
ANALYSIS OF MOMENT OF THE TRUTH IN PUBLIC SERVICES IMPROVEMENT IN SEMARANG REGENCY

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Abstrak

Moment of the truth merupakan salah satu pendekatan yang dapat digunakan untuk meningkatkan pelayanan publik. Ini mewakili interaksi antara pengguna dan penyedia dalam layanan. Pengguna akan memberikan penilaian terhadap layanan penyedia selama interaksi. Selain itu, pengguna yang memiliki daya ingat yang baik saat berinteraksi dengan penyelenggara akan memberikan penilaian positif kepada penyelenggara. Penelitian ini bertujuan untuk menganalisis interaksi antara pengguna dan penyedia Kantor Pelayanan Perizinan dan Penanaman Modal Terpadu Satu Pintu (DPMPTSP) Kabupaten Semarang. Penelitian ini menggunakan metode deskriptif analitis dengan pendekatan deskriptif kualitatif. Hasil penelitian menunjukkan bahwa petugas tanggap, komunikatif dan ramah terhadap nasabah. Petugas juga membantu pengguna yang menemukan kesulitan dalam proses perizinan online. Pengguna berharap bahwa cara komunikasi dapat dipertahankan dan bahkan ditingkatkan. Kendala yang dirasakan adalah lamanya proses pelayanan terutama yang berkaitan dengan pelayanan yang diberikan oleh technical service. Untuk mengatasi kendala tersebut diperlukan koordinasi tingkat pimpinan agar pelayanan dapat diberikan sesuai standar waktu yang telah ditentukan dan hal ini mendorong berdirinya mal pelayanan publik yang dapat mengintegrasikan berbagai pelayanan teknis dalam satu unit penyelenggara pelayanan.

Kata kunci: *moment of truth*, pelayanan publik, kepuasan pelanggan

Abstract

Moment of the truth is one approach that can be used to improve public services. It represents the interaction between users and providers in service. The user will give an assessment on the provider's services during the interaction. In addition, the users who have good memory during the interaction with the organizer will give a positive assessment to the provider. This research aims to analyze the interaction between users and providers of the One-Stop Integrated Investment and Licensing Service Office (DPMPTSP) of Semarang regency. This study used descriptive analytical method with a qualitative descriptive approach. The results showed that officers were responsive, communicative and friendly to customers. Officers also assisted users who found any difficulty in the online licensing process. Users hoped that the communication way can be maintained and even improved. The perceived obstacle was the duration of the service process especially that related to the services provided by the technical service. To overcome these obstacles, leadership-level coordination is required so that services can be provided according to the determined time standards and this encourages the establishment of public service malls that can integrate various technical services in one service provider unit.

Keywords: *moment of truth*, public service, user satisfaction

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INTRODUCTION

Public administration literature emphasizes the importance of bureaucratic reform to be applied into public services and eventually be enjoyed by the community (Zarychta et al., 2020). Public service is the community's basic right which must be fulfilled by the government besides implementing the provisions of laws and regulations. Bureaucratic reform is a fundamental need to improve public services thoroughly by carrying out their functions appropriately, quickly, and consistently to create an effective and efficient bureaucracy (Umar et al., 2019). Bureaucratic reform puts public services forward from the point of view of both the community or general public and the business community.

The government, to respond to the needs of the community, is obliged to provide public services. Currently, the bureaucratic reform carried out by the government through the service model has integrated various types of services with electronic management processes ranging from the application stage to the issuance of the documents which are conducted in an integrated one-stop service (Peraturan Pemerintah Republik Indonesia Nomor 6 Tahun 2021 Tentang Penyelenggaraan Perizinan Berusaha Di Daerah, 2021).

The need for reform in licensing services supports the government's efforts to improve public services. The licensing process in Indonesia is considered to be long and lengthy with unclear procedures. This makes Indonesia only ranked at 73rd out of 190 countries in the world in Ease of Doing Business (EoDB) in 2020, far below Singapore and Malaysia (Bank, 2020). One of the Ease of Doing Business (EoDB) indicators is by observing the process of obtaining various permits or license needed to start a business and/or permits to build buildings for business activities.

Each region in Indonesia, provinces, cities or regencies, must form a one-stop integrated service unit to improve licensing services that are fast, easy, transparent, sure, affordable, and have broad access. This is in accordance with Law Number 23 of 2014 aimed to be one of the government's efforts to improve public services and cut the lengthy bureaucracy. In addition, the presence of licensing innovation services is also expected to change the stigma regarding the bureaucracy in Indonesia.

