

**SERVICE QUALITY OF LAND CERTIFICATE AT LAND OFFICE OF
PALEMBANG-INDONESIA: SERVQUAL MODEL**

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Abstrak

Tujuan penelitian ini adalah untuk mengetahui dan menganalisis kualitas pelayanan sertifikat tanah di Kantor Pertanahan Kota Palembang. Penelitian ini merupakan jenis penelitian deskriptif kuantitatif. Penelitian ini berfokus pada penyajian data dan fakta, bukan hipotesis atau pernyataan prediksi. Sampel penelitian adalah 50 responden yang mendaftarkan sertifikat tanah mereka. Berdasarkan hasil penelitian dan diskusi, ditemukan bahwa secara keseluruhan kualitas layanan yang diberikan oleh Kantor Pertanahan Palembang dinilai buruk. Itu karena Kantor Pertanahan Palembang belum memberikan kepuasan konsumen dalam memperoleh sertifikat tanah. Penilaian kualitas layanan yang buruk diperoleh sesuai dengan skor negatif yang diperoleh dari empat dimensi kualitas layanan, hanya satu dimensi memiliki skor positif yang merupakan dimensi bukti langsung.

Kata kunci: *Kualitas Layanan, Kantor Pertanahan, dan Model Servqual*

Abstract

The purpose of this research was to find out and analyze the quality of land certificate service at Land Office of Palembang. This research was a type of quantitative descriptive research. This study focused on presenting data and facts, not hypothesis or prediction statements. The samples of the research were 50 respondents who were registering their land certificates. Based on the results of research and discussion, it found that the overall quality of services provided by the Land Office of Palembang considered bad. It was because the Land Office of Palembang had not provided consumer satisfaction in obtaining land certificate. Assessment of poor quality of service was gained in accordance with negative scores obtained from four dimensions of service quality, only one dimension had a positive score that was the dimension of direct evidence.

Keywords: Service Quality, Land Office, and Servqual Model

INTRODUCTION

The Land Office of Palembang is the work unit of the National Land Agency in the regency/city or other administrative areas of the same level, which performs the service of land ownership registration and land maintenance, and general register of land registration. The main service provided is the land certificate service. National Land Agency is one of the government agencies that playing important role in the management of land in Indonesia which also serves to provide public land services.

Based on the administrative context of land affairs, the Land Office of Palembang is responsible for managing and developing land administration which includes: the management of the use, management and ownership of the land; the maintenance of land rights; and others related to land issues. The fulfillment of the legal certainty regarding land ownership covers the assurance of the owner, its location certainty and its limits, the certainty of its right, all of which requires the proper process. All land allocation listed must be recorded, then issued a land certificate. For land rights ownership will be implemented through conversion, while for state land ownership will be implemented through the granting of rights.

These efforts are all taken to provide prosperous society as embodied in the

Preamble of 1945 Constitution of The Republic of Indonesia. The main provision of legal certainty in the field of land is the availability of legal written, complete and clear legal instruments that are implemented consistently in accordance with the spirit and content of its provisions. In addition, concern with concrete cases. It is also necessary to have a land registration that allows land holders to easily prove their right to their lands, and to interested parties such as prospective buyers or creditors to obtain the necessary information about the land and it can be the object of legal action to be carried out as well as for the Government to implement the land policy (Tunjungsari, 2007).

The Government requires the landowners to immediately register their land rights to the Land Office as the only work unit in Indonesia that issues the land certificate in order to guarantee a clearer legal certainty. By possession of land ownership right, the owner may possess an area of land legally. The Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (*Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional-ATR/BPN*) revealed that 56 percent of the lands in Indonesia do not yet have certificates. It means, only 44 percent are already registered and certified.

