



Quality Of Licensing Services At The Cirebon City Investment And One-Stop Integrated Service Office (DPMPTSP)

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ABSTRACT

Public services are a concrete expression of the state's desire to actively exercise the administrative rights of its residents. This study aims to analyse the quality of licensing services at the Cirebon City Investment and One-Stop Integrated Services Office (DPMPTSP) with the SERVQUAL theoretical framework which consists of 5 basic indicators, namely physical evidence, reliability, responsiveness, assurance and empathy. This research is descriptive qualitative research with the support of the Community Satisfaction Survey 2025 with data collection techniques through in-depth interviews, direct observation, and data triangulation. The result of this study indicates that the Cirebon City DPMPTSP has been responsive and community-oriented in the provision of licensing services. The benefits of this service can be seen from the professionalism of the apparatus, transparency of costs, timeliness of completion, the use of digital technology (OSS, PTSP Mandiri, and Dashboard Monitoring), and the empathetic assistance for the applicant. However, there are still limitations in physical facilities and infrastructure, which have been compensated by significant improvement in service digitalisation. The findings of this study show that Cirebon City DPMPTSP is able to provide efficient, accountable and humane public services despite the budget constraints, by putting community as the main beneficiary of the service and maintaining the dignity of every applicant as a citizen who is entitled to quality services.

Keywords: public_service; service_quality; license; SERVQUAL; citizen_satisfaction.



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INTRODUCTION

Public services are a physical expression of the state's involvement in the lives of its people, as through these service mechanisms, citizens are in direct contact with government agencies to meet their diverse administrative and social needs. The quality of services provided by the state apparatus has a very important function in shaping the image of the

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institution in front of the public. Services that are transparent, straightforward, efficient, and courteous for users will help build public trust in the government (Heryanto et al., 2023). Slow service and complex procedures, on the other hand, tend to create dissatisfaction and negative perceptions of the bureaucracy's performance. Therefore, the quality of public services is assessed not only on technical and procedural dimensions but also on the quality of the social and psychological ties between the state apparatus and the community as service users (Ramada et al., 2025)

The implementation of licensing services at the Cirebon City DPMPTSP still has several issues that warrant careful consideration. Several aspects, such as the availability and feasibility of infrastructure facilities, the communication capacity of the apparatus to serve the community, and the suitability of service outputs to community expectations, have not been fully fulfilled optimally (Handini Pratami Hadiano et al., 2024). This situation shows that there is a gap between the expectations for services stipulated in laws and regulations and the reality of services felt by the community in their daily lives (Law No. 25 of 2009 on Public Services, 2009)

The urgency of this study is to provide an overview of the actual conditions of service implementation and identify what factors need to be improved so that the services provided can be in accordance with the mandate of Law Number 25 of 2009, namely the realization of public services that are more humane, transparent, efficient, and in favor of the interests of the wider community (Law No. 25 of 2009 on Public Services, 2009).

The results are in line with several previous studies that state that the quality of public services is influenced by the consistency of service delivery, the competence and attitude of the state apparatus, and the condition of the service environment. The gap between desired service standards and actual service delivery is a major source of public dissatisfaction, while the communication skills of the apparatus and the feasibility of facilities have a significant impact on how the public views the quality of services provided (Marande, 2017). Based on previous research, studies on quality public services that explicitly position DPMPTSP licensing services at the regional level as the primary focus remain fairly limited. Based on that, this study explicitly targets the Cirebon City DPMPTSP to determine the impact of integrated licensing services in encouraging ease of doing business and encouraging investment development at the regional level.

This study uses the SERVQUAL model developed by Zeithaml, Parasuraman, and Berry (1988) in Tjiptono and Chandra (2011) with five main dimensions, namely physical evidence, reliability, responsiveness, guarantee, and empathy, as a framework to comprehensively assess the quality of licensing services in DPMPTSP Cirebon City from the perspective of the community as service users (Tjiptono & Chandra, 2011). Therefore, this study aims to empirically evaluate the quality of public licensing services based on field experience and to present an accurate, in-depth picture of how services are provided and how the community perceives them (Parasuraman et al., 1988).

In addition, this study seeks to identify issues that hinder the service process to inform improvement recommendations aimed at improving service quality in a sustainable manner (Parasuraman et al., 1988).

Although many studies on the quality of public services have been conducted, most have focused on public service agencies such as health centers, sub-district offices, or education offices, leaving licensing services at DPMPTSP institutions at the city level relatively underexamined in the academic literature. In addition, the majority of existing work is a quantitative approach based on questionnaires, and does not include an in-depth investigation of the original experiences of service users and officials in the field. This gap is used as the basis for this research which is carried out as a qualitative study which specifically examines the quality of licensing services in the Cirebon City DPMPTSP, combining interview data, field observations, and the results of the 2025 Community Satisfaction Survey to produce a more holistic and contextual understanding.