One-Stop Integrated Investment and Licensing Service Office (local term: *Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu* [DPMPTSP]) of Semarang regency has the authority to issue licensing and non-licensing services. DPMPTSP of Semarang Regency has several innovations related to licensing such as the Smart application for

Integrated Licensing Services for the Public (local term: *Aplikasi Cerdas Layanan Perizinan Terpadu untuk Publik* [Si Cantik]) and the Online Permit Checking System (local term: *Sistem Pengecekan Izin dengan Online* [SPIDOL]) (DPMPTSP Kabupaten Semarang, 2022a). These applications are designed to find out the licensing process, such as whether it is finished or not and the completeness of the necessary documents. The existence of this innovation can accelerate licensing services and increase the value of investment in Semarang Regency.

The service improvement carried out by DPMPTSP of Semarang Regency resulted in a Community Satisfaction Index (local term: *Indeks Kepuasan Masyarakat/IKM*) score with an average of being in the good category for the last three years (Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 14 Tahun 2017 Tentang Pedoman Penyusunan Survei Kepuasan Masyarakat Unit Penyelenggara Pelayanan Publik, 2020) .

Table 1. Value of Community Satisfaction Index (CSI/IKM) of DPMPTSP of Semarang Regency

| Elements of Service | 2019 | 2020 | 2021 |
|---|-------|-------|-------|
| Terms of Service | 3,49 | 3,49 | 3,27 |
| Procedure of Service | 3,50 | 3,24 | 3,21 |
| Service Time | 3,49 | 3,45 | 3,27 |
| Service Fee | 3,68 | 3,73 | 3,43 |
| Product Specification Type of Service | 3,54 | 3,54 | 3,31 |
| Competence of the Officers | 3,51 | 3,83 | 3,35 |
| Attitude of the Officers | 3,53 | 3,1 | 3,37 |
| Handling of Complaints, Suggestions, and Feedback | 3,76 | 3,89 | 3,38 |
| Completeness of the Facilities and Infrastructure | 3,81 | 3,84 | 3,37 |
| Average | 89,73 | 91,27 | 83,25 |

Source: (DPMPTSP Kabupaten Semarang, 2022b)

In the 1st Table, it shows that there is a decrease in the average number of IKM in 2021 (83.25 %) compared to 2020 (91.27 %). This decrease was caused by the terms of service (3.27), procedure of service (3.21) and service time (3.27) which has a value below the average of SMEs (3.33). Ombusman stated that services during the pandemic that not allowing people to meet each other causes a decrease in IKM (Evaluasi Pelayanan Publik Selama Pandemi, 2017).

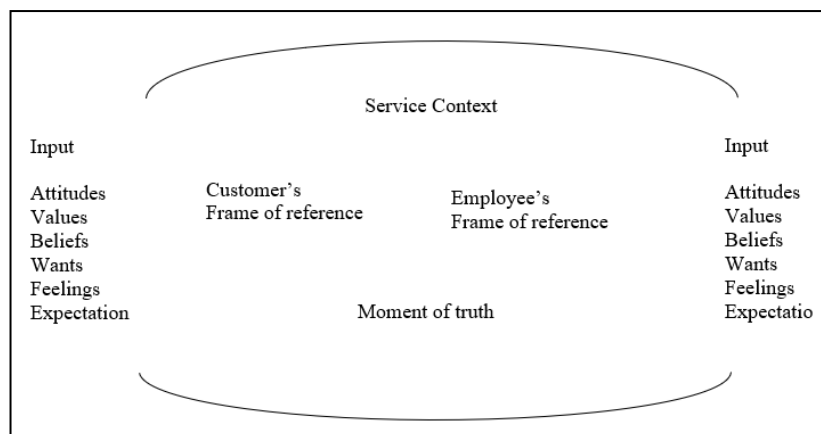
User satisfaction of a service is assessed based on the quality of interaction between the officers and the users of the service which is an important aspect of public services. The

moment of users' interaction with the service officers and of building relationships within the service is known as a critical moment of service (moment of truth) (Tabrani et al., 2018). This has been identified as a critical touch point that needs to be carefully managed in order to create an impressive memory effect that lingers on the minds of the service users (Primaningtyas, 2012). Considering the moment of truth will not only help to attract, to serve, and to retain the users, but also to better prepare the frontline service personnel or officers in providing services

The indicators of moment of truth may include trust, positive memory effects, and pleasant strong impressions the from service users (Primaningtyas, 2012). There are three factors at the moment of truth, i.e. context of the service, references owned by the service users, and references owned by the service officers (Mulyawan, 2016).

