

The Behavioral Consequences

by Sukeesi Sukeesi

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Table of Contents

- 1 Determinants of Investment Decision
among Moslem Entrepreneurs
**WIWIK LESTARI, UBUD SALIM, MADE SUDARMA
& THAHER AL-HABSYI**
doi:
- 17 The Behavioral Consequences of Customers Satisfaction
Index in East Java Integrated Licensing Services
(*Pelayanan Perijinan Terpadu-P2t*)
SUKESI
doi:
- 38 Integrating Justice Theory and Service Quality
Concept to Evaluate Customer Recovery Satisfaction
**TIFFANY ADELAINE G.
TAN** doi:
- 54 Conceptual for Analyzing Public
Accountancy Practice as a Social Institution
**RUFO R.
MENDOZA** doi:
- 68 Stress Factors and Well-Being of Overseas Filipino Workers
**JOANY MARGALLO & AMELIA O.
PELIGRO** doi:

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9

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8

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10

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13
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The Behavioral Consequences of Customers Satisfaction Index in East Java Integrated Licensing Services (*Pelayanan Perijinan Terpadu- P2T*)

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ABSTRACT

Consumer behavior has become a prevailing topic in service management recently. Doing research on this field benefits the service company. East Java Department of Transportation and LLAJ as public institution should care about the customers. Through UPT P2T's transparency, this institution can provide certainty of completion, processing time, estimated cost and other detailed information with certain service quality. The study determined the Community Satisfaction Index of East Java Integrated Licensing Service - P2T Transport Sector and analyzed the behavioral consequences of Community Satisfaction Index of East Java Integrated Licensing Service - P2T Transportation Sector. Primary data were obtained through questionnaires, using closed and open questions, whereas secondary data were obtained from other parties related to this study. The findings revealed that the average analysis of CSI is classified as „Good“ (B), with a value of 78.584. Therefore, this will affect 23 products/types of permits which are available from the four areas of service and the respondents provide spontaneous and positive responses during the licensing process.

KEYWORDS

Business Management, behavioral consequences, customer satisfaction index, East java Integrated Licensing Services descriptive-quantitative research, East Java, Indonesia

INTRODUCTION

Society is a term that is often used in government affairs as an implementation of a policy, either as a product or a result of the institution's performance. As such, the government has implemented a number of policies related to public services, one of which is based on Article 3 of Law No. 28 of 1999 on the Implementation of the State free from Corruption, Collusion and Nepotism (KKN Act hereinafter) which mentions the principles for the basis of public service: the principle of legal certainty; principle of orderly administration of the state; principle of public interest; principle of openness; principle of proportionality; the principle of professionalism, and the principle of accountability.

In such a condition, the government has a function as a public service provider. Therefore, they have to provide a valuable and satisfactory public service to all customers regardless of their social status and class. In this effort, the government has prioritized the delivery of a high-quality performance and made some breakthroughs to provide comfort, certainty, speed, and continuous innovation. Thus, the quality of public services in East Java Government has done some achievements and received nationwide recognition; as indicated by the award (*Trofi Citra Bhakti Abdi Negara*) from the Ministry of Administrative Reform and Bureaucratic Reform on March 28, 2012.

East Java is considered the most accountable in providing public services in Indonesia, (*„Pertama, Raih Public Service Terbaik‘*, 2013). It ranked first in Regional Government Performance Evaluation (EKPPD) in 2012. Even this award has been obtained for the third time, EKPPD is an aggregate public performance of all sectors, (*„Kinerja Pemprov Jatim Terbaik“*, 2013). This was confirmed in a statement quoted in the *Harian Jawa Pos* (*„Peraih Otonomi Awards 2012‘*, 2012) in the event no. XI during Autonomy Award 2012 as proof that regional autonomy in Indonesia is successful and East Java deserves to be set as an example to other provinces.

One of the government's role is providing particular services and licensing services to the stakeholders. The standard service refers to Permendagri No. 24/2006 on the implementation of one stop service, the contents of which

highlights the obligation of the city/county to have one-stop integrated services, particularly regarding business and investment licensing. Therefore, East Java has prepared a one-stop licensing service agency as a form of policy response and performance-related public service currently known as the Integrated Licensing Service agencies (P2T) of East Java. Furthermore, the local government went on to provide for public services by cooperating with PT Telkom Tbk to facilitate the implementation of e-government, by providing a network connection so that all districts/cities can be connected. Settlement services include population service (e-citizen), licensing (e-licensing), and procurement (e-procurement). This statement was delivered by The Deputy Executive General Manager of Telkom, Eastern Division, Bagyo Nugroho during the exhibition of East Java public service exhibition.

Besides some terms above, East Java Department of Transportation and LLAJ is also one of government institutions that care about the community. It is expected that the availability of the Integrated Licensing Service (P2T) of East Java will enable the community to access the required licensing services easily. Through P2T's transparency, this institution can provide filing requirement, certainty of completion, processing time, estimated cost and other detailed information with certain service quality.

