

Application of Importance Performance Analysis Method to Improve the Quality of Service in South Jakarta Land Office

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Key words: the quality of service, title registration, servqual, importance performance analysis, the National Land Agency, Indonesia

SUMMARY

Several cases of public service in land sector in Indonesia are considered as dissatisfying, because the service was designed by the service provider without considering user's requirements. This conditions often resulting dissatisfaction in services because the expectations doesn't meet with perceived service. Therefore its need a tool to analyze user requirements and determine the aspects that should be a priority concerned in improving the service quality.

This research aims to improve the quality of title registration services in South Jakarta Land Office. The quality of service is measured by the SERVQUAL model and used Importance Performance Analysis (IPA) methods to evaluate the quality of service. IPA is a evaluation tool to find out attributes that are doing well and attributes that need to be improved, which require actions immediately. In short, this IPA evaluation tool is used to prescribe the prioritisation of attributes whether it's well doing or needed to be improve and it can also provide guidance for strategic development.

Based on the research results, it can be concluded that the quality of service has not met the users' expectations. Therefore some indicators need to be improved services, especially the use of modern equipment systems such as queuing systems, speed of processing time according to the standard procedure, the opening hours, notification of completion documents processing, the existence of customer care, the waiting time to be served. This research can give the an alternative policy to improve the quality of services in South Jakarta Land Office.

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1. INTRODUCTION

An era of reformation requires government to be transparent, credible and accountable. As their manifestation, the government is expected to provide the best quality of services which have maximum satisfaction from the publics. A service quality definition depends on customer's expectation of service provided. Service quality is more difficult to evaluate than goods quality, because quality service is intangible. However satisfaction level itself is abstract and difficult to be measured. Customers are sole judges of a service quality, then the success of an organization is determined by the satisfaction given by users. Information related to levels of satisfaction becomes a feedback for the organization leader, to improve its services.

Customers satisfaction is essential part of every organization to be survive and growth. Successful organizations are those that could have good and complete interaction with their own customers utilizing customer's feedbacks suitably and appropriately. Survey is one way of customer evaluation.

National Land Agency of the Republic Indonesia (Badan Pertanahan Nasional Republik Indonesia/BPN) as a public organization should be able to provide qualified services in land sectors. It means BPN is able to create a fast, properly, transparent and responsive services to the public interests. In order to provide the qualified service, it needs a thoroughly description of services given. This is important because the description will show the users' demand on services.

In 2010, LAKIP report (Reports of Accountability and Performance Government) presented by (BPN) mentions that the achievement of quality performance indicators and implementation of land management with coordination and synchronization in the regulation and control on land services is declared to be succeed reaching 81% (70-84% categorized as successful).

In fact, there is an evidences of insufficient or a lack of consensus in terms of indicators, especially in land services sector. Many complaints filed by publics to BPN concerning to the dissatisfaction of services provided. Bad performance has been announced on annual's Ombudsman Commission Report (ORI) in 2009. This report describes the government's capability of delivering services to public.

ORI registered a high number of complaints filed by the public regarding delays in the actions taken and services provided by the employees of public organisations. According to ORI

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Report in 2009, 9,70% people report to Ombudsman Commission National is with regard to BPN's. BPN is in the fourth rank of a government institutional after the local government with worst/bad performance by 302 reports (24,41%). Followed by Police Department, 288 reports (23,28%) and Judicial Institutions, 146 reports (11,80%)

The report also highlighted complaints from publics regarding to their dissatisfaction with services provided. This condition indicates that the service quality is low and does not meet customer expectations. Thus, in future BPN RI should improve its quality services. On the other hand, the LAKIP report does not reflect the real quality of public services because the services are only designed by the provider without considering users' requirements.

South Jakarta Land Office is one of vertical agencies under BPN Regional Office of Jakarta Province which have public services with quite high activities. This can be seen from the data of Quality Control system of Land Program (Sistem Kendali Mutu Program Pertanahan /SKMPP) in 2011 regarding to the issuance of Title Registration issued by South Jakarta Land Office with 13.537 certificates; it is higher than other Land Offices (in West Jakarta, 12.786 certificates, Central Jakarta 3.816 certificates, East Jakarta 10.143 certificates, and North Jakarta 10.405 certificates).