These three factors must be combined when the service is being provided. Service context is defined as the aspect or scope of service. In addition, preferences of the service users and officers can be in the form of behavior, values, beliefs, desires, feelings, and expectations.

Figure 1. Model of Moment of Truth



Source: (Jatman & Winarsih, 2005)

The urgency to provide quality services has encouraged the interest of researchers to investigate the dynamic relationship between employees, service officers, and organization's service (Groth et al., 2019). The researchers are interested to analyze the interaction between the users and officers of service at DPMPTSP of Semarang Regency, i.e. the moment of truth in service improvement.

RESEARCH METHOD

The research method used in this research is a qualitative approach. The research was conducted at DPMPTSP of Semarang Regency by analyzing the experience of informants, service users, related to the licensing service process. Furthermore, primary data were obtained by conducting interviews with the officers and users of the service. In addition, the researchers also directly observed the process of service provision. The technique of selecting the informants in this research was by determining the key informants, including heads of offices, heads of division and user. meanwhile, the secondary data was collected by conducting a documentation study. In addition, the data analysis method used in this study was descriptive analysis techniques include analyzing, drawing and summarizing various situations. Qualitative Data were obtained by in-depth interviews and observation.

RESULTS AND DISCUSSION

The critical moment of service or moment of truth is an essential aspect that must be considered by service officers before gaining trust and loyalty from the service users. In providing services, DPMPTSP of Semarang Regency is expected to create a moment of truth for service users.

Based on the Decree of the Head of Semarang Regency Number 130/0864/2019, there are 61 permits which are managed, including basic permits, certain permits, business licenses, and non-basic licenses and non-business licenses. Since 2018, the process of making licenses with online application-based licensing uses Online Single Submission (OSS). In 2021, the licensing system will be proceeded based on the level of risk using the Online Single Submission Risk Based Approach (OSS-RBA) or risk-based OSS (Peraturan Pemerintah RI No 5 Tahun 2021 Tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko, 2021). The level of business activity risk is categorized into low, medium low, medium high, and high which affects the authority of the Head of Regency or Mayor of City or the Ministry. The applicants only need to prepare Indonesian Identification Number (local term: *Nomor Induk Kependudukan* or *NIK*), Indonesian Identity Card (local term: *Kartu tanda Penduduk* or *KTP*), and an active email as the requirements to obtain a Business Identification Number (local term: *Nomor Induk Berusaha* or *NIB*), which can then be used to administer other permits such as Building Construction Permits (Local term:

Izin Mendirikan Bangunan or IMB, environmental documents, location information, and so on. In registering a permit and/or license, business actors are required to enter the code for the type of business field according to the Indonesian Standard Classification of Business Fields (local term: *Klasifikasi Baku Lapangan Usaha Indonesia* or KBLI) which will automatically list their business risks..

Based on Law Number 11 of 2020 concerning Job Creation, the process of licensing document service does not prioritize meetings between the service officers and the service users or it is online-based service (Indonesia, 2020). However, face-to-face services are, in fact, still provided because there are areas where internet access is not yet accessible or the public's ability to access the applications is limited. DPMPTSP of Semarang Regency provides front office services to assist and to guide the service users who need some assistance.

There are two licensing services, independent and assisted services. For independent applicants, they can go directly to the computer provided to process their permits. On the other hand, assisted applicants take queue numbers, wait for calls, submit files, and collect the licensing products. There are officers who help service users whose difficulty with both independent and assisted processes. Moreover, the users assess the attitude of officers as agile and give solutions to permit management problems. The conditions according to Ndraha are called as "the implementer of the bureaucracy are machines (technology, technocracy) which are created (designed) by policy makers (Ndraha, 2007). He serves the will of his "master". Each machine component is not independent, one must be compatible with other components, and its performance means organizational performance, not individual performance. Regarding the connection, its performance is public service, its main function is to change and to revitalize the environment to be better and more resilient, its role is action and the perpetrator is called actor" (Mulyawan, 2016). The officers who serve the users must be able to adjust to the users' skill level or in Ndraha's term is called the "master/employer".