Therefore, Minister of *ATR/BPN* Sofyan Djalil stated that the acceleration of land certification became the main work program during the two years of President Joko Widodo's administration. The President of Indonesia has ordered that all the lands will have been certified by the year 2025 or at least already registered (Muthmainah, 2016). Based on the explanation of facts and data, on complicated and convoluted land certificate services, in this case, the service process becomes one of the most common obstacles in some land cases. This research focused on the registration of land certificates by sporadic conversion, because with this service model the applicants registered directly or with authorized intermediaries to the Land Office of Palembang to register their land ownership right which were still in the form of proprietary rights file. In addition, this sporadic conversion service model, the community can directly feel the services provided by the Land Office of Palembang whether the services provided by the agency have been in accordance with the expectations of the applicants or not. So far, the community still lacks understanding of how important to have legal documentation of land ownership from the state to avoid land rights crime.

Legal proof of land ownership rights is very diverse, such as property right,

building right, use right, and others. Documents owned by these communities often generate a polemic that can result in criminal and civil cases because of frequent land disputes due to uncertainty of property rights resulting in the filing of a lawsuit committed by parties who also claim the ownership of the land. Therefore, every landowner must have a legal certificate of the land and be legalized by the National Land Agency for a clearer legal certainty. This research was carried out at the Land Office of Palembang City because the agency was easy to reach from the residence of the researcher, besides the researcher also found several administrative cases such as lack of coordination from the service provider and the service recipient.

Based on table 1 it can be acceptable that there is a difference in the settlement of land certificate services by sporadic conversion that is the difference between the established standard and the reality occurred in procedure. Based on the applicants of land certificate service at the Land Office of Palembang, the service procedure at counter 1 provides settlement procedure for 1 day, counter 2 provides within 2 days, counter 3 is settled for 1 day while counter 4 is fixed settlement for 116 days. So, the period of land certificate management from counter 1 to counter 4 is

about 120 days or at least 6 months of process (Tunjungsari, 2007).

with the services provided so that the number of applicants registered their the

Table 1. Settlement Period Procedure of Land certification

No	Procedure	Standard Settlement	Reality
1.	Counter 1	1 day	1-2 day
2.	Counter 2	2 day	2-11 day
3	Counter 3	1 day	1-2 day
4	Counter 4	116 day	270 – 360 day

Source: Land Office of Palembang City, 2017

All activities carried out during duty hours at the land office of Palembang. However there is still violence against the standard set by the Land Office itself. The facts indicate that the process of completion of the service delays in every service counter. Counter 1 can be completed within 1-2 days, counter 2 completed for 2-11 days, counter 3 for 1-2 days and counter 4 completed for 270 - 360 days. At counter 4, there is a delay of completion of about 200 days, so that the *BPN* as a whole can not complete the land certificate service according to the standard that has been set.

Based on the results of Simbolon et al (2013) studied that the implementation of land certificate service through land certificate service “*layanan sertifikat tanah*” (*LARASITA*) Program in Jatipurwo Village conducted by the Land Agency of Kendal Regency in accordance with the Service Standard and the Law Regulation no. 25 of 2009, the people feel satisfied

land certificate with the *LARASITA* Program continues to increase.

Barata (2004) stated that the quality of service, it is not only determined by the service providers but also is more determined by the parties served, because they were the ones who take advantage of the service so as to measure the quality of service based on their expectations in fulfilling their satisfaction. According to Parasuraman et al (1991) that the quality of good service is in accordance with or beyond what customers expect from the service they received.

Kotler (1997) states that customer satisfaction is the feeling of pleasure or disappointment of someone who derives from the comparison between his impression of the performance (or outcome) of a product with its expectation. Meanwhile, according to Barata (2004) that in providing services, both to external customers, providers and service providers

should always refer to the main purpose of service, that is the consumer satisfaction or customer satisfaction.

Widely used model that is to measure the quality of service is a Service Quality model developed by Zeithaml et al. This model was developed through various research conducted in many companies. They also analyzed the quality of services of public organizations, in this case the Land Office of Palembang. In this study, the writer as the researcher focused more on the services provided. Therefore, the writer tried to analyze it using ServQual (Service Quality) model. Of the many theories about the quality of service, according to Hardiyansyah (2012) that the quality of service proposed by Zeithaml et al (2010) is more relevant to be made dimensions and indicators in this study, because in the introduction of his book he said that SERVQUAL method used and practiced for all service types of profit-oriented and nonprofit organizations, including land certificate services.