As stated in the Decree of the Minister of Administrative Reform No. 63/KEP/M.PAN/7/2003 on Guidelines for the Implementation of Public Service Delivery and Kep. Menpan No. 25 of 2004 on the General Guidelines for the Community Satisfaction Index for Government Agencies Service Unit, the government institutions as public service providers need to evaluate the quality of its performance through the Community Satisfaction Index as a benchmark to improve the quality of public services and assess whether the level of service quality has been conveyed to the public as expected. Due to the highly dynamic conditions, the demand for quality public services is also ever-changing.

The customer behavior of public services is a consequence of the expected perception of the level of satisfaction, as indicated by the Community Satisfaction Index on the Integrated Licensing Service (P2T) East Java Department of Transportation. The data and information on community satisfaction index are obtained from the both quantitative and qualitative measurements over public opinion in public services by comparing the expectations and needs.

Hence, the Behavioral Consequences studies on Community Satisfaction Index are expected to yield significant information to formulate policies to improve the quality of public services without limiting possibilities of the service attributes in all public services in the Department of Transportation East Java to

use internationally recognized service standards e.g. ISO standards, which have already been adapted by East Java P2T unit.

FRAMEWORK

Satisfaction Index

When referring to satisfaction index, it can be inferred to the decree issued by the Ministry of State Apparatus No 63/KEP/M.PAN/7/2003. In this Indonesia government's regulation, there are 14 elements of satisfaction index. These elements are related to service procedures, terms of service, clarity of service officers, discipline of service officers, responsibility of service officers, ability of service officers, speed of service, fairness and so on.

In a specific issue, Lee and Lin (2005) provide a concept of satisfaction related to E-service quality. According to them, satisfaction can be defined as overall customer evaluations and judgments regarding the excellence and quality of e-service delivery in the virtual marketplace. They stated that service quality influences consumption decisions, but only recently these findings have been applied to e-commerce. In their study, it was argued that satisfaction leads to e-commerce channels and determinants of web site success.

The elements of satisfaction index which are stipulated by Indonesia government are also for the service companies. These elements can also be considered the overall customers evaluations and judgments regarding the excellence and quality of service provided by the government institutions. Thus, all the elements are related to public service. Public service and the principles of service delivery, as well as public service standard are the concerns in the satisfaction index. These factors should be taken into account when measuring the satisfaction provided by public service agencies.

Public Service

The term „public service“ is similar to the meaning of „general service“ or „community service“. In general, the meaning of „public“ or „community“ can be found in the following terms: public offering, public ownership, utilities, public relations, public service etc. However, the definition of “public” in public service is not entirely the same as that perceived by the society.

In the concept of service, there are two types of service objects: service provider and service recipient. The service provider provides services to consumers, either in the form of service provision and delivery of goods or services. In this case,

a public institution means service provider, while the service receiver is the customer or consumer, that is, the community or the public.

Another source for describing the term of public service is in the decree of the Minister of State for Administrative Reform (Minister PAN) Number 63/ KEP/M.PAN/7/2003 which defines that public service is all services undertaken by public service providers to address the needs of service recipients as well as the implementation of the laws.

The indicators of public services in practice are often related to government performance. This is not surprising because public service is an important part of the government's responsibility. The finding of the research conducted by Semil, N (2005) on the government agency of Semarang Land Office stated that there are nine indicators of the public services quality: 1) transparency, 2) ease, 3) certainty, 4) justice, 5) officers' professionalism, 6) tools and facilities, 7) safety, 8) compensation and 9) complaints handling system.

The Mechanism of Licensing in Transportation Sector of P2T

The transportation licensing services on East Java P2T include four areas, namely: 1) road transportation; 2) marine transportation; 3) air transportation; 4) railways and ASDP. Furthermore, the licensing mechanism of the four areas can be seen in Figure 1 and Figure 2.