A high public interest also requires a good service quality. Therefore, satisfaction of levels of users are crucially to be considered in providing title registration services to measure the success of an organization. As stated by Dwiyanto (2005), public services which are not based on user's requirements resulting in an adequate users' expectations.

To learn and understand the requirements of the users are not simple. A proper tools to capture users' demands is highly required in terms of not only types of services, but also indicators of services which have prioritiasly to be improved. Thus, with regard to BPN's services, analysis tools are considered to be important as an alternative policy to improve its services.

This research using *Importance Performance Analysis (IPA) Method* to evaluate the quality of service. IPA is a evaluation tool to find out attributes that are doing well and attributes that need to be improved, which require actions immediately. In short, this IPA evaluation tool is used to prescribe the prioritisation of attributes for improvement and it can also provide guidance for strategic development. Although the measurement of service quality is a complex issue, the merits of measuring and improved public service quality are well established. Over the last two decades, there has been considerably development on how to measure service quality, as well as what should be measured. An indicators that can be used to measure the service quality is servqual approach by Parasuraman et al. The SERVQUAL technique identifies customer satisfaction of service attributes by comparing customer's expectation and customer's perception in the five dimension of tangibles, reliability, responsiveness, assurances, and empathy.

Based on the background problems regarding the issues related to difference between ORI and LAKIP report about land services at BPN, [can be obtained that are several land services](#)

problems that should be observed and investigated further. This happened to be the same problem in South Jakarta Land Office which was awarded as the Best Services Land Office in 2009. The survey question that guided this research was :

- What is their perception about the service quality of title registration in South Jakarta Land Office?
- What indicators should be prioritized to improve the quality of title registration services in South Jakarta Land Office ?

2. LITERATURE

2.1 Previous Research

Previous research is research in which objects and variables similar with this research, so it can be used as a reference and comparison to this research:

- The *SERVQUAL* approach (Parasuraman et al. 1985) begins with the assumption that service quality is critically determined by the difference between customers' expectations and their perceptions of the service actually delivered. The research studies about variables related to the quality service in bank, credit card company, service and maintaining company, and also telecommunication company. Berry, Parasuraman and Zeithaml (1985) identified ten dimensions of service quality namely *tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding* dan *access*. In 1988, these were later reduced to five. The *SERVQUAL* model identifies five criteria by which to evaluate service quality are: tangibles, reliability, responsiveness, assurance and empathy. For determining the quality of service (Q) models, it used $Q = PE$, where P and E are the perceptions and expectations of customers
- "Importance-Performance Analysis," a technique introduced into the field of marketing in the late 1970s that identifies strengths and weaknesses of brands, products, and services (Martilla and James, 1977; Keyt, Yavas, and Riecken, 1994). The IPA technique identifies strengths and weaknesses by comparing the two criteria that consumers use in making a choice: the relative importance of attributes and consumers' evaluation of the offering in terms of those attributes. Unlike *SERVQUAL* model, which is best described as an absolute performance measure of consumer perceptions of service quality, the Importance-Performance paradigm also seeks to identify the underlying importance attributed by consumers to the various quality criteria being assessed (Sampson and Showalter 1999).
- Kristina Setyowati and Didik Gunawan Suharto (2007). The Service Quality in Sragen Land Office. This research aims to determine the quality of service at the Land Office in Sragen and how to improve the quality of service. This research is descriptive quantitative research to measure satisfaction using questionnaire were distributed randomly to user. Analyzes were performed using analysis and Cartesian diagram concord importance performance analysis. The results showed that the quality of service in the office has not been good with an average level of importance 3.8 and an average

performance of 4.1 .

2.2 The Concept of Public Service

Improved public service quality has been one of the principal objectives of government. Some practitioners have begun to look at the concept of service quality as one way of measuring the performance of the public management agencies.

According Dwiyanto (2005), in some cases in land sector, public services in Indonesia is not satisfy because the service was only designed by the provider without considering requirements from users. This conditions often resulting dissatisfaction in services because the expectations doesn't meet with perceived service.

In past years, sector efficiency, performance and service quality had become top issue of government administration. Thus customer-oriented service mindset was the top task of public sectors or organizations and all members shall focus on customers. With "customer-oriented" service mindset, customer value could be the important (Chih-Tung Hsiao, 2008).