According to Tjiptono (2005) that the most well-known service quality model and up to now as used in many references in management research and service marketing is the ServQual model developed by Parasuraman, Zeithaml and Berry. Measuring service quality is more comprehensive and systematic framework

for analyzing service quality that describes inter-organizational factors probably influence or can cause gaps related to customer expectations.

Therefore, in providing service quality can be achieved by meeting and exceeding the quality of services expected by the customers. The quality of service itself is influenced by two variables, perceived service and expected service. If the perceived services are smaller than expected, then the customers become no longer interested in the service provider concerned. Whereas if what happens is otherwise (perceived > expected), then the customer will use the service provider again.

In a process of service, the service provider has a perception that is something promised, on the contrary to the party served have expectations. Both groups in the relationship could provide a gap that interferes with the quality of service, both on objects perceived and or in the form of services. While on the other hand, the delivery of these services also causes interference. To anticipate the quality of this service made a model that tries to fill the gap. It means that if there the less gap between customer perceptions (on services provided) with customers' expectations, then the service will be more excellent.

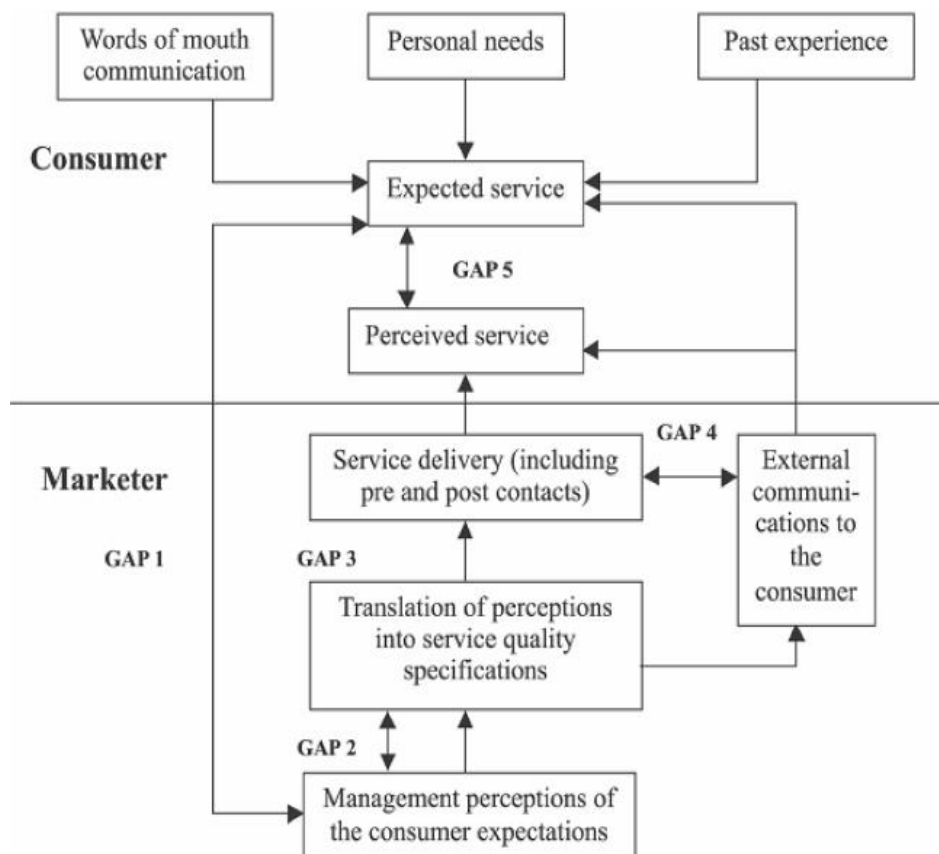


Figure 1. Five Gaps in service (Parasuraman in Tjiptono & Chandra, 2005)

Figure 1 explains that the expected service is influenced by oral communication, personal needs, past experience and also communication activities. While perceived service is the result of a series of internal decisions and activities. Management's perception of customer expectations guides decisions regarding service quality specifications that the organization must follow and implemented in the delivery of services to customers.