2. LITERATURE REVIEW

2.1 Public Service

Public service is a tangible expression of the state's role in the realisation of the basic rights of its citizens. This is done by providing licensing services that are fast, transparent and fair to all levels of society and business actors in the Cirebon City DPMPTSP. According to Hardiansyah (2018) the public service can be viewed as an embodiment of the presence of the apparatus of the state, in the service needs of the community, either in the form of commodities, services, and administrative services (Hardiyansyah, 2018). The service is delivered through organised procedures, dissemination of information and professionalism of officers in every meeting with society. This opinion highlights the need to improve punctuality, clarity of the

flow of service and quality of communication between the apparatus and the public. Good services are not only limited to the provision of technical services, but also ensure that the community does not experience excessive bureaucracy, especially in licensing services at DPMPTSP. Public services are the moral obligation and social responsibility of the government to its citizens (Sinambela, 2008).

In this context, DPMPTSP is not only required to have an administrative role as a file processing institution, but must also have an empathetic attitude, respond to the demands of the applicants and be sensitive to many obstacles faced by the applicants in the licensing process. Service quality is the gap between people's expectations and the actual experience they receive. According to Zeithaml, Parasuraman and Berry's theory of service quality. (Tjiptono & Chandra, 2011). Licensing gaps occur when time standards, procedural flows and service outputs differ from the applicant's direct experience. Law Number 25 of 2009 concerning public services is a legal and ethical umbrella in the implementation of public services in Indonesia. "The regulation stipulates that every citizen has the right to fast, simple, easy-to-obtain and accountable services. The law also states that all public service providers must be responsible and transparent in all service processes. These clauses are the main reference in the assessment of the extent to which the Cirebon City DPMPTSP has consistently and sustainably implemented the principles of public service. (Law No. 25 of 2009 on Public Services, 2009)

2.2 Licensing Services by the Investment and Integrated Services Office (DPMPTSP) Cirebon City

The licensing services are an important part of public services, because they create legal certainty for the community and business actors and facilitate the sustainable structuring and development of the regional economy. This research discusses the One-Stop Investment and Integrated Services Office (DPMPTSP) as a licensing institution and investment facilitator in the city. Cirebon City DPMPTSP is an apparatus of the region that organises investment affairs and licensing services in an integrated manner. Its duties involve formulation of technical policies, licensing and non-licensing services, guidance and supervision of investments, management of public complaints and assessment of service performance. The agency is headed by Icip Suryadi, S.Sos., M.M. as Head of Office and located on Jalan Pemuda No.1, Cirebon City as a licensing service centre for the community and business actors in the City of Cirebon.

From the perspective of Public Administration, licensing is considered an instrument of government regulation for controlling economic activities through licensing and related legal mechanisms (Oktaviana & Niswah, 2021). The implementation of licensing service reform is carried out through the One-Stop Integrated Service (PTSP) system, which integrates the entire licensing process within a single agency to accelerate service delivery and increase procedural certainty while upholding the principles of transparency and accountability (Hardiyansyah, 2018)

Cirebon City DPMPTSP provides integrated licensing and non-licensing services, including risk-based business licensing through the Online Single Submission (OSS) system such as the issuance of Business Identification Numbers (NIB), business licenses, operational and commercial licenses, sectoral licensing in accordance with local authorities, technical recommendation services and administrative approvals, investment facilitation, provision of information about investment opportunities, assistance for business actors, and control and supervision investment realization.

The efficiency of implementing licensing services is mainly determined by the transparency of procedures, the competence of the apparatus, and the support of the information technology infrastructure. The implementation of the OSS system represents a transformation of public services based on digital technology, which is expected to increase ease of access, process efficiency, and service certainty (Ramadhan & Fitria, 2020). But the community's right to justice and nondiscrimination is inextricably linked to licensing services. "Therefore, Cirebon City DPMPTSP must provide openness, legal certainty and service accountability continuously. This includes a handling of public complaints and systematic assessment of the quality of service through the Community Certainty Survey (SKM). (Nurilawati et al., 2024).