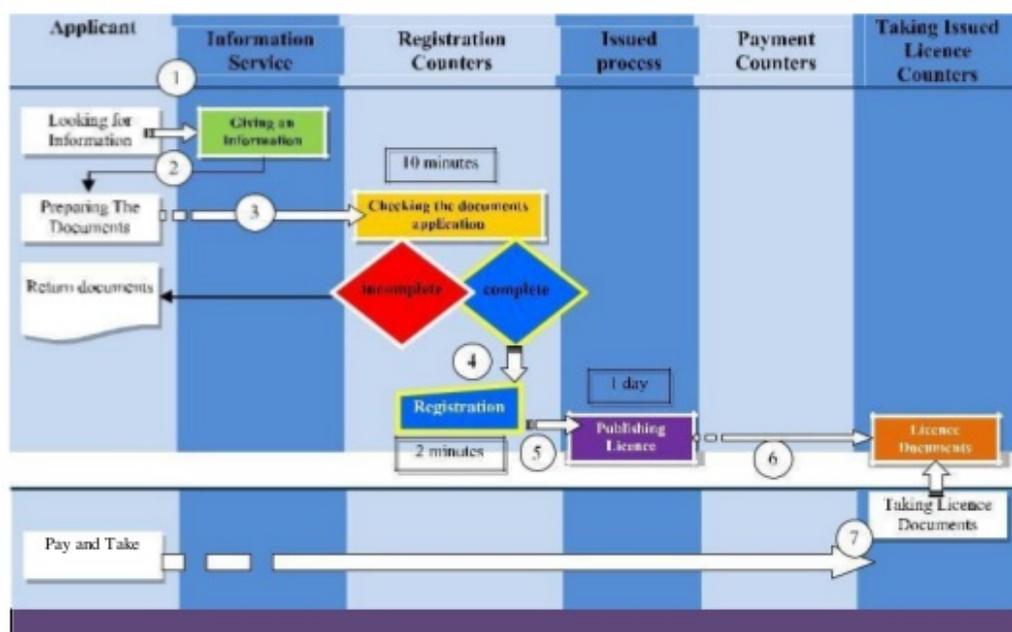


Figure 1: License filing mechanism of marine, air, railways and ASDP in East Java p2t (source: www.p2t.jatimprov.go.id)

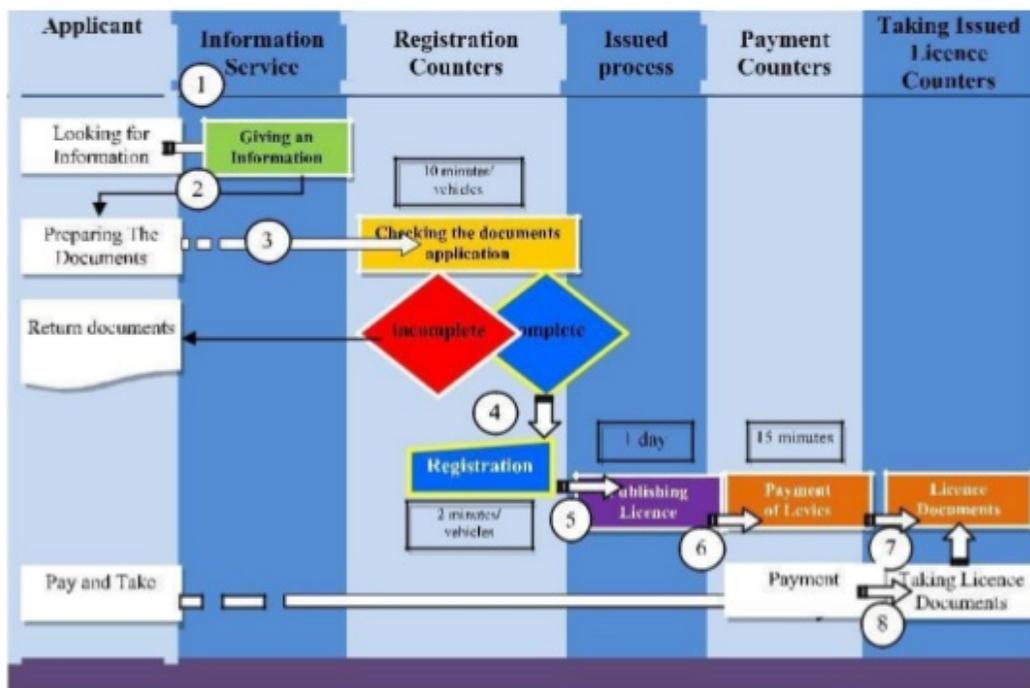


Figure 2: License filing mechanism of road transportation sector in East Java P2T
(Source: www.p2t.jatimprov.go.id)

Principles of Public Service

As previously explained in the Decree of the Minister of State for Administrative Reform number 63 of 2003, there are nine (9) elements in the principles of public service, namely: 1) Simplicity; 2) Clarity and certainty; 3) Safety; 4) Accuracy; 5) Responsibility; 6) Completeness of facilities and infrastructure; 7) accessibility; 8) discipline, courtesy and friendliness; and 9) comfort.

Public Service Standards

The obligation of public service managers is to prepare standardized services, one of which is a part of valuable service quality, and publish parts as a guarantee of results. Standard service is a standardized measure of the public service that must be obeyed by the providers and/or recipient of the services. As stated in Decree No. 63 of 2003 the minister, there are six standard of public service: 1) procedure of the service; 2) service time; 3) costs of service; 4) product; 5) facilities and infrastructure; and 6) competence of the service officer.

Quality of Service

The definition of service quality focuses on addressing the needs and desires of

consumers and accuracy of delivery to match consumers' expectations. According to Kotler and Armstrong (2006), service quality refers to the expected quality and the perceived quality of a service offered, and it has a great effect on the competitiveness of the company. According to Tjiptono F (2001), service quality is a dynamic state associated with products, people, processes, and environments that meet expectations. In other words, there are two factors that determine the quality of the expected service and perceived service. The second dimension is the functional quality (process-related dimension), which is closely related to the quality of services delivery or the transfer process, technical quality, outputs or outcomes from service providers to consumers. Improving the service quality is not as easy as obtaining good results; hence, a lot of factors need to be considered: 1) identifying the main determinants of service quality; 2) managing consumer expectations; 3) evidence of quality service; 4) expanding Quality Culture; 5) follow up services; and 6) developing Information Systems of the Service Quality.

