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## **Improvement of Land Service Quality in Public Sector**

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### **Abstract**

The research is motivated by the presence of land problems that are quite complex. The 1945 Constitution of the Republic of Indonesia mandates that the land is a source of people's prosperity, but the inequality in fact occurs in the structure of control, ownership, usage and utilization of land. The inequality can encourage the damage to land resources and the environment, and the increase in the number of disputes, conflicts and matters of land. The research focuses on improvement of land service quality in public sector, particularly at the Land Office in Cianjur Regency. It qualitatively describes the land service quality based on five dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. The tangibles indicate the good result by mean score 4.00. The reliability indicates the good result by mean score 3.68. The responsiveness indicates the good result by mean score 3.71. The assurance indicates the good result by mean score 3.96. The empathy indicates the good result by mean score 4.04. The research generally concludes that the land service quality indicates the good result by mean score 3.87. The people perceive all dimensions of land service quality as good based on the tangibles, reliability, responsiveness, assurance, and empathy.

**Key Words:** Administrative Service; Cianjur Regency; Land Service; Service Quality.

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## **1. Introduction**

In the public sector (government organizations and their units, both central and local levels), the improvement of public service quality is an important point as the end of the overall government administration reform in Indonesia. This is reasonable because the service quality held by the public sector is still a concern. There are still many statements of public dissatisfaction with the quality of public services. Therefore, the performance of public services is a strategic point where the public trust for the government is at stake.

Land is an important element in the life of nation and state. Therefore, land needs to be managed and regulated nationally to maintain the sustainability of the national and state life system. In the context, the mandate of the 1945 Constitution of the Republic of Indonesia emphasizes that politics and land policy are directed to realize the land for "the greatest prosperity of the people" [15], but there is still an inequality in the structure of control, ownership, usage and utilization of land. The inequality in other sources of production has caused more difficulty in reducing poverty and unemployment. The inequality can also encourage damage to land resources and the environment, increasing the number of disputes, conflicts and land matters. Land issues at the local level are currently quite complex, and the implementation of land services at the local level is still not optimal. Besides that, there are still many agrarian conflicts that have not been resolved, this is related to the condition of the bureaucratic apparatus in providing land services.

The improvement of public service quality, including land service quality, is needed to build the public trust in the government apparatus as a public service provider in order to improve the people welfare by making the public complaints as a means to improve public services. The Presidential Regulation No. 81/2010 stated that "the government has not been able to provide public services according to the challenges faced, namely the development of the needs of an increasingly advanced society and increasingly tight global competition". Furthermore, it also stated that "in terms of ease of doing business, it shows that Indonesia has not been able to provide good services for investors who do business or will do business in Indonesia" [6].

Public service based on Law No. 25/2009 is an activity or series of activities in order to fulfill service needs in accordance with the laws and regulations for every citizen and population on the goods, services and/or administrative services provided by public service providers [16]. Excellent service is concern for customers by providing the best service to facilitate the ease of meeting needs and realize their satisfaction, so that they are always loyal to the organization/company [1]. In the public service, including land service, the results have to be oriented to citizens concomitantly with cost optimization [2]. Based on the background, the research therefore focuses on improvement of land service quality in public sector, particularly at the Land Office in Cianjur Regency.

## **2. Theoretical Framework**

Land service is included in administrative service [3, 10], and it is classified as public service or government service. Savas defines government service as providing service by government that employs its officers [8, 3]. Public service is carried out in an effort to fulfill the needs of people. Thus, Tjiptono and Chandra interpret