2.3 SERVQUAL Theory in Public Service Quality Analysis

This study uses the SERVQUAL model as described by Parasuraman, Zeithaml, and Berry (1988) in Tjiptono and Chandra (2011), who claim that there are five main dimensions that are comprehensively utilized to measure and assess the quality of services (Parasuraman et al., 1988; Tjiptono & Chandra, 2011). The five dimensions are physical evidence (*tangible*), reliability, responsiveness, assurance, and empathy. Regarding the implementation of licensing services at the Cirebon City DPMPTSP, each dimension can be realized as follows:

1. **Physical evidence (tangible):** about the availability and feasibility of service supporting infrastructure, such as the comfort of the waiting room, the existence of an electronic queue system, and the accessibility and performance of digital-based service facilities.
2. **Reliability:** is the consistency of the apparatus in providing licensing services in accordance with applicable operational rules and procedures, and accuracy in meeting the needs of the community as service recipients.
3. **Responsiveness:** shows the speed and preparation of officers in responding and helping the community when facing technical problems or a lack of understanding of the community about the flow of services.
4. **Assurance:** related to the extent of public trust in the professionalism, competence, and credibility of the apparatus in providing services in a safe, convincing, and accountable manner.
5. **Empathy:** expressed in the ability of the apparatus to understand the individual needs of the community and to display a good, caring, and effective attitude as well as being communicative in every service interaction.

These five dimensions are interconnected and collectively affect public opinion about the quality of public service delivery (Hardiyansyah, 2018). In line with this, this study will focus on the extent to which the five dimensions of SERVQUAL have been implemented in the Cirebon City DPMPTSP licensing service system, especially in facing technical challenges such as queue buildup, length of completion duration, and limited availability of information needed by the community (Al-Dmour & others, 2020).

3. RESEARCH METHODS

This study uses a descriptive qualitative approach to analyze in depth the quality of public services in licensing procedures at the Cirebon City Investment and One-Stop Integrated Services Office (DPMPTSP). This approach is carried out to understand the experience, perception, and form of real interaction between the apparatus and the public as service users. So that the implementation of licensing services can be understood in depth and contextually (Moleong, 2009). The theoretical basis of the research analysis is based on the Theory of Service (SERVQUAL) of Parasuraman, Zeithaml, and Berry (Tjiptono & Chandra, 2011), which consists of five main dimensions: physical evidence (tangibles), reliability, responsiveness, reassurance, and empathy.

This framework is used to measure the harmony between public expectations and the services received and related to the principles of quality, accountability, and community satisfaction as outlined in Law Number 25 of 2009 concerning Public Services (Law No. 25 of 2009 on Public Services, 2009).

The data source of this research includes primary data and secondary data. The main data were obtained through in-depth interviews and direct observation of the licensing service process from registration to the issuance of permits to employees of DPMPTSP and permit applicants. The main informants in this study are the community as users of services provided by the DPMPTSP Cirebon City. Licensing service officials and service leaders as service providers are supporting informants. Secondary data were obtained from official articles and supporting literature such as service standards, findings of the Community Satisfaction Survey (SKM) and related regulations.

Data analysis was carried out using the interactive paradigm of Miles and Huberman (1994), with continuous engagement in data reduction, data display, and conclusion formulation. Triangulation of sources and procedures is achieved by comparing the results of interviews, observations, and documentation to ensure the validity of the data.

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4. RESULTS AND DISCUSSION

4.1 Research Results

The results of this research were compiled from data obtained through interviews with the Head of Service, service officers, and licensing applicants, and were strengthened by official documents, including the results of the 2025 Cirebon City DPMPTSP Community Satisfaction Survey (SKM), as well as by direct field observation. The use of these two data sources provides a complete picture of the quality of licensing services, both from the direct experience of the community as service consumers and from the results of a scalable, rigorous quantitative assessment

| NO | Elements of Service | Average Value – |
|-----------|----------------------------|------------------------|
| U-01 | Requirement | 3.29 |
| U-02 | Proceed | 3.33 |
| U-03 | Service Hours | 3.44 |
| U-04 | Fees / Rates | 3.98 |
| U-05 | Service Products | 3.23 |
| U-06 | Implementing Competencies | 3.26 |
| U-07 | Implementing Behavior | 3.50 |

The results of the study revealed a significant correlation between the experience expressed by the licensing applicant, the perspective of the service officer, and the regulatory principles of the head of the service, with the conclusion of the 2025 Cirebon City DPMPTSP Community Satisfaction Survey. The satisfaction assessment formulated through surveys is always based on the experience and perception of the community in the daily service process, so that the picture of the state of licensing services becomes more complete, factual, and representative. Average scores of 3.29 and 3.33, respectively, indicate that, in terms of service requirements and processes, the community as a whole can follow the specified service flow. This is consistent with the applicant's statement that the officer has provided a complete and useful explanation since the service process. However, there is hope that information on the requirements and procedures can be presented in a more engaging, easy-to-understand way, especially for those applying for a permit for the first time.