According to this model there are five gaps that cause failure in service delivery. Gap 1, is the gap between customer expectations and management perceptions.

This gap means that the management does not understand exactly what the customer's demand. Gap 2, is the gap between management perceptions and service specifications. This gap arises because the management is correctly knows the customer's demands but does not set specific implementation standards. Gap 3, is the gap between service specifications and service delivery. This gap arises usually due to the quality specifications does not met by performance in the production process and service delivery. Gap 4, is the gap between service delivery and external communication. This gap arises because the promises conveyed through communication

activities are inconsistent with the services delivered to customers. Gap 5, is the gap between perceived services and expected services. This gap occurs when the perceived service is inconsistent with the service expected by the customer.

From these five gaps, the most influential in determining the level of customer satisfaction is the fifth gap, the gap between perceived services with expected services. The fifth gap is not easily eliminated because it must eliminate the first gap until the fourth first. Further development, the gap model in analyzing the quality of service is refined until there is a view of factors from outside and within the organization that affect each gap. This model gap would help to analyze the cause of the gap and how to reduce the gap between customer expectations and service quality.

METHOD

Research design: This research is descriptive quantitative. According Sugiyono (2006) that "Descriptive research is a study conducted to determine the value of independent variables, either one variable or more (independent) without making a comparison or relationship between a variable and other variables.

Data source: Data source in this research were divided into two parts,

namely primary data source and secondary data source. Primary data is the source of data that directly provide data to the data collector derived from questionnaire, interview and observation techniques to the parties related to the problem under study. Secondary data was data obtained from literature study and documentation. Secondary data used in this research include Regulation of Head of National Land Agency of Republic of Indonesia, general description of National Land Agency of Palembang, public service priority list, number of applicant of land certificate in Palembang and any related sources.

Data collection technique: Data collection techniques were conducted through three ways. The first way was through the distribution of questionnaires to respondents. This study used a closed-ended question that was distributed to 50 respondents with multiple choice answers form from three or four alternatives choices or more, such as "yes", "abstain", "no", "Strongly agree", "agree" "disagree", "strongly disagree", and the sort those questions. This research used five alternative answers arranged based on the score of one to five (1-5) include: Not Satisfying = value 1; Less Satisfying = value 2; Quite Satisfying = value 3; Satisfying = value 4; and Very Satisfying = value 5.

Furthermore, each answer given by respondents processed by using Likert scale to measure perceptions and expectations of the applicant on the quality of land certificate services in the Land Office of Palembang. The second way, was by observing and analyzing symptoms or events related to the problem under the research. The third way was through interviews to a number of informants. Fourth way was through literature study by studying the literature obtained from reading books and data from mass media and internet. Finally, the fifth way was through documentation, letters, archives and records taken from the study site. In this study, the researcher collected documents such as data and archives agencies as supporting research data.

Population and Sample: The population was all applicants for land certificates of 420 applicants in February 2017. The sampling technique in this study was accidental sampling, that was anyone who happened to meet when making a request for land certificate. In this study, the samples taken were 50 respondents who were registering of their the land certificate.

Data analysis technique: In analyzing the data the researcher used quantitative data analysis techniques. Furthermore, researcher interpreted using ServQual method which according to

Tjiptono & Diana (2003) that "In essence the measurement of service or product quality is almost the same as the measurement of customer satisfaction determined by the variable expectation and perceived performance".

To obtain the performance score and expectation score, then researcher used attitude measurement using Likert scale. The result of Likert calculation was then operationalized on the ServQual formula. The measurement of the level of service quality in this model was based on several items designed to measure customer expectations and perceptions. The gap between perception and expectation was based on the five dimensions of quality that directly assessed by the customer that were: Display / physical evidence, ability to realize promise, responsiveness, ability to guarantee service and the ability to give personal attention in accordance with customers' demands.

According to Riduwan (2005) to know the customer perception of a service, then each question formulated with five answers are arranged based on the order of scores one to five (1-5), they are:

- a. Not satisfying = 1
- b. Less satisfying = 2
- c. Quite satisfying = 3
- d. Satisfying = 4
- e. Very satisfying = 5

From the above calculation results then further calculation of the total score of each categorization, consisting of total perception score and total score of expectations. From the results of the total score, then the mean of each total score of perception and total score of expectations were calculated. The category of assessment of satisfaction level of service is formulated as follows:

1. Not satisfying = 0-20
2. Less satisfying = 21-40
3. Quite satisfying = 41-60
4. Satisfying = 61-80
5. Very satisfying = 81-100

Based on the above categories, it can be explained that if the calculation of the mean of the total perceptual score and expectations from the questionnaire calculation resulted between 0-20 considered in the category of not satisfying, and if the score obtained between 21-40 then the services provided by the Land Office of Palembang considered in the category of less satisfying, and so on.

Furthermore, to find out the level of service quality received by each customer on each dimension can be done by reducing the total perception score with the total expectation score using the formula ServQual as the following formula (Tjiptono & Chandra, 2005):

$\text{Servqual Score} = \text{Total Perception Score} - \text{Total Expectation Score}$
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Servqual measurement results can then be interpreted by referring to the following explanation: (a) If the calculation of the gap between the perception score and the expectation score obtained a "positive" number, it means that the perceived service quality exceeds the expected service level. Thus the level of quality of service to customers can be said to be very good; (b) If the calculation of gap between the perception score and the expectation score is obtained "negative" score, it means the score of service quality given is still less compared to the expected. Thus the level of service provided to customers can be said not good; (c) If the calculation of the gap between perceptual score and expectation is obtained "zero", it means that the quality of service provided in accordance with the expected by the customer. Thus the level of service quality to the customer is considered good. In addition, to find out the dimensions of service quality that can improve customer satisfaction by using the mean score obtained. Based on the calculation of the mean score of each dimension, it can be seen which service dimension has the highest score. The service dimension with the highest mean score is specifically the most important service dimension, and can be considered has capability of providing a high level of customer satisfactory.

. RESULT AND DISCUSSION

Based on the questionnaires distributed to 50 applicants of the certificate by following 5 (five) service quality dimensions of the ServQual model, the following results were obtained: First, respondent expectations (see Table 2) and second respondent perceptions (see Table 3).

Service Quality Analysis: As explained by the researcher, that analyzing ServQual was done by calculating the score from the expectation of the land certificate

applicants and perception score from land certificate applicants. For more details description, the recapitulation results of the following ServQual calculations as follow at Table 4.

Furthermore, from the data in table 4 can be described that the calculation results of the total score level of service quality of each dimension considered not qualified, with the total mean expectation score of land certificate applicant satisfaction of service resulting in total score 83 (satisfactory) and the mean total score for

Table 2. The expectation of the land certificate applicants at the Land Office of Palembang

No	Dimension	Score	Description
1	Tangible	68	Satisfactory
	Condition of physical facilities	67,5	Satisfactory
	Equipment Condition	69	Satisfactory
	Condition of Supporting Facilities	68	Satisfactory
	Conditions Physical appearance of employees	67	Satisfactory
2	Reliability	88	Very Satisfactory
	Speed in providing services	86,5	Very Satisfactory
	Nature is trustworthy	89,5	Very Satisfactory
3	Responsivness	60	Quite Satisfactory
	Responsiveness of service personnel	85,5	Very Satisfactory
	Ability to provide information	86	Very Satisfactory
4	Assurance	85	Very Satisfactory
	Courtesy and hospitality	84,5	Very Satisfactory
	The ability of employees	84	Very Satisfactory
	Understanding and knowledge	87	Very Satisfactory
5	Empathy	86,5	Very Satisfactory
	Access to service employees	88	Very Satisfactory
	Attention of employees to the level of service quality	85	Very Satisfactory
Expectations on the level of service quality		80,5	Very Satisfactory

Source: Primary Data May 2017 (processed)

Table 3. Perception of the land certificate applicants at the Land Office of Palembang

No	Dimension	Score	Description
1	Tangible	70	Satisfactory
	Condition of physical facilities	73,5	Satisfactory
	Equipment Condition	68	Satisfactory
	Condition of Supporting Facilities	69	Satisfactory
	Conditions Physical appearance of employees	69	Satisfactory
2	Reliability	52,5	Quite Satisfying
	Speed in providing services	52	Quite Satisfying
	Nature is trustworthy	53	Quite Satisfying
3	Responsivness	60	Quite Satisfying
	Responsiveness of service personnel	55	Quite Satisfying
	Ability to provide information	64	Satisfactory
4	Assurance	59	Quite Satisfying
	Courtesy and hospitality	59	Quite Satisfying
	The ability of employees	60	Quite Satisfying
	Understanding and knowledge	57	Quite Satisfying
5	Empathy	58	Quite Satisfying
	Access to service employees	56	Quite Satisfying
	Attention of employees to the level of service quality	60,5	Quite Satisfying
Perception on the level of service quality		60	Quite Satisfying

Source: Primary Data May 2017 (processed)

the applicant's perception toward the service resulted in total score of 60 (quite satisfactory).

From the calculation result of ServQual known that the quality of land certificate service (-23). This is due to the poor service quality of the whole dimension. It proves that the results of ServQual calculations each dimension is negative. However the dimension of direct evidence is considered in very good category.

The service is caused by the lack and dissatisfaction of the applicants either from the late settlement time from predetermined standards, as well as the existence of illegal contribution and various violence related to

the service quality result in score (-26), and the empathy dimension resulting score (-28.5).

While the positive score obtained from the dimension of direct evidence (tangibles) resulting score 2. ServQual calculation results include a positive gap which means the perception (reality) perceived by the land certificate applicants is higher than the expectation so that the quality of service land certificate of can be considered very good.

Based on these results, the calculation of Service Quality (ServQual) obtained the mean score of service quality of -23 which means the level of service quality of sporadic land certificates at the Land Office

of Palembang considered not satisfying. It is found that the resulting score is negative score, where the negative score or negative gap can be interpreted that the expectation of the land certificate applicants is higher than the perception or the reality perceived by the applicants.

that can influence and lead to gaps related to customer expectations.

Therefore, in providing service quality can be achieved by meeting or giving even beyond the quality of services expected by customers. The quality of service itself is influenced by two variables,

Table 4. Recapitulation of ServQual Calculations for Service Quality of Land Certificate Applicants at Land Office of Palembang

No	Dimension	Score		ServQual	Description
		Perception	Expectations		
1	Tangibles	68	70	2	Very good
2	Reliability	88	52,5	-35,5	Not good
3	Responsiveness	86	60	-26	Not good
4	Assurance	85	59	-26	Not good
5	Empaty	86,5	58	-28,5	Not good
	Average score of Service Quality level	83	60	-23	Not good

Source: Primary Data May 2017 (processed)

The high expectation score indicates that the high demand for the improvement of service quality must be considered by all components within the Land Office of Palembang. The low perception value (reality) of the service quality provided indicates that the services are still not in accordance with the expectation of the applicants and tend to be less than optimal to meet the needs of the applicants.

DISCUSSION

Referring to the theory of the ServQual model developed by Parasuraman et al. (1985), in measuring service quality needs more comprehensive and systematic framework for analyzing service quality that describes the interorganizational factors

perceived service and expected service. If the perceived services are smaller than expected, then the customers become no longer interested in the service provider concerned.