When the documents required are incomplete, the users are directed to complete the files or the officers can help the users to print the required files as long as the data are in the database. The officers at each service desk are considered to be able to communicate well, to be communicative between one officer and another, to be friendly to users and to respond

quickly to what the users need so that the users feel relieved after obtaining service because the officers give directive assistance. Thus, the users know what steps should be taken to proceed the permits. This condition is important so that “Frontline service employees who are often viewed as the “face of the organization” by customers and therefore need to endure customers’ negative reactions to unmet service expectations or even service failure” (Groth et al., 2019) can be avoided. Front office staff must be able to understand what the users need and expect. Accordingly, there will be no negative effects in the service delivery process. The officers must be able to create a pleasant atmosphere so that a pleasant memory occurs in users’ mind. Then, such pleasant memory will lead to users’ satisfaction.

The moment of truth is also determined by combined references of service users and service officers, as stated by R. Ricardo: “A “moment of truth” is an event (an isolated occurrence or a series of them) when the user of a service comes in contact with the actual delivery of the service (be it a person, a procedure, or a combination of both) and forms an impression about the quality of the service and the organization behind it” (Ricardo, 2010). The attitude of DPMPTSP officers of Semarang Regency in serving is considered good. This shows the similarity between the attitude of the service users and the service providers. The users feel comfortable to manage the licensing. In addition, the communication conducted is clear, the officers behave in a friendly manner by giving greetings, and are responsive to the users’ needs. This is also evidenced in the score of the Community Satisfaction Index in the last three years in good value with an average of 3.33.

The officers of Semarang Regency DPMPTSP are considered to have worked according to the service announcement set by the leader, head of the department or office. In the service notice, it is stated that the officers must be able to provide services in a friendly and wholehearted manner by prioritizing satisfaction in accordance with the predetermined service standards. If it is not in line with the standard, the officer is ready to accept the sanctions which have been previously set. Service Standards are benchmarks used as guidelines for service delivery and a reference to evaluate service quality as an obligation and as a promise of the organizers to the public in the context of quality, fast, easy, affordable and measurable services (Kementerian PAN &RB, 2014). The service standard is a standardized measure in the implementation of public services as those which must be obeyed and implemented by the service providers, and becomes a guideline for the service

recipients in the application process, as well as a means of public control and/or service users (recipients) on the performance of the service providers (Mulyawan, 2016). This Service Standard becomes the reference for the officers to serve the users in accordance with the Service Decree. If the service process is not in line with the service standards, the head of the department or office needs to evaluate the performance of the officers.

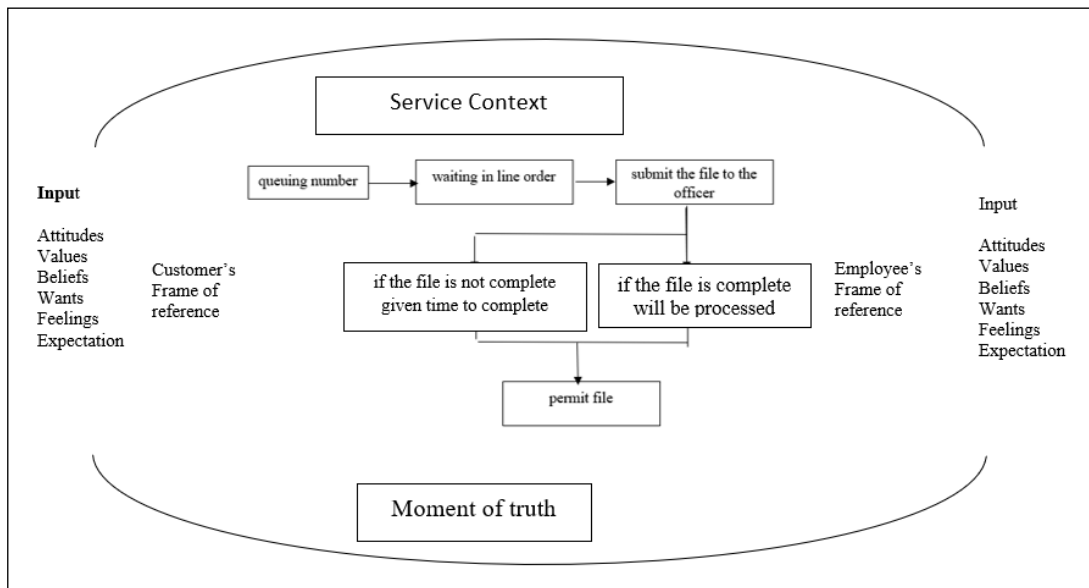
The service users, in this case the licensing applicant, believe that the officers at DPMPTSP of Semarang Regency have good competence. Officers are considered selected and have an educational background that is in accordance with service needs. To enhance their abilities, the officers are provided with training or technical guidance, so that the service users trust the service process in DPMPTSP of Semarang Regency. Moreover, the front office staff must always improve their abilities and skills because “The service provider front-line staff is instrumental in engaging with the client to engender the service delivery. In cases of self-service such as would be the case in the use of technology, a further unique front-line aspect of consideration assumes relevance in terms of the human aspects that need to be taken into consideration, such as ease of use, training and availability” (Weeks, 2015).