Service officers also acknowledged this situation, noting that not a few candidates came with a limited initial understanding of the applicable provisions. The results of interviews with service officers revealed that licensing services at the Cirebon City DPMPTSP were implemented through two integrated channels: online and offline. The establishment of these

two service lines is intended to provide easy access for individuals with diverse characteristics and abilities to utilize services, so that the licensing process can run effectively, be structured, and be inclusive. Online services are provided through a nationally integrated Online Single Submission (OSS) system, while offline services remain available as a form of direct assistance for those who need more intensive in-person engagement with officers. The description of the licensing service procedure at the Cirebon City DPMPTSP, based on the results of interviews and field observations, is as follows:

4.1.2 Online Service Procedures

This online system is based on the Online Single Submission (OSS) platform

1. The applicant submits the application for authorisation via the Online Single Submission (OSS).
2. The applicant registers and logs on to OSS.
3. The applicant fills in the data on business and license information according to the type of service provided.
4. Identification of required documents and upload by applicant.
5. Administrative verification of the attached documents is carried out by the service officer.
6. The technical team carries out technical verification and research according to the type of authorisation.
7. Where the permit has been issued with certain levy fees in accordance with the regulations, the fee shall be paid by the applicant.
8. Permission is granted in the form of electronic letters in the OSS system.
9. The permission document issued can be downloaded and printed by the applicant.

4.1.3 Offline Service Procedures

In particular for those who lack experience with digital systems or need detailed advice, face-to-face contact still provides personal support and has not been replaced by new technology.

1. Visit of the Applicant to the Office of DPMPTSP of Cirebon City
2. The applicant is issued a queuing number and proceeds to the service desk.
3. The officer explains the different types of permits, the requirements and how to obtain them.

4. The officer shall be immediately handed over by the applicant the necessary documents.
5. Full investigation of officer's handling of documents.
6. Some documents are returned to the head of the applicant for completion.
7. The filled documents are submitted to the technical team for verification and technical review.
8. Field reviews are performed when appropriate depending on the type of permit applied for.
9. The levy fee shall be paid by the applicant in accordance with the relevant rules.
10. The permit is issued by the DPMPTSP of Cirebon City after all stages have been fulfilled.
11. Applicant receives completed permit documentation.

The creation of the two service lines is a form of the commitment of the Cirebon City DPMPTSP to develop an adaptive service system that puts the needs of the whole community first. Online services provide ease, speed of processing and efficiency through the use of information technology whereas offline services provide a space for direct support and involvement between the apparatus and the applicant. In the public opinion, the service procedures are generally clearly regulated and easy to follow. Although it still needs costs to facilitate the delivery of information and strengthen supporting facilities so that the service process can run optimally and evenly to all applicants.

The service time factor scored an average of 3.44, which means that licensing services are usually done within the time estimated to the applicant. It had a real impact for the community, especially in the management of the licenses of the company, which could be done in a fairly short time. But at the same time, both the applicant and the officer know that in some cases the service process takes relatively long, especially if the submitted documents are not sufficient or if cooperation with other regional apparatus is demanded.

The high average score of the service fee or tariff aspect (3.98) shows that there is a high level of satisfaction on the clarity and transparency of information on the cost of services. Most of their services are provided free of charge and they communicate flexibly from the beginning of the service process, the officers say. This condition offers certainty and security to the community because they are free from the burden of costs outside the applicable regulations.

The average score in the fields of products and services and in the implementation of competencies is 3.23 and 3.26, respectively. This means that the public perceives the final results of various service procedures and apparatus competencies as quite good. The applicant argued that the permit documents received were in line with the needs submitted and that the serving apparatus was deemed to have a proper understanding of the duties and related rules. The apparatus also undergoes various forms of debriefing and training to improve its competence so that it can provide increasingly excellent services. Thus, these training and debriefing sessions are considered essential to the competence of service officers, officials, and agency leaders.

The aspect of implementing behavior has an average score of 3.50, which strengthens the public's positive opinion of the apparatus's attitude and behavior in providing services. The permit applicant believes that the officer carries out his duties with a good, polite, and communicative attitude and is ready to accompany the service process through to completion. This behavior builds a more conducive service climate and makes the community feel valued when dealing with the apparatus.

The facilities and infrastructure elements received an average score of 2.32. This is in accordance with the applicant's experience that the physical facilities are not fully optimal, as evidenced by the condition of the supporting devices, which are no longer compatible. Service officers also acknowledged the limitations of this facility because the office relocation was carried out on a short timeline and with a very limited budget, so the use of the old facilities could not be avