received by Mobile Samsat's customers/end users in Jabodetabek is very small. The service dimension attribute with low-priority handling is the Mobile Samsat's service is well-distributed and easy to find around the customers' area of residence indicator. The assessment on this indicator shows that not many respondents are aware of Mobile Samsat's service; those who are aware of it cannot easily find the service's location. Consequently, when respondents require Samsat services, they prefer going to the main office instead.

The Mobile Samsat's waiting room is well-ordered and comfortable indicator has not been rated as satisfactory by the majority of respondents. According to them, the waiting room is not a well-ordered place. Public facilities for applicants, such as the parking lot, rest rooms and mushalla, are also still considered lacking. The following

indicators also receive complaints from applicants and must be improved: Mobile Samsat officers provide assistance when applicants for STNK and SIM A and C renewal meet with difficulties; officers quickly respond to complaints from applicants; officers pay attention to any and all complaints; officers provide assistance when applicants meet with difficulties; and officers pay great attention to the applicants' wants and needs.

In character, Mobile Samsat officers are similar to other public service officers. In carrying out their duty, sometimes they can be slow, indolent, lacking in integrity and competence, and so forth. Consequently, applicants find the service process to be a disadvantage, since it is ineffective and inefficient.

Quadrant IV is the area with factors that Mobile Samsat customers/end users in Jabodetabek consider less necessary and feel to be superfluous. The variables in this quadrant may be reduced, thus reducing several costs for Mobile Samsat in Jabodetabek. The study shows no service dimension attribute that can be categorized as superfluous service.

Customers state that there are no factors that they consider less necessary than others. As Mobile Samsat can be said to be premature in its existence, all service dimension attributes are considered necessary. The reason is that the service quality to date is still unsatisfactory; therefore, cost reduction becomes a secondary consideration in order to improve service quality.

B. Respondent Perception and Hopes Regarding Performance

The customers/end users' perception of and hopes for Mobile Samsat's service quality or performance in Jabodetabek is measured using the service quality measurement concept posited by Zeithaml, Parasuraman, and Berry (1996). The service quality measuring tool is called Service Quality (ServQual). To determine the actual service quality experienced by customers, Zeithaml et al. say, there must be an interaction between consumer satisfaction and service quality. Consumer satisfaction consists of several measurement indicators and five service quality dimensions: tangibility, reliability, responsiveness, assurance and empathy. This study uses the five dimensions as indicators or measurements of the level of Mobile Samsat's service/performance quality in Jabodetabek. Below is the analysis on each dimension in ServQual.

First, the measurement of the customers/end users' perception of and hopes for Mobile Samsat's service quality in Jabodetabek from the tangibility dimension's perspective shows that respondents are not satisfied with the Information from Mobile Samsat is well-distributed/

Table 2. Respondent Perception and Hopes Regarding Performance

Service Quality Dimension		Perception Weight	Hopes Weight	ServQual Score
A. Tangible				
1	Information from Mobile Samsat is well-distributed/easy to find	2447	2998	0.82
2	Integrated computerization is sophisticated and in good condition	2540	3088	0.82
3	Mobile Samsat's waiting room is well-ordered and comfortable	2390	3077	0.78
4	Mobile Samsat's officers are well- and modestly dressed	2645	3115	0.85
5	Adequate general facilities	2152	3015	0.71
B. Reliable				
6	Fast and accurate procedure for document submission	2607	3117	0.84
7	Officers finish processing SIM & STNK on time	2547	3121	0.82
8	The receipts match the government-endorsed fees	2760	3130	0.88
9	Service from officers is according to procedure	2631	3100	0.85
C. Responsiveness				
10	Officers provide assistance when applicants meet with difficulties	2477	3072	0.81
11	Officers quickly respond to complaints from applicants	2395	3075	0.78
12	Officers are prepared to quickly fulfill the applicants' requests	2403	3064	0.78
13	Officers provide clear and easily understandable information	2526	3090	0.82
D. Assurance				
14	Information on renewal is easy to access	2572	3116	0.83
15	Officers are sufficiently knowledgeable in providing explanation	2655	3130	0.85
16	Officers provide consistent, friendly, and courteous service	2609	3130	0.83
17	Applicants find officers to be trustworthy	2558	3096	0.83
18	Applicants feel secure in their transactions	2657	3141	0.85
E. Empathy				
19	Officers are able to provide fast service	2580	3144	0.82
20	Officers pay attention to any and all complaints	2343	3029	0.77
21	Officers sort out complaints in an effective manner	2391	3072	0.78
22	Officers pay great attention to the applicants' wants and needs	2378	3086	0.77