On the other hand, when the perceived expected is higher, then the customer will use the service provider again. But in the research conducted at the Land Office of Palembang, it was found that overall consumers were not satisfied with the quality of services provided, it was indicated by the non-fulfillment of several variables of service quality dimension.

The results of the ServQual calculation including a negative gap which means that the expectation of the land certificate applicants is higher than the

perception (reality) perceived by the applicants of the land certificate so that the quality of service of the land certificate can be considered not good. That the quality of land certificate service at the Land Office of Palembang with the calculation of Service Quality (ServQual) obtained the mean score of service quality -23 which means that the level of service quality is not qualified because it can not satisfy the consumer. Only direct evidence has a positive score which indicates that the consumers are satisfied for this dimension. As previous explanation by the researcher, that the obtained mean score of the five dimensions of service quality analyzed by using ServQual formula.

Tangible Dimension: This dimension obtained an mean score of ServQual with a positive number 2 which was then interpreted that in the service of land certificate could be stated very well. It was because of the dimension of direct evidence (Tangibles) perceived by land certificate applicants by sporadic conversion exceeded the expected level of service. It can be acceptable that what is expected by the applicant such as condition of physical facility, condition of equipment, condition of supporting facility and physical tidiness of employees were provided very well by Land Office of Palembang.

The expectation of the applicants about service quality from the the Land Office of Palembang related to the dimension of direct evidence (Tangibles) including the condition of physical facilities, condition of equipment, supporting facilities condition, and physical appearance of employee basically considered satisfying by applicants. It shown from the result of a positive score (+) on this dimension.

The results of direct interviews from Mr SM mentioned that all facilities of direct evidence of facilities and infrastructure available were very well. It was also approved by Mr. AK that since the computerization system of the land certificate information, they were easily able to check where the application file was proceeded.

According to Mr. IH through interviews to adjust the statement of respondents, stated that: "Since the renovation of all office facilities during 2016, it is expected that applicants who conduct activities at the Land Office of Palembang can feel comfort during the process of the activity. Especially after being supported by the National Land Information and Management System (SIMTANAS) program, the officers wanted the applicants to check their land files easily. "

Based on the interviews above indicates that from the direct evidence dimension of the Land Office of Palembang City can meet the expectation of the applicants that is comfortability in receiving services to complete the land certificate. This is due to the presence of adequate physical facilities, complete equipment, edequate supporting facilities, as well as neat physical appearance and friendly employees.

Reliability Dimension: Reliability dimension got the mean score of ServQual with negative number (-35.5) which was then considered as not good category. It is because of high expectation while the applicants' perception to the perceived service is not appropriate. The expectation of the land certificate applicants to the quality of Land Office service of Palembang related to the dimension of reliability including quick response in providing services and reliable. The applicant's perception obtained by the researcher from the respondent's answer for the speed and accuracy of the service infact, however, the respondent in this case as the applicants of the land certificate feel less satisfied with the fast service. Respondents expect the accuracy and speed in accordance with the procedures provided by the office.

From the interview with Mr. A, he stated that: "It has been about 2 years from the submission of the application from January 2015 my land certificate has not yet been published. Yet all the requirements I have fulfilled. When trying to confirm the application process concerned, they just give the reason that the file was still stuck. "

It was shown by the respondents that they are still expecting good coordination from employees and services related procedures. As for the trustworthy property items, the respondent is the applicant of the land certificate also still not satisfied with the services provided by the employees who were not in accordance with the promise declared.

As the result of the interview on the same day with Mr. B stated that: "It is supposed that the services provided should also be in accordance with the promise. Sometimes the officer promised the application will be ready for about six months infact it was not finished more than a year. "

Responsivness Dimensions: This dimension obtained the mean score of ServQual with a negative number (-26) which was then interpreted that in land certificates service by sporadic conversion considered in not good category. It was due to high expectation while the perception of the applicants to the perceived service was

not appropriate. It is assumed that the the applicants's expectation toward land certificate services on the dimension of responsiveness (Responsiveness), especially on the items of service officers' responsiveness and ability in providing information can not be fulfilled or not in accordance with what is perceived by the applicants.