2.3 The Concept of Quality Service

Service quality is critically determined by the difference between customers expectations and their perceptions of the service actually delivered (Zeithaml, Parasuraman and Berry, 1990).

The SERVQUAL has been used by many researchers to measure quality of service in the service industries like aviaation, banks, hotels, hospitals, fast foods, retail stores, dry cleaning (Jyotsna, 2012)

The focus groups revealed that, regardless of the type of service, consumers used basically similar criteria in evaluating service quality. These criteria seem to fall into 10 key categories which are labeled "service quality determinants". Berry, Parasuraman and Zeithaml (1985) identified ten dimensions of service quality. In 1988, these were later reduced to five. They defined service quality to be perceived as the extent of discrepancy between customer's expectations or desires and their perceptions. The dimensions are :

- Tangibles include physical evidence of the service include physical facilities, equipment, personnel , and communications tool;
- Reliability it means that the firm performs the service right the first time, accuracy and satisfy. This variable is used to measure the consistency, accuracy and dependability of service. It is related to the ability of land office to provide accurate transaction service such as mistake free in registration process, preparing information, and the like. Another aspect of reliability is the dependability and consistency of service, which can be translated into the frequency of system breakdown or performing service as promised;
- Responsiveness. This variable is used to measure the commitment in providing its service promptly. For the purpose of this research, responsiveness for the land office refers to the readiness or willingness of employee of the land office. In addition to the willingness of the employee to provide services in a timely manner it also included their ability to

- provide services in a timely manner;
- Assurance. This variable is used to measure the land office's competence, creditability, security and courtesy of service provided to customers. These elements of measurement are directly related to the professionalism of the management team in instilling confidence from the user. Competence refers to the services personnel knowledge about the land issues in the land office. This element is of vital importance as the employee of the offices should be the best person to know about the services of the offices. Creditability and courtesy is mainly related to how the service personnel interact with the users and users' interest;
- Empathy. This variable is used to measure the caring, understanding and individual attention service provided to the users. Being an empathetic office that understands user's needs and wants that could provide a good relationship with the users, which would ensure the excellent service quality of the land offices.

Servqual concept originally came from a private organization but in its progress can be applied in the public sector organization. Meng Seng Wong et al (2011) mentions in his journal that servqual widely used by public and private sectors. Previous studies that support the concept servqual applied in the public sector include: M. Donnelly , M. Wisniewski , J. F. Dalrymple and A. C. Curry (1995) with title of the article *Measuring service quality in local government : the SERVQUAL approach*; M. Wisniewski and M. Donnelly (1996), *Measuring service quality in the public sector : The potential for SERVQUAL*; R. A Orwig and J. Pearson (1997), with the title of article *An empirical investigation into the validity of SERVQUAL in the Public Sector* ; M. Wisniewski (2001), *Assessing customer satisfaction with local authority services using SERVQUAL*. Even though SERVQUAL has been widely used by academics to measure service quality, it has also been highly criticised by many researchers. To solve that problem, Meng Seng Wong (2011) stated that SERVQUAL instrument should be significantly modified in several ways. The researchers suggested that each of the indicators should be treated individually according to the needs of organization.

From the argument, it can be concluded that the quality of services provided by service providers depending on the user perception of the service. This statement shows that customer satisfaction can be achieved if there is a no gap between what consumer expectations with actual service performance. Thus, to maintain the quality of service, the provider should be measured the quality of service frequently that has been given.

2.4 The Concept of Satisfaction

From the above description it appears that customer satisfaction has a relationship between performance that given by the organization and expectations's users. In line with the opinion of Parasuraman et . all (1985) stated that the quality of a service is determined by the expected service (expectations) with perceived service (performance performance). If customer satisfaction is defined as follows :

- expected service > perceived service, perceived quality is less than satisfactory
- expected service = perceived service, perceived quality is satisfactory,
- expected service < perceived service, perceived quality is more than satisfactory and will

tend toward ideal quality

From above it can be concluded that the general sense of satisfaction or dissatisfaction with the service user is the difference between expectations (expectations) and perceived performance (perceived performance). According to this argument the user satisfaction of services means that the performance of a service at least equal to what is expected .

3. METHOD

This research is a descriptive research using a quantitative approach. The purpose of descriptive research is to measure a social phenomena carefully (Singarimbun, 2012). The focus of this research is to evaluate services quality in South Jakarta Land Office especially on title registration. The description is based on users' perspective by comparing the expectation and the perceived service. This research used a survey method to measure the perception of title registration service's users as a respondent.

Sampling was collected by purposive sampling method because the sample selected based on certain considerations relevantly or it can be represent the object of the research (Mantra et. al, 2012). The sampling was determined using Slovin's sampling table (Umar, 2005) with the formula :

$$n = \frac{N}{1 + Ne^2}$$

where:

n = sample

N = population

E = percentage of error tolerance, 10%

According to achieving documents in 2012, the South Jakarta Land Office has earned 5006 average amount per month. Therefore by Slovin formula with an error tolerance of 10% obtained a total sample was 100 respondents. Data come from primary and secondary data. In this research, an instrument for measuring quality of service using some indicators according to Parasuraman namely servqual model. Respondents were asked to rate using a five point Likert scale, with items regarding the overall service quality of the south Jakarta land office services. Scale anchors ranged from: *very good* (5); *good* (4); *neutral* (3); *bad* (2); to *very bad* (1). Validity and reliability instruments have been tested succesfully.

The IPA model is a simple evaluation tool, is used to understand customer satisfaction and prioritise areas for improvement. The use of importance-performance in measuring service quality. IPA has been widely used in service industries such as travel and tourism, education, hospitals, and other sectors. IPA can be plotted graphically using the importance and performance for each attribute. IPA, on the other hand, is a powerful evaluation tool for practitioners and academics to find out *attributes that are doing well* and *attributes that need to be improved*, which require actions immediately. In short, this IPA evaluation tool is used to prescribe the prioritisation of attributes for improvement and it can also provide guidance for strategic development (Meng Seng Wong et.al).

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By mapping attributes in two dimensions, then the attributes grouped into one of 4 (four) quadrant bounded by the intersection of two perpendicular lines at the point (X, Y) where X is the mean of the average number at satisfaction level scores. Y is the mean of the average number at importance level scores (Supranto, 2001)

The IPA technique identifies strengths and weaknesses by comparing the two criteria that consumers use in making a choice the relative importance of attributes and consumers' evaluation of the offering in terms of those attributes. The Importance-Performance paradigm seeks to identify the underlying importance attributed by consumers to the various quality criteria being assessed (Sampson and Showalter 1999).

The IPA model is divided into four quadrants with performance on the X-axis and importance on the Y-axis as shown in figure 1. As a result of this, four quadrants namely *Concentrate Here*, *Keep up the Good Work*, *Low Priority*, and *Possible Overkill* are created. (J. Martilla in Meng Seng Wong et al, 2011)

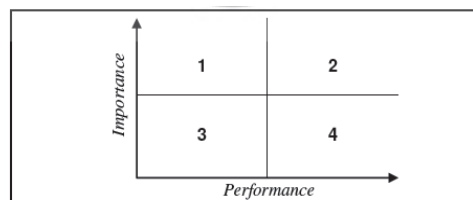


Figure 1. An example of an IPA Quadrant

Here is an explanation for each quadrant, namely :

- *Quadrant I* (High Importance/Low Performance) is labelled *Concentrate Here*. Attributes that fall into this quadrant represent key areas that need to be improved with top priority.
- *Quadrant II* (High Importance/High Performance) is labelled *Keep up the good work*. All attributes that fall into this quadrant are the strength and pillar of the organisations, and they should be the pride of the organisations.
- *Quadrant III*, (Low Importance/Low Performance) is labelled *Low Priority*. Thus, any of the attributes that fall into this quadrant are not important and pose no threat to the organisations.
- *Quadrant IV*, (Low Importance/High Performance) is labelled as *Possible Overkill*. It denotes attributes that are overly emphasized by the organisations; therefore, organisations should reflect on these attributes, instead of continuing to focus in this quadrant, they should allocate more resources to deal with attributes that reside in quadrant I

4. FINDINGS

Generally, the quality of title registration services provided by the South Jakarta Land Office has been good. However it still need valuation with Importance Performance Analysis. When using the importance performance analysis it would seen an overall the description of quality service which one is already good and should be maintained. Here is the result of an average score the level of importance and performance in Table 1:

Table 1. The Mean Level of Importance and Performance with the Gap

| No | The Quality dimension | Indicators of quality | Score of Importance | Score of Performance | Gap |
|----------------|-----------------------|--|---------------------|----------------------|--------------|
| 1 | <i>Tangible</i> | The use of modern equipment (queing system) | 4,39 | 3,27 | -1.12 |
| | | Convenience facilities in waiting room | 4,28 | 3,43 | -0.85 |
| | | The neatness of employee uniform | 3,99 | 3,67 | -0.32 |
| | | The availability of brochures | 4,03 | 3,12 | -0.91 |
| | | The clarity of information boards | 4,22 | 3,37 | -0.85 |
| | | In-process document checking system | 4,31 | 3,57 | -0.74 |
| 2 | <i>Realibility</i> | The speed of processing time | 4,54 | 2,96 | -1.58 |
| | | The reasonableness of costs | 4,28 | 3,40 | -0.88 |
| | | The opening hours | 4,42 | 2,88 | -1.54 |
| | | The accuracy of officer in checking documents | 4,45 | 3,87 | -0.58 |
| 3 | <i>Responsiveness</i> | The notification of completion documents processing | 4,32 | 3,25 | -1.07 |
| | | Information of service time | 4,14 | 3,27 | -0.87 |
| | | The existance of customer care | 4,28 | 3,14 | -1.14 |
| | | The waiting time to be served | 4,26 | 2,71 | -1.55 |
| 4 | <i>Assurance</i> | The service guarantee on legal assurance | 4,33 | 3,79 | -0.54 |
| | | The existence of a third party to handling the applications | 3,20 | 3,18 | -0.02 |
| | | The politeness and friendliness of officer | 4,25 | 3,54 | -0.71 |
| | | The skills and knowledge to handle complaining matters and legal regulations | 4,36 | 3,57 | -0.79 |
| 5 | <i>Emphaty</i> | The existence of the service hours during break time | 3,80 | 2,92 | -0.88 |
| | | Interactive security officer | 3,88 | 3,06 | -0.82 |
| | | No services discrimination | 4,38 | 3,44 | -0.94 |
| AVERAGE | | | 4,20 | 3,31 | -0,89 |

Source: Data processed, 2013

The research shows that the mean level of importance at 4,20 and the mean level of performance 3,31. With maximum satisfaction scale in level 5, it can be seen the gap between perceived performance and the importance is – 0,89. According to Zeithaml, Parasuraman and Berry (1990) when the measurement result is negative it means the service is not good and does not match with the expectations from users, in other words the performance assessment service (importance and performance) is still less amounted to 21.19%.

Public satisfaction has a significant relationship between provider's performance and public expectations. In line with Parasuraman et.al (1985), Tse and Wilton in Tjiptono (1997) stated that the quality of a service is determined by the expected service (expectations) with perceived service (performance/performance). The result showed that the expected service amounted to 4.20 and 3.31 for perceived service . This indicates that the expected service > perceived service which means the user in South Jakarta Land Office was not satisfied with the service provided.

If described with importance performance analysis quadrant obtained an average total of X and Y is calculated by dividing the total average from 21 indicators quality of services. Calculation of average total X = $88.11 / 21 = 4.20$ and the average total value of Y = $69.81 / 21 = 3.31$. This value is used as the line X and Y to make quadrant Importance Performance Analysis. An average of 21 quality indicators are presented in Figure 2 quadrant .