Customer expectations are shaped by past experiences and word-of-mouth promotion by a public service provider in comparison to other similar public service providers.

Tjiptono F (2001) explained the key points to consider in the model of service-oriented public service are: 1) identifying the key attributes of service quality from the marketing and consumer perspectives; 2) emphasizing the gap between consumers and service providers primarily on perceptions and expectations; 3) understanding the implications of solving the discrepancy towards service processing.

Community satisfaction

Customer satisfaction or dissatisfaction is customers' responses to the evaluation of disconfirmation experienced between expectations (or other performance norms) and actual product performance (Tjiptono F, 2004). State-owned or local institutions and local and central government institutions are not exempt from meeting the needs and desires of the community. According to Mendelsohn (1998) in Mote (2008), there are two advantages for institutions with satisfied customers.

Kotler (2003) mentioned several methods for measuring the user, among others, are: 1) complaint and suggestion systems; 2) Customer satisfaction surveys; 3) ghost Shopping; and 4) lost customer analysis.

Consumer behavior

Understanding the terms of strength and power is necessary in linking

the concept of consumer behavior because determining a consumer's attitude is influenced by to what extent a person can approach people through communication quality using his/her strength and power. According to Kotler (2004), consumer behavior is studying how an individual or a group of people/ organization select, buy, wear, and use goods, services, ideas, or experiences in order to satisfy needs and desires.

Meanwhile, Noel (2009) defines consumer behavior as: "the study of consumer behavior examines the products and services consumers buy and use and how these influence their purchases daily lives. This field covers a lot of ground. It has been defined as: "the study of the processes involved when consumers acquire, consume and dispose of goods, services, activities, ideas in order to satisfy their needs and desires". This definition has some very important elements, which we will examine more closely."

Service or product managers are required to always understand what is needed by and beneficial to their consumers, because educating and creating loyal consumer behavior is not easy; it is very broad and difficult to predict. The approaches that have been widely used to address the attitudes, interests, and behaviors of consumers are assuming that consumers act rationally in each decision-making (Kotler, 2003).

OBJECTIVES OF STUDY

The study attempted to solve the two critical problems. First, it tries to determine the Community Satisfaction Index of East Java Integrated Licensing Service - P2T Transport Sector; second, it analyzes the behavioral consequences of Community Satisfaction Index of East Java Integrated Licensing Service - P2T Transportation Sector.

METHODOLOGY

Types of Research

The study of behavioral consequences of community satisfaction index is a descriptive quantitative research. According to Pudjirahardjo (2002), quantitative research is a deductive research approach that begins from the theory, followed by the hypotheses formulation, preparation of operation, measurement, hypotheses testing and finally, verification towards science.

Furthermore, this study also uses descriptive research, which is, according to Sugiyono (2004), a study conducted to determine the value of an independent variable, whether one or more variables, without comparing or relating to other

variables. In this descriptive study, the purpose is generally related to opinion (individual, group, or organizational), event or procedure.

Time Standard Compliance	Number	Percentage
Not Complied with Time Standard	2	1.33 %
Complied with Time Standard	148	98.67 %
Total	150	100 %

Variables and Measurement

Some variables and measurement use 14 assessment elements that refer to Menpan Decree No: 63/KEP/M.PAN/7/2003 and Menpan Decree No.: 25/KEP/M.PAN/2/2004. This summary can be seen in Table 1.

Table 1: Measurement variables

Kode Unsur	Unsur /Variabel Panilaian
U1	Service procedures
U2	Terms of Service
U3	Clarity of Service Officers
U4	Discipline of Service Officers
U5	Responsibility of Service Officers
U6	Ability of Service Officers
U7	Speed of Service
U8	Fairness in Service
U9	Courtesy and hospitality of Service Officers
U10	Fairness of Service Charge
U11	Certainty of Service Charge
U12	Certainty of Service Schedule
U13	Comfort of Surroundings
U14	Safety of Services

Based on the finding in the field observation, this research needs to add two open-ended questions, which are related to the availability of standard time and the accuracy of the specified standards time in the licensing document completion in the transportation sector. The framework is methodologically structured in stages and depicted in Figure 3.

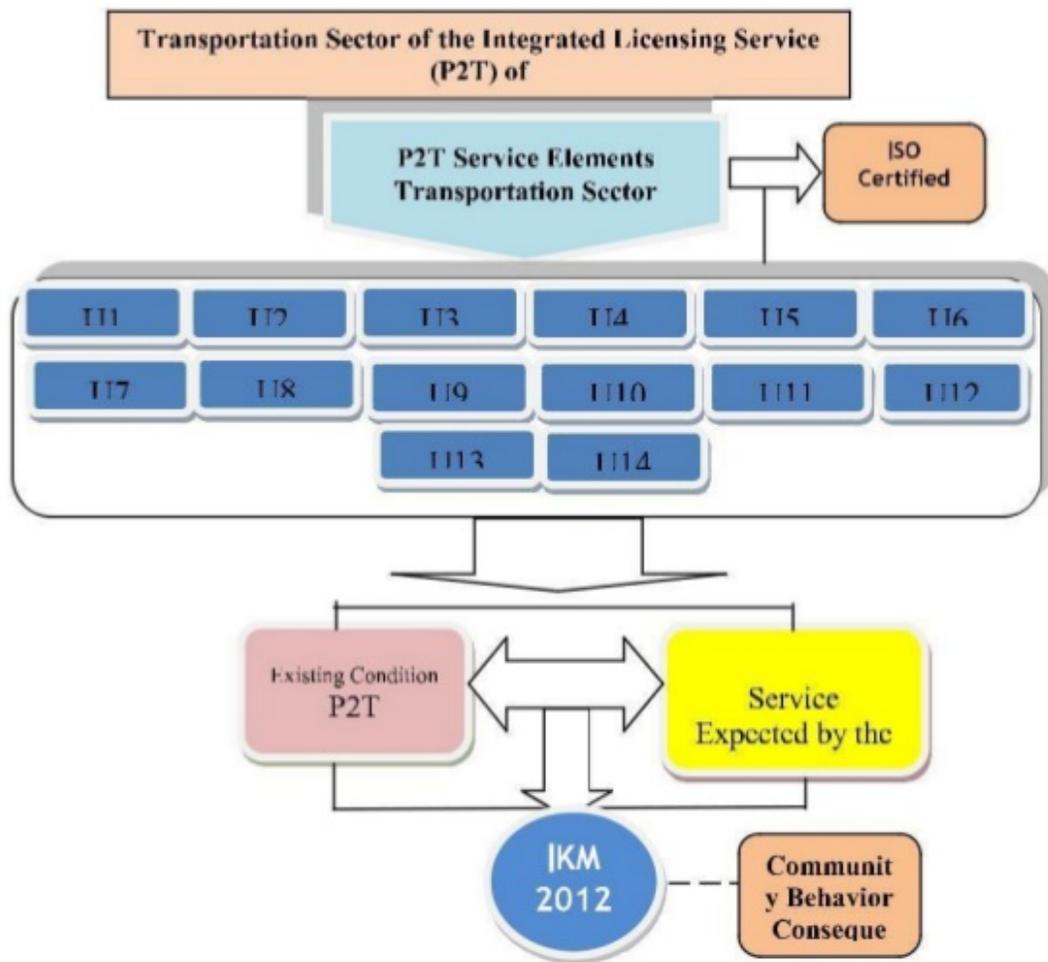


Figure 3: Framework of behavior consequences towards community satisfaction index

Participants

The population in the study includes all public service customers (respondents) in the integrated licensing service unit (P2T) of East Java who applied for licenses in transportation sector from 2011 to 2012. The study used a sample to generalize the existing phenomenon in the population. With reference to the Menpan Decree No: 63/KEP/M.PAN/7/2003 and Menpan Decree No. 25/KEP/M.PAN/2/2004, the minimum of 150 units as the sample size was used. The sampling technique used is accidental sample, by using random sampling technique (random) proportionally.

Data Collection

11

The types of data are primary and secondary data. Primary data were obtained through questionnaires, using either closed or open questions; whereas, secondary

data were obtained from other parties related to this study. The main research tool used in the primary data collection was survey questionnaire. Indriantoro (1999) emphasized that survey is a method of collecting primary data directly from the original source. There are four possible answers using a Likert scale, where answers are arranged in order based on the scores.

Meanwhile, the secondary data were obtained from several sources: 1) documentation study is a data collection from written sources, such as books, newspapers, journals, archives, personal documents, photos, or internet websites; 2) literature study is intended to explore the results of previous research. Journals, books and other literature related to the study were used to complete the primary data that have not been obtained by researcher.

Data Analysis Techniques

11

First, the researcher conducted validity test to measure the validity of a questionnaire. A questionnaire is considered valid if the questions on the questionnaire are able to reveal something that will be measured (Jogiyanto, 2009). The basis for decision-making:

If r_{count} is positive and $r_{\text{count}} > r_{\text{table}}$ then the statement is valid.

Second, the researcher tried to find out the reliability for making sure if an instrument is good enough and can be trusted as a data collection tool. In this research, the technique used to measure the internal consistency is alpha coefficient or Crobach's alpha. A measure is considered reliable if the Cronbach Alpha value > 0.60 , then item in question is reliable (Arikunto in Rangkuti, 2004).