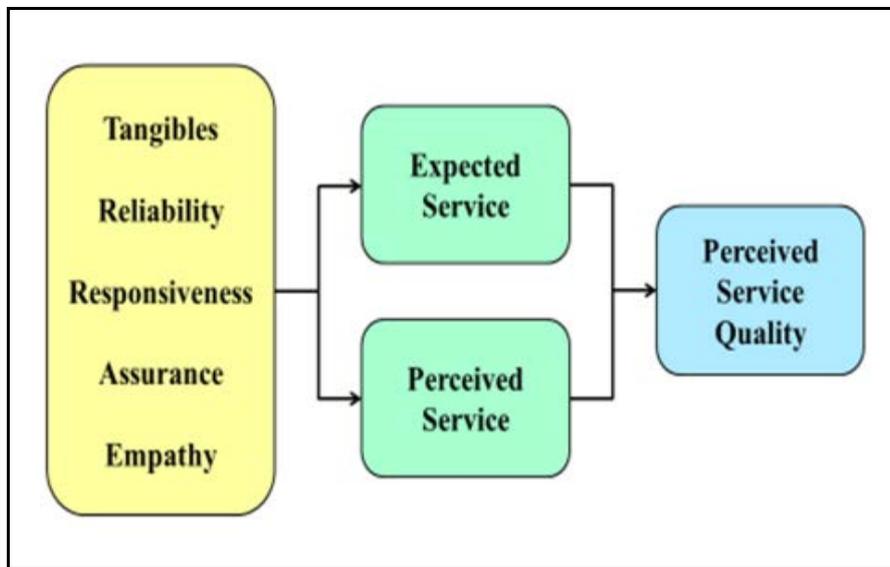
service quality as an effort to fulfill the needs and desires of consumers and the accuracy of their delivery in keeping up with consumer expectations [13, 14]. Parasuraman, Zeithaml and Berry define service quality as the difference between consumer expectations and perceptions of services received; if expectations are greater than performance, consumers will experience dissatisfaction [5].

Zeithaml, Parasuraman, and Berry view excellence in customer service as the hallmark of success in service of public sector that requires reliable service.

But what exactly is excellent service? They say that excellent service is the ability to deliver what you promise, but first you must determine what you can promise. They construct a model of service quality (ServQual) that, by balancing a customer's perceptions of the value of a particular service with the customer's need for that service, provides theoretical insight into customer expectations and service delivery [18].

Parasuraman, Zeithaml and Berry's model, which tracks the five attributes of service quality – tangibles, reliability, responsiveness, assurance, and empathy [5, 18, 7, 9, 12] – goes right to the heart of the tendency to overpromise.

By comparing customer perceptions with expectations, the model provides service providers in public sector with a two-part measure of perceived quality that, for the first time, enables them to segment the customers in public sector into groups with different service expectations [5, 18]. Figure 1 shows Parasuraman, Zeithaml and Berry's service quality framework [18, 5, 4].



**Figure 1:** Parasuraman, Zeithaml and Berry's Service Quality Framework

The service quality is operationally defined for land service as follows (Table 1).

**Table 1:** Dimension, Definition and Indicator of Service Quality for Land Service

Dimension	Definition	Indicator
Tangibles	Direct evidences, namely physical facilities, equipment, personnel and communication materials	Repair of service facilities and office lay-out
		Addition of space and work equipment related to service
		Facilities such as parking areas and toilets that function properly
		Strategic and easy location of the land office to be reached by people
		Arranging the beautiful and clean office yard
		Ventilating the service room
Reliability	Ability to perform the promised service accurately	Knowledge people for the management fee table
		Clear rules for land services
		Presence of receipt for clarity of the certificate
		Completion of the management process on time
		Length of time to check the parcel on the map in accordance with the provisions
		Measuring the right and correct land area
		Land surveyor officers always involving neighbors as witnesses to the land boundary - a boundary either side
Responsiveness	Willingness to help customers and to provide prompt service	Requirements for managing certificates are not burdensome
		The service process is not straightforward - the bush
		Settlement of land issues does not take sides
		The land office routinely picks up the ball
Assurance	Knowledge of employees and ability to convey trust and confidence	Land office in issuing budel land certificates considering all of heirs (who are entitled)
		Issuance of certificates by the land office in accordance with eligible people requests (not double)
		Attitude and attention of officers to the people and responsive in serving
		Serious officer in service
Empathy	Provision of caring and individualized attention to customer	Helping the land service customers when experiencing difficulties
		Well communicating the officer with the land service customer when serving
		No favoring the land service customer

### 3. Research Method

The research took place at the Land Office (Indonesian: *Kantor Pertanahan*) in Cianjur Regency, West Java, Indonesia, during four months (from April to July, 2018). The respondents of the research are determined by 30 people as the customers of land services at the Land Office in Cianjur Regency. The research is descriptively and qualitatively designed, and uses both primary and secondary data. The primary data are collected by the questionnaires distributed to the respondents. The secondary data are collected by desk study that uses literatures and documentations. The questionnaires of the research is designed into five options based on Likert's scale. The choices range from "strongly agree" to "strongly disagree". If respondent chooses/answers "strongly agree", the score is 5, "agree" (4), "undecided/neutral" (3), "disagree" (2), and "strongly disagree" (1) [11, 17]. The primary data collected by the questionnaires are analyzed on Weight Mean Score to count the mean/average of all choices/answers of respondents. The mean/average result is interpreted on the following category: 1.00 – 1.79 (very bad), 1.80 – 2.59 (bad), 2.60 – 3.39 (moderate), 3.40 – 4.19 (good), and 4.20 – 5.00 (very good). The results of analysis are used to compare the expected land services of all respondents with the facts and then conclude the land service quality at the Land Office in Cianjur Regency.