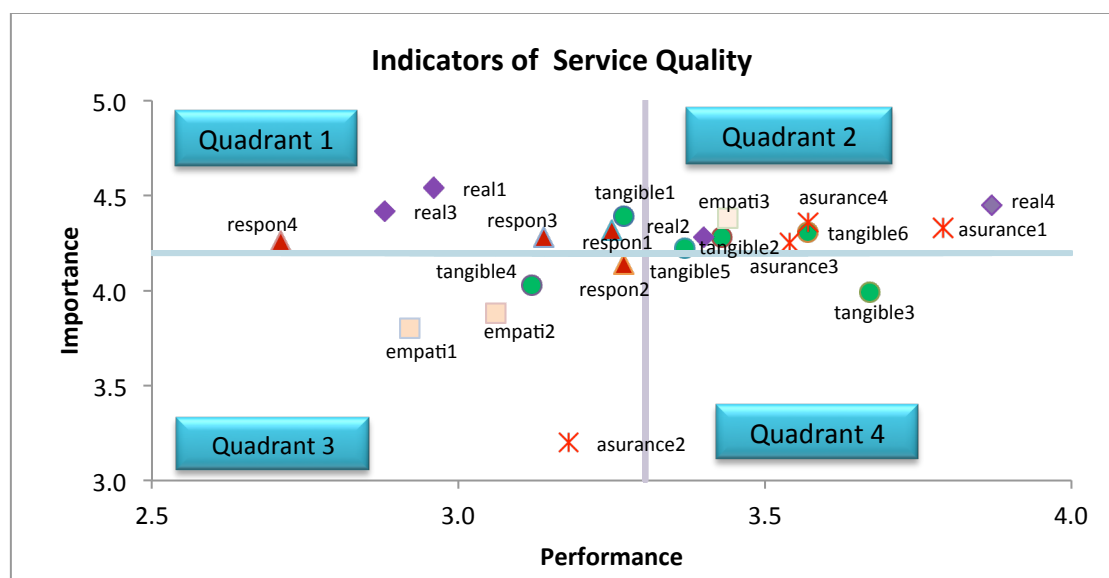


Figure 2. Importance Performance Analysis Quadrant in South Jakarta Land Office

Four quadrant Importance Performance Analysis can be explained as follows:

(i). Indicators in quadrant 1

In this quadrant, user's perceive the attributes as very important, but the perceptions of performance levels are below average. This caused dissatisfaction from the public. Thus, further improvement efforts should be concentrated here. The indicators that fall in this first quadrant are:

- **The speed of processing time in accordance with standard procedures (SPPP)**

If the entry document from applicants fit up all requirements and there is no complain from other's, all application generally will be processed and completed on time based on time allocation procedure at standard procedures.

ORI reports that allocated processing time gets the most public's complain numbers. Based to that report, BPN gives less performance in implementing the cancellation of certificates and slow in issuing certificates. The process of registration, need the cooperation from users. If all requirements complete and mainly containing no complain from other, the process process will be completed swiftly.

- **The waiting time to be served**

One of the most influencing factors in service allocation time is the completeness of all required documents from applicants. Mostly, documents can't be processed due to incompleteness documents they bought to land office and the consequences is the front office officers has to explain again what are the required documents to process their applications. To solve that, Land Office at South Jakarta plots Information Officer to help applicants and explain them all requirements needed to fullfil their applications.

This time, at document cheque counter lies 5 officers. If applicant's land property has a long-chain history, it will need more time to check and approval, in which will influence at more queuing time and more processing time. Our respondents feel they spend too much time to serve from the time they pick the queue number.

- **The opening hours**

Our respondents stated that the opening hour still not consistent. There's still service counter that open lately up to 08.30 AM, such as mortgages registration etc. Our respondents express their disappointment because they've wait too long. When it confirmed to land office board, they said that those counters actually open at 08.30 AM, because they have to participate at regular morning inspection

- **The existence of customer care**

Our respondent stated that presence of costumer service care has a significant benefit for their needs. Proved by calculated average value at 4,28. Unfortunately, the available services related to costumer's complain management at certain Land Office still down below their expectation (proved by calculated value at 3,14). To solve that, the South Jakarta Land Office, claimed that they already provided a Legal Department, to handle up all cases and complains, related to all land cases. Based on LAKIP report, published by Land Office at South Jakarta, they are having now 39 managed cases at district court (Pengadilan Negeri Jakarta), and 48 managed cases at State Administrative Court (Pengadilan Tata Usaha Negeri) Jakarta.

The presence of Costumer Care officer already consistent with ORI report at 2009. Reported at their systemic review for all provided services at BPN, that BPN strongly recommended to make a procedural regulation and guidance related to public complain management at Land Office.

- **The use of modern equipment systems such as queuing systems**

Based on our interview, our respondent expressed their disappointment to the queuing system. They claimed that queue number already out of numbered when they came, even when they came early in the morning. This condition confirmed by the administration executive at Land Office at South Jakarta. He explained the queue system was designed limited for 100 number per day, to ensure a maximum quality service for all costumers and to ensure all applications will be completed on time, according to SPPP. Beside that, this limitation was designed, considering the human resources availability.