One of constraints felt by the applicant at the Land Office Palembang as obtained data from interviews with Mrs. C, he said that: "I hope the officers to be more responsive to the needs of the applicants, do not discriminate in giving the services provided to each applicant because we also require good services".

Meanwhile, the results from interviews with Mr. AZ said that: "Basically all officers have tried to provide the best service and quick response to what is required by the applicants. We as government officials try to give the best to all the people who need our services. In case there are still applicants complainng with the service provide, immediately report to our leader". The service to the applicants for land certificates based on the dimensions of responsiveness has not met the expectations of the applicants so that best service from officials at the Land Office of Palembang not fully deliver.

Assurance Dimension: This dimension obtained mean score of ServQual with a negative number (-26) which was then interpreted by sporadic conversion considered that the service of land certificates was not good. It was because of high expectation from the applicants while the perception of the perceived service is not appropriate. It was acceptable because what applicants' expectation from land certificate office on the assurance dimension, especially on the courtesy items of employees in the service, understanding and knowledge of employees still do not meet well by the Land Office of Palembang.

The expectation of applicants to the service quality from Land Office of Palembang regarding the assurance dimension must be considered including: employee courtesy in service, employee ability and employee understanding and knowledge. The description of the applicant's perception obtained by the researcher from the respondent's answer stated that the applicant is not satisfied with this dimension especially in the honesty given by the officers where the officers still often give unclear reason when the applicant asks the problem of the retained file. Complaints expressed by the applicant are often ignored by the officials. However, from the interview with Mr. A Z stated that:

"We always try to give the best for every complaint from the applicants. Actually it is not because the officer is not honest about the clarity of the application file, but because the application file handled by the Land Office is too many quite hard in quickly handling the file and need more patience from the applicant in process.

Courtesy of employees in service, understanding and knowledge of employees as the indicators of assessment in service quality to match consumer expectations is determined by the ability of officers in fulfilling it so applicants get the service as expected.

Empathy Dimension: This dimension obtained the mean ServQual score with a negative number (-28.5) which was then interpreted that in the service considered as not good. It was because there was high expectation while the perception of the applicant to the perceived service is not appropriate. It was acceptable because of what the applicants from the land certificate related to the empathy dimension which included items of access to personnel service and employee attention did not fulfill or not in accordance with what was perceived by the applicants.

The description of the applicant's perception obtained by the researcher from the respondent's response that how the applicants were very disappointed when the

officers were not in place on duty hour. However, from the interview with Mr. A as the service provider stated that: " On duty officers are always on place unless there is an external service affairs from the office. For Mondays to Thursdays the service will be held until 3 pm except for Friday it works only until 11.30 pm. Every counter also always serves the service well. "

The empathy dimension including items of access to service personnel and employee attention is necessary in order to provide services in accordance with the expectations of the applicant so in the future will be an assessment whether or not the service is qualified. The existence of good service from each indicator such as empathy dimension (Empaty) will improve the service quality as a whole.

CONCLUSION

Based on the results of research and discussion, it can be concluded that the level of quality of land certificate services in Land Office of Palembang is considerably not good enough. The services provided are still not good enough compared to what is expected by the land certificate applicants. Tangible dimension, which deals with the condition of physical facilities, condition of equipment, condition of supporting facilities, and physical appearance of the employees in general, the

applicant has felt satisfied, but from the dimensions Reliability, many applicants are still not satisfied for the fast and accuracy of service process not in accordance with established procedures. While in the dimension of Responsiveness, many applicants feel still being treated diskriminatively for services provided by officers, and officers are also less responsive toward complaints from the applicants. In the assurance dimension, the applicants feel the level of employees' understanding about service and responsibility in providing a sense of security and honesty of employee attitudes is considered still less. Empaty dimension is considered not good, because many applicants feel difficult to contact officers related to service problem faced by the applicant.

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