The method used by means of community satisfaction index (IKM) and behavioral consequences towards the 14 elements of IKM were based on the Menpan decree No: 63/KEP/M.PAN/7/2003 and Menpan decree no.: 25/KEP/M.PAN/2/2004:

$$1. \quad \text{Scale of weighted average} = \frac{\text{Weight}}{\text{number of elements}} = \frac{1}{14} = 0,071$$

To achieve IKM value for service units, the approach uses an approximation of average weighted value (0.071) with the following formula:

$$2. \quad \text{IKM} = \frac{\text{Total of Perceived Value per element}}{\text{Total filled element}} \times \text{Weight Value}$$

To facilitate interpretation of the evaluation that is between 25 -100 IKM, the above assessment results were converted to base 25, with the following formula:

$$3. \quad \text{IKM Service Unit} \times 25$$

Then, from the calculation above, Value Perception Table, IKM Interval, IKM Interval Conversion, Quality of Service and Performance Unit Service can be seen in Table 2.

Table 2: Performance interval

Perception Value	IKM Interval Value	IKM Converted Interval Value	Service Quality	Performance of P2T Service Unit
1	1,00 – 1,75	25 – 43,75	D	Not good
2	1,76 – 2,50	43,76 – 62,50	C	Fair
3	2,51 – 3,25	62,51 – 81,25	B	Good
4	3,26 – 4,00	81,26 – 100,00	A	Very Good

RESULTS AND DISCUSSION

Profile of the Respondents

The profile of 150 respondents of P2T Transportation in East Java was based on age, gender, occupation, education level, and occupation type.

Some 67.33% of the total respondents were above 30 years; 49 respondents (32.67%) were between 20 and 30, and none of them was below 20 years old. Most of the respondents were male (93.33%), while the rest (6.67%) were female respondents.

Most of the respondents were high school graduates (55.33%); 36% of them are college graduates; 6.67% of them are junior-high-graduates, and 1.33% of them are elementary school graduates. None of them has master's degree and only 0.67% of them have doctorate degree.

Most of the respondents were self-employed (58%) and privately employed (36%). None of them was government employed or such as army, police, or student. There are 6% (9 people) who put "others" as their occupation.

During research, the majority of license types applied for by the respondents in P2T Transportation Sector in East Java were SIUP JPT (27.33%) and MPU route licenses (25.33%). Few of them wanted to obtain public transportation routing (2.67%), routing transfer license (2%), MPU routing license extension (1.33%), ferry boat license (2.67%), letter license (3.33%), SIUP EMKL licensing (4%), routing extension (5.33%), routing license addition (4%), routing license transfer (1.33%) et cetera.

The respondents in the survey came from all areas of the existing services in East Java Department of Transportation and Highway Traffic, namely: land transport, marine transportation, air transportation, Railways, and ASDP. Basically there were no differences in the procedures of the management of public services in the P2T services, starting from licensing procedures, filing, and queuing service.

If one service quality element does not comply with the expectations, it will affect the whole behavioral consequences. Of the four areas of the service, the respondents applied for 23 types of permits; the majority applied for SIUP JPT license (27.33%). They also had applied for MPU or the trajectory permission and a small number of people filed for general trajectory licensing and other licensing (25.33 %).

Dissemination of the Findings of the Service Element Values toward Community Satisfaction Index in Integrated License Services - P2T

To measure the Community Satisfaction Index (IKM), the study employed 14 service element variables (U1 - U14), and added two open-ended questions related to the availability of standard time, and the accuracy of the standard time specified in the licensing document completion.

The distribution of the average value of the respondents' perception towards community satisfaction index elements (U1-U14) can be seen in Table 3.

Table 3: The average rating toward the community satisfaction index elements

Elements	Value	Elements	Value
1	3.24	8	3.08
2	3.22	9	3.22
3	3.35	10	3.22
4	3.05	11	3.05
5	3.14	12	3.08
6	3.22	13	3.27
7	3.14	14	3.38

For more detail related to U1 to U14, it can be seen in Table 1, concerning 14 elements as stipulated by the decree of the Ministry of State Apparatus of Indonesia government.

Provide legend to label the CSI elements (U1-U14)

Based on the data and the processing results of the 14 service elements, the average value is obtained as in Table 3. The best three major elements assessed by the community in the service are the safety of the service (U₁₄) with an average value of 3.38; the second place is the clarity (U₃) with an average value of 3.35, while the third is the comfort of the surroundings (U₁₃) with an average value of 3.27.

The two open-ended questions are additional questions to sharpen the analysis. (1) The completion of licensing documents requires the availability of standard processing time. The responses from the respondents are presented in Table 4.

Table 4: The availability of standard processing time for license application

Availability	Number	Percentage
Not Available	4	2.67 %
Available	146	97.33 %
Total	150	100 %

11

Based on the results in Table 4, 97.33% of the respondents (146 respondents) stated that there was already a standard in the document processing time, while the rest of them (2.67% or 4 respondents) stated that there was no standard in the document processing time.

(2) In the implementation level, whether the document processing time is in accordance with the standard processing time specified is presented in Table 5.

Table 5: Respondents' feedbacks towards accuracy of specified processing time

Time Standard Compliance	Number	Percentage
Not Complied with Time Standard	2	1.33 %
Complied with Time Standard	148	98.67 %
Total	150	100 %

(Source: processed results)

Based on the chart above, 148 respondents (98.67%) said that the completion time of licensing documents was in accordance with the specified standard completion time, while only 1.33% of them did not think so.