easy to find indicator, as shown by the satisfaction level which is lower than 1 (0.82). Next, the measurements of the perception of and hopes for the indicators Integrated computerization is sophisticated and in good condition, Mobile Samsat's waiting room is well-ordered and comfortable, Mobile Samsat's officers are well- and modestly dressed, and Adequate general facilities all show values below 0.82. This shows that respondents are not satisfied with the rest of the tangibility indicators. Although the satisfaction level for service quality is less than 1, the value 0.71 is considered close enough to 1, meaning the service quality provided is not too low and can still be improved. The satisfaction level for service quality in all indicators is less than 1, but the value 0.82 is considered close enough to 1, meaning the service quality provided is not too low and can still be improved.

Second, the measurement of the customers/end users' perception of and hopes for Mobile Samsat's service quality in Jabodetabek from the reliability dimension's

perspective is divided into 4 indicators in the form of study questions. Respondent perception of the The receipt from Mobile Samsat officers match the fees determined by the government indicator shows a satisfaction level of 0.88. This value, being less than 1, proves that respondents are dissatisfied with the indicator. The satisfaction levels in other indicators are lower, therefore also less than 1, showing that respondents are not satisfied with them. Nevertheless, the value 0.84 is considered close enough to 1, meaning the service quality provided is not too low and can still be improved.

Third, the measurement of the customers/end users' perception of and hopes for Mobile Samsat's service quality in Jabodetabek from the responsiveness dimension's perspective is divided into 4 indicators. The assessment of the hopes and perception in the Officers provide assistance when applicants for STNK and SIM A and C renewal meet with difficulties indicator shows a satisfaction level of 0.82. This is the highest level

compared to the other indicators. Respondent shows dissatisfaction with the Officers provide clear and easily understandable information indicator, as proven by the satisfaction level (0.82, or less than 1). Respondents are also dissatisfied with the other indicators: Officers provide assistance when applicants for STNK and SIM A and C renewal meet with difficulties, Officers respond quickly to complaints from applicants, and Officers are prepared to quickly fulfill the applicants' requests. However, the service quality provided is not too low and can still be improved; although the satisfaction levels in all indicators are lower than 1, the values are considered close enough to 1.

Fourth, the measurement of the customers/end users' perception of and hopes for Mobile Samsat's service quality in Jabodetabek from the assurance dimension's perspective is divided into 4 indicators. The assessment of the hopes and perception in the Information on STNK and SIM A and C renewal is easy to access indicator shows a satisfaction level of 0.83. This shows that respondents are not satisfied with the indicator, as the satisfaction level is lower than 1. The Officers are sufficiently knowledgeable in providing explanation on STNK and SIM A and C renewal and Applicants feel secure in their transactions indicators have a higher satisfaction level (0.85); however, the less than 1 value of the satisfaction level shows that respondents are not satisfied with the indicators. This also applies to all the indicators. Although the overall satisfaction level in service quality is less than 1, the values are considered to be close enough to 1, therefore the service quality provided is not too low and can still be improved.

Fifth, the measurement of the customers/end users' perception of and hopes for Mobile Samsat's service quality in Jabodetabek is done from the empathy dimension's perspective. The Officers are able to provide fast service indicator shows a satisfaction level of 0.82; the level being lower than 1 means respondents are not satisfied with the speed of the service. The satisfaction level in other indicators is also lower than 1: Officers pay attention to any and all complaints, Officers sort out complaints in an effective manner, and Officers pay great attention to the applicants' wants and needs. Although the satisfaction level for service quality in all indicators is less than 1, the values are considered close enough to 1, meaning the service quality provided is not too low and can still be improved.

CONCLUSION

In analyzing the data from this study, we compare the perceived quality of the service provided by Mobile Samsat in Jabodetabek with the expected service. From the perspective of the five dimensions (tangibility,

reliability, responsiveness, assurance, empathy), it is evident that respondents are not satisfied with the service in all the dimensions. However, as all the indicators show satisfaction levels that are close enough to 1, the service quality is considered not too low and can still be improved.

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