- **Notification system for completed application**

The other indicator that need more improvement is the notification system for completed application. The present system wasn't designed to inform directly and automatically to the applicants when their application is completed, due to the lack of human resource availability. To solve that, the Land Office management provides a checking system for all applicants to check the process of their application themselves. This system could satisfy the customer expectation, proved by this indicator valued at quadrant 2.

The applicants could also check their application by checking it at the website or by SMS. Unfortunately, there's not much applicants know and apply this mobile checking system. Much of them still make their time to come to Land Office directly to check their application. This easiness made by system is the necessary condition to ensure the quality of public service, stated by Ibrahim (2008). Public as the customer must be facilitated in communication and information by the using of information technology such as e-information, e-commerce, e-government etc.

This information role is the appropriate component in qualified service. The officer has responsibility to fulfill their task ontime, according to the allocation time rule, and inform the customer quickly when something has happened and need customer respond appropriately.

To solve the problems of the indicators at quadrant 1, this research recommends several things below :

- Enhance and improve the performance to ensure all applications could be completed on time, according to SPPP
- Adding more officer at Information Counter to help costumers and explain them about all requirement documents needed to process their application
- Adding more tasks to the information officer to inform all applicants when their application has completed, beside to publish them about mobile checking system, by visiting website or by SMS
- Adding more counter and officer at Document Check Department, because this part has a significant influences to whole process of the application
- Make a certain counter for customer care, apart from other counter to ensure the quality of service and maximize problem solving management to costumers
- Adding more queue number to fit up a high demand of public importance in title registration service

(ii) Indicators in quadrant 2

Situation in quadrant 2, keep up the good work, are perceived to be very important and satisfied from the customers' perspective. This quadrant have high score both importance level and performance level. All these benefits are the strengths of the organizations. In this quadrant South Jakarta Land Office should keep up the good work in maintaining or delighting their customers, as otherwise, these benefits might be fallin in the other quadrant.

The indicators that fall into quadrant 2 are:

- Convenience facilities in waiting room
- The clarity of information boards
- Notification of completion documents processing
- The reasonableness of costs according to regulations

- The accuracy of officers in checking documents
- The service guarantee on legal assurance
- The politeness and friendliness of officer
- The skills and knowledge to handle complaining matters and legal regulations
- No services discrimination

(iii) Indicators in quadrant 3

Quadrant 3 is labelled *Low Priority*. Thus, any of the attributes that fall into this quadrant are not important and pose no threat to the organisations. The results from this quadrant both of level importance and performance are low. Some of the benefits that are literally categorised as low priority in quadrant 3 are the availability of brochures, the information of service time, the existence of third party to handling the applications, the existence of service hours during break time, interactive security officer.

(iv) Indicators in quadrant 4

Quadrant IV, Low Importance/High Performance is labelled as *Possible Overkill*. It denotes attributes that are overly emphasized by the organisations; therefore, organisations should reflect on these attributes, instead of continuing to focus in this quadrant, they should allocate more resources to deal with attributes that reside in quadrant I (*concentrate here*). Indicator that fall into this quadrant is the neatness of officers uniform at the service counter. As confirmed, the South Jakarta Land Office considered the neatness of uniform is important regarding uniform regulations.

5. CONCLUSIONS

Importance-Performance Analysis (IPA) is simple and useful techniques that can help leaders identify which attributes should be improved to increase overall customer satisfaction. From the research prospective, this study supports the adoption of the IPA as an alternative framework for evaluating users' satisfaction. Such framework can be used in further research on users' satisfaction.

Through the Importance-Performance Analysis that can be concluded as follows :

- The quality Title Registration Services in South Jakarta Land Office does not meet with user's expectations. The research shows that the mean level of importance at 4,20 and the mean level of performance 3,31. Because performance level is lower than the importance level, it can be said the quality of title registration services in South Jakarta Land Office is dissatisfying the users.
- The attributes considered most important by users in South Jakarta Land Office are: the speed of the processing time according to SPPP, the waiting time to be served, the opening hours, the existence of customer care, the use of modern equipment such as queuing systems, the notification of completion documents processing.

From the findings, solving service problems and improving service quality of title registration in South Jakarta Land Office are important things to do. Thus, to maintain the service quality, the provider should be measured the quality of service frequently.

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