In the improvement of the quality of public services, the service organizers can conduct a survey of service users’ satisfaction. The Community Satisfaction Index (IKM) is one of the benchmarks to describe the perceptions of the recipients of public services towards public services organized by the public service providers. The satisfaction survey is carried out with the principles of transparency, accountability, participation, sustainability, fairness and neutrality

The desires and expectations of the service users for the licensing service process can run quickly, easily, and precisely. In 2021, the score of Community Satisfaction Index (IKM) has an average of 83.25 or in a good category. This score reflects that the service elements such as requirements, time, costs, services and the completeness of infrastructure facilities are considered good. However, the obstacles such as the longer time for licensing products which exceeds the service standard of 14 days also still occurs. This may be as a result of limited authority and dependent on the technical service to follow up the licensing process, which thereby prolonging the licensing service.

The application of Moment of Truth model in DPMPTSP of Semarang regency is illustrated in this following Figure 2:

Figure 2. Application of Moment of Truth Model in the Process of Service Delivery



Source: modified by the researchers, 2022

The existing similarity majority in the frame of attitudes, values, beliefs, wants, feelings and expectations between the users and the officers in the service circle causes the emergence of memories which impress the service users. Such impressive memory gives a positive effect on users' satisfaction ratings. Service user satisfaction can be seen from the average value of the Community Satisfaction Index in the last three years. The average score of the Community Satisfaction Index (IKM) has a fluctuating value. Nevertheless, it is still in the good category. This can be concluded that the service users at DPMPTSP of Semarang Regency are satisfied and have an impressive memory in the services provided.

The service process at DPMPTSP Semarang Regency mostly brings a memorable experience for the majority of the service users, i.e. the public, especially the friendly and responsive attitude that helps the users in completing the licensing process. However, miss communication and the lengthy service processes are considered part of the unpleasant experience for some people. In addition, the improvement of service capacity and coordination of officers are among the hopes for service enhancement. The keywords in the public service process is communication, specifically non-verbal communication as stated by Larsen and Smith, 1981 as follows: “ Nonverbal communication is also particularly important when customers attempt to evaluate credence-based services - those in which quality is especially difficult to assess (e.g. health-care and legal services). In such service

situations, customers are likely to rely heavily on service providers' nonverbal behavior to develop their attitudes toward satisfaction and quality or value received. Confirming our view, a study in health-care services documented that physicians' nonverbal behaviors affected patients' satisfaction with health care, their compliance with prescribed treatments, and their rapport with their service provider (Sommers et al., 2013).

The improvement of services at DPMPTSP of Semarang Regency must be continuously carried out on an ongoing basis. This is expected to foster public desire to have permits in accordance with applicable regulations. In addition, it can encourage the desire of investors to invest in the Semarang Regency area.

CONCLUSION

Based on the research results, the researchers recommend that it is necessary to conduct more familiar non-verbal communication training between the users and the officers of the service so that the users' expectations can be achieved to get impressive and faster service. This is in accordance with the opinion of Sundaram & Webster as follows: "Educate service employees about the linkage between their vocal characteristics and customers' perceptions. Employees, service officers, can be trained to change their speech characteristics so that they will speak with a more pleasant voice quality which displays warmth and trust. Training may involve educating service employees about the process of modifying their voice tone, diction, pitch, volume, and inflection" (Sommers et al., 2013). The acceleration of licensing completion needs to be carried out by improving the time indicator which is still considered to be not in accordance with the standard time that has been set. It is also necessary to conduct more intensive coordination, especially at the level of the related departments/units' head so that the services provided to the community are based on the predetermined time standard. In addition, the establishment of a public service mall is also expected to be able to overcome the obstacles of the service so far. The existence of a public service mall is believed to integrate services from various existing technical agencies. Therefore, the public services provided can be efficiently and effectively implemented.

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