### 4. Result and Discussion

The research conducted at the Land Office in Cianjur Regency presents the results and discusses them based on the land service quality, namely: (1) tangibles, (2) reliability, (3) responsiveness, (4) assurance, and (5) empathy.

*Firstly, tangibles.* In the land service quality, tangibles are related to direct evidences, namely physical facilities, equipment, personnel and communication materials. The mean score of the tangibles of land service quality at the Land Office in Cianjur Regency is shown below (Table 2).

**Table 2:** Tangibles of Land Service Quality at the Land Office in Cianjur Regency

No.	Indicator	Mean	Category
1	Repair of service facilities and office lay-out	3.60	Good
2	Addition of space and work equipment related to service	3.63	Good
3	Facilities such as parking areas and toilets that function properly	4.20	Very good
4	Strategic and easy location of the land office to be reached by people	4.43	Very good
5	Arranging the beautiful and clean office yard	4.17	Good
6	Ventilating the service room	4.00	Good
	<b>Tangibles</b>	<b>4.00</b>	<b>Good</b>

Table 2 presents that the tangibles of land service quality at the Land Office in Cianjur Regency indicates the good result by mean score 4.00. Perception of people as the customers of land services measured by the tangibles finds a good response as shown by the mean score 4.00. As presented in table, perception of land

service quality based on the tangibles indicates the good result by mean score 4.00. It means that the availability of physical facilities to support the land service at the Land Office in Sukabumi Regency like the parking, the waiting room, the public toilet, and the customer service room is well fulfilled.

**Secondly, reliability.** In the land service quality, reliability means ability to perform the promised service accurately. The mean score of the reliability of land service quality at the Land Office in Cianjur Regency is shown below (Table 3).

**Table 3:** Reliability of Land Service Quality at the Land Office in Cianjur Regency

No.	Indicator	Mean	Category
1	Knowledge people for the management fee table	3.43	Good
2	Clear rules for land services	3.77	Good
3	Presence of receipt for clarity of the certificate	4.20	Very good
4	Completion of the management process on time	3.03	Moderate
5	Length of time to check the parcel on the map in accordance with the provisions	3.53	Good
6	Measuring the right and correct land area	3.93	Good
7	Land surveyor officers always involving neighbors as witnesses to the land boundary - a boundary either side	3.90	Good
	<b>Reliability</b>	<b>3.68</b>	<b>Good</b>

Table 3 presents that the reliability of land service quality at the Land Office in Cianjur Regency indicates the good result by mean score 3.68. Perception of people as the customers of land services measured by the reliability finds a good response as shown by the mean score 3.68. As presented in table, the land service quality based on the reliability is generally perceived well by the people as the service customers.

**Thirdly, responsiveness.** In the land service quality, responsiveness provides willingness to help customers and to provide prompt service. The mean score of the responsiveness of land service quality at the Land Office in Cianjur Regency is shown below (Table 4).

**Table 4:** Responsiveness of Land Service Quality at the Land Office in Cianjur Regency

No.	Indicator	Mean	Category
1	Requirements for managing certificates are not burdensome	3.93	Good
2	The service process is not straightforward - the bush	3.53	Good
3	Settlement of land issues does not take sides	3.90	Good
4	The land office routinely picks up the ball	3.47	Good
	<b>Responsiveness</b>	<b>3.71</b>	<b>Good</b>

Table 4 presents that the responsiveness of land service quality at the Land Office in Cianjur Regency indicates the good result by mean score 3.71. Perception of people as the customers of land services measured by the responsiveness finds a good response as shown by the mean score 3.71. As presented in table, perception of land service quality based on the responsiveness indicates the good result by mean score 3.71. It means that the responsiveness of land service officers to serve the land service customers is perceived as good. In fact, many land service customers satisfy to the responsiveness of the land service officers.

**Fourthly, assurance.** In the land service quality, assurance consists of knowledge of employees and ability to convey trust and confidence. The mean score of the assurance of land service quality at the Land Office in Cianjur Regency is shown below (Table 5).