Community Satisfaction Index

Based on the analysis of the average value of the 14 elements (Table 6), the analysis is conducted through the stages of computation of each service element in Community Satisfaction Index as in Figure 1.

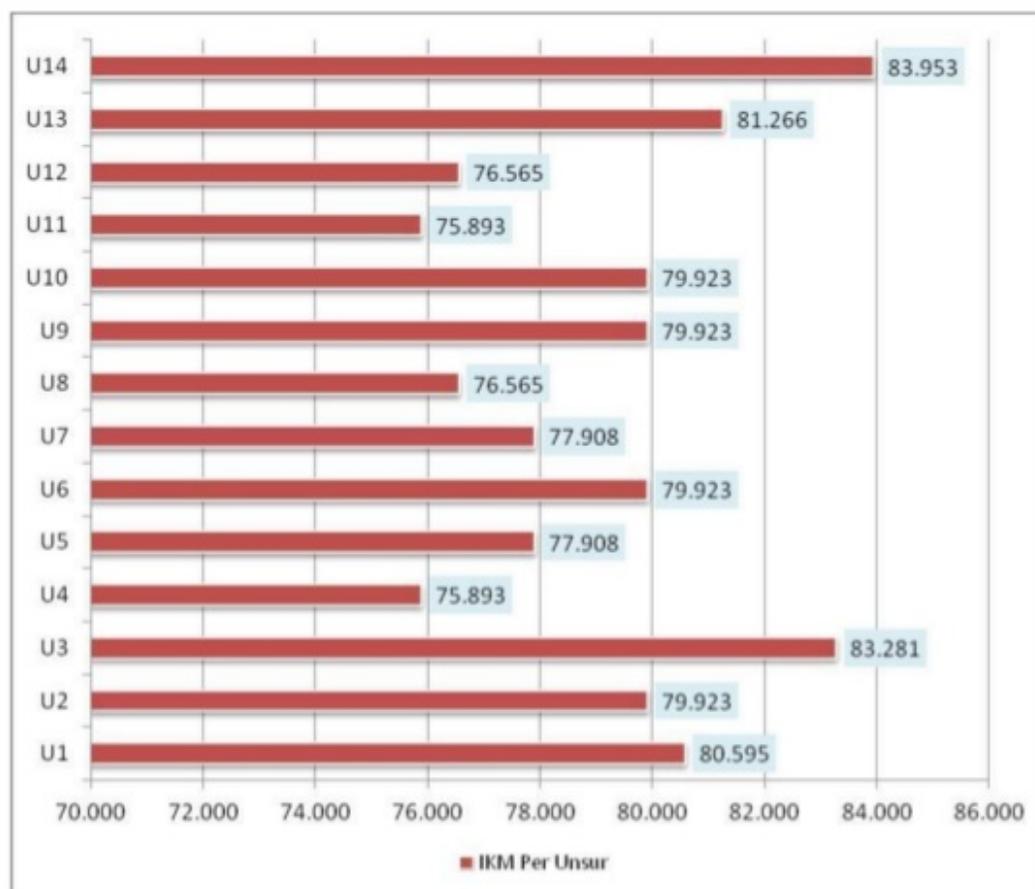


Figure 1. Community Satisfaction Index*
(Source: Analysis results)

* Description:

Criteria of Service Quality Improvement	
A = Very Good	81.26 - 100.00
B = Good	62.51 - 81.25
C = Fair	43.76 - 62.50
D = Not Good	25.00 - 43.75

The Community Satisfaction Index (IKM) in East Java Department of Transportation and LLAJ P2T based on the data and results is clearly seen on the graph above. There are top three major elements which were rated „A“ by the community, namely the safety of the services (U14) with an index value of 83.95 (very good/A); the second is the clarity of service officers (U3) with an index value of 83.28 (very good/A), and the third is the comfort of surroundings (U13) with an index value of 81.266 (very good/A). More detailed description of the respondents“ evaluation is shown in Table 6.

Table 6. Satisfaction Index description along with its categories

No.	Element of Service Assessment	Average Score	Index Result	Service Quality	Category
1	Ease of service procedure (U1)	3,24	80,595	B	Good
2	Relevancy between requirements and service (U2)	3,22	79,923	B	Good
3	Clarity and Certainty from officers (U3)	3,35	83,281	A	Very Good
4	Discipline of officers (U4)	3,05	75,893	B	Good
5	Responsibility of officers (U5)	3,14	77,908	B	Good
6	Officers“ ability (U6)	3,22	79,923	B	Good
7	Speed of service (U7)	3,14	77,908	B	Good
8	Equality in obtaining service (U8)	3,08	76,565	B	Good
9	Friendliness and courtesy of officers (U9)	3,22	79,923	B	Good
10	Appropriateness of service charge (U10)	3,22	79,923	B	Good
11	Compliance of listed and charged fees (U11)	3,05	75,893	B	Good
12	Certainty of Service Time (U12)	3,08	76,652	B	Good
13	Comfort of surroundings (U13)	3,27	81,266	A	Very Good
14	Safety of service (U14)	3,38	83,953	A	Very Good
	Average IKM of East Java P2T Transportation and LLAJ	3,18	78,584	B	Good

Source: Analysis results

The respondents“ impression of the P2T service officers is categorized as good (B). The overall result of all service elements is Good (B) with an index of 78.584. Three out of the 14 service elements obtained are considered to be „very good“ (A) while the rest are „good“ (B).

The notion whether it is required to set the availability of standard processing

time and whether the implementation complies with the specified standard are two basic questions to support or complete the work quality of UPT. It is supported by the findings in which most of the service elements are considered to be „good“ and three of them are „very good“. Those three elements are clarity and certainty of the service officers (U3), comfort of surroundings (U13), and safety of the service (U14). The perceived impact of customers in P2T is very good, as reflected in the whole attitude, service, and impressions from the questionnaires, interviews and direct observation; so it will result in positive action, which is to develop good relationship with the service provider, namely UPT P2T.

The perceived service quality during the licensing process has an impact on people's behavior. Thus, the consequences will affect 23 products/types of permits from the four areas of service, as indicated by 150 respondents who gave spontaneous, positive responses, especially with the certainty of the service officers, communication skills to explain clearly to the customers, and the comfort of surroundings (e.g. space, cleanliness and temperature). These positive behavioral consequences is beneficial because the benefits obtained are more than the efforts made in terms of time and money. In relation to the availability of the standard service time, the majority of respondents (97.33%) stated that there was standard service time in East Java Department of Transportation and LLAJ P2T, while only 2.67% did not say so.

The results reinforce the findings of IKM survey which was conducted every 6 months by UPT P2T East Java to evaluate the performance of East Java UPT P2T. In 2010, there were 300 consumer responses towards P2T performance, which can be categorized into four groups, namely: Satisfaction Level; Complaint; Recommendations, and Policies. Satisfaction level: The majority of customers (around 87%) indicated that they are very satisfied with the service of licensing process in P2T. 11% of them stated they are moderately satisfied while around 2% mentioned that they are dissatisfied. Complaint: Complaints are about technical issues associated with the procedures, the archiving, and the queue. Another point is about distance (since some live outside Surabaya), behavior (there are still some officers who talk excessively with one another while at work), and the long break time, i.e. 60 minutes. Recommendation: While the majority is already satisfied with the service provided by P2T, there are always rooms for improvement, as mentioned below: 1) the availability of permits in each county/ city or P2T local branches; Collective Arrangement Facilities: Photocopy center, stationery beverage/snack, lounge taand chairs. That will leave as having liceo Availability of staff during lunch break More service hours 2) Separate booth

based on types of service More officers Socialization of errors and lack of internet users/internet upload

Time Standard Compliance	Number	Percentage
Not Complied with Time Standard	2	1.33 %
Complied with Time Standard	148	98.67 %
Total	150	100 %

More friendly officers

Policy: At the level of policy, the customers talk about the possibilities: sir 1) del decentralize the services to more places; tTo reschedule the service (especially during hectic days in December)

CONCLUSIONS

It can be concluded that the community Customer Satisfaction (IKM) in the Department of Transportation and Highway traffic in East Java P2T is „Good” (B). Therefore, there is a positive behavior and this is beneficial because the benefits obtained are more than the efforts made in terms of time and money. In relation to the availability of the standard service time, it has been successful, thus, there was standard service time in East Java Department of Transportation and Highway traffic.

Furthermore, the completion time of licensing documents was in accordance with the specified standards. In general, the quality management system (QMS) and permit service counters have implemented ISO 9001:2008 well.

There may be two areas of limitation in this study. Since the respondents were mostly males (93.33%), the public service customers must not be dominated by females. Thus, in terms of genders, for further research, the respondents can be in proportional between female and male.

Secondly, in terms of the object of the study might provide different results when the satisfaction index is implemented for reassuring the public services other than transportations. The fact is public services can be in health care, tax offices, and the like. Thus, for further research such instances can be used for research objects using the same satisfaction index as implemented in this present study.

RECOMMENDATIONS

There are several recommendations from the results of the study. First, aside from improving the performance, the public institutions should give rewards and punishment to the officers and other elements related to the public service. Second, since P2T has implemented Quality Management System ISO 9001:2008, it is important to have synergy among the URC officers who are assigned by P2T management policy, to avoid something from going wrong.

It is necessary to include some information in the service, e.g. whether penalty is given if P2T do not meet the specified deadline, e.g. late fees as listed in the certificate requirements for an extension of route permit. The next is that they improve the monitoring process which might be needed, i.e. by showing the flowchart of the licensing process so the customers can see if there are any delays or obstacles. By doing so, they can see for themselves without having to ask.

In much wider scale, transportation as public service in any country is a global issue. Thus, the study recommends that public transportation be monitored and evaluated; thus, the result of evaluation can be used for judgment whether such public transportation is satisfactory. Therefore, research collaboration on public transportation among the different countries can be done. This might of course provide better results for more generalization can be attained.

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