**Table 5:** Assurance of Land Service Quality at the Land Office in Cianjur Regency

No.	Indicator	Mean	Category
1	Land office in issuing budel land certificates considering all of heirs (who are entitled)	3.80	Good
2	Issuance of certificates by the land office in accordance with eligible people requests (not double)	4.30	Very good
3	Attitude and attention of officers to the people and responsive in serving	3.87	Good
4	Serious officer in service	3.90	Good
	<b>Assurance</b>	<b>3.96</b>	<b>Good</b>

Table 5 presents that the assurance of land service quality at the Land Office in Cianjur Regency indicates the good result by mean score 3.96. Perception of people as the customers of land services measured by the assurance finds a good response as shown by the mean score 3.96. As presented in table, perception of land service quality based on the assurance indicates the good result by mean score 3.96. It means that the assurance of land service officers to serve the land service customers is perceived as good. Many land service customers satisfy to the assurance of the land service officers. The service provider gives the assurance in accordance with the existing procedure.

**Fifthly, empathy.** In the land service quality, empathy is related to provision of caring and individualized attention to customer. The mean score of the empathy of land service quality at the Land Office in Cianjur Regency is shown below (Table 6).

Table 6 presents that the empathy of land service quality at the Land Office in Cianjur Regency indicates the good result by mean score 4.04. Perception of people as the customers of land services measured by the empathy finds a good response as shown by the mean score 4.04. As presented in table, perception of land service quality based on the empathy indicates the good result by mean score 4.04. It means that the empathy of

land service officers to serve the land service customers is perceived as good. The communication is personally constructed to facilitate the land service customers. In brief, the land service quality at the Land Office in Cianjur Regency measured by five dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy, indicates results showed below (Table 7).

**Table 6:** Empathy of Land Service Quality at the Land Office in Cianjur Regency

No.	Indicator	Mean	Category
1	Helping the land service customers when experiencing difficulties	3.93	Good
2	Well communicating the officer with the land service customer when serving	4.33	Very good
3	No favoring the land service customer	3.87	Good
	<b>Empathy</b>	<b>4.04</b>	<b>Good</b>

**Table 7:** Land Service Quality at the Land Office in Cianjur Regency

No.	Dimension	Mean	Category
1	Tangibles	4.00	Good
2	Reliability	3.68	Good
3	Responsiveness	3.71	Good
4	Assurance	3.96	Good
5	Empathy	4.04	Good
	<b>Service Quality</b>	<b>3.87</b>	<b>Good</b>

As presented in Table 7, the land service quality at the Land Office in Cianjur Regency indicates the good result by mean score 3.87. The people perceive all dimensions of land service quality as good based on the tangibles, reliability, responsiveness, assurance, and empathy. There is in fact still a discrepancy between the expectations and the reality of the community users of land office services, especially in terms of completing the certificate processing process that is not yet on time. The improvement of land service quality should be an effort to meet the expectations of service users with the capacity and capacity building needs of officers and service provider organizations. The key to the improvement is the participation of people’s service users to determine variety, quality and other important aspects in the context of service delivery. And the gap between the needs of service users and the capacity building needs of service providers must be bridged with an effective communication.

**5. Conclusion**

Based on the results of the analysis, the research qualitatively describing the land service quality draws some conclusions based on five dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. The tangibles indicate the good result by mean score 4.00. The reliability indicates the good result by mean score 3.68. The responsiveness indicates the good result by mean score 3.71. The assurance indicates the good

result by mean score 3.96. The empathy indicates the good result by mean score 4.04. The research generally concludes that the land service quality indicates the good result by mean score 3.87. The people perceive all dimensions of land service quality as good based on the tangibles, reliability, responsiveness, assurance, and empathy. The improvement of land service quality should be an effort to meet the expectations of service users with the needs of capacity of land officers and service provider organization. The key to the improvement is the participation of people's service users to determine variety, quality and other important aspects in the context of service delivery. Moreover, an effective communication is needed to bridge the gap between the expectations of service users and the needs of capacity of land officers and service providers.

## **6. Recommendation**

Based on the conclusion, the improvement of land service quality should be effort to bring together the hope of service users with ability and needs of building capacity of land officers and service providers. The key to the improvement is participation of service users in determining variety, quality and other important aspects in the context of service delivery. The gap between the expectations of service users and the needs of capacity of land officers and service providers is bridged with an effective communication. The research discusses the land service quality by using the limited land office and sample. The next research will take more land office by determining the larger samples in order to further and deeper explore the land service quality in public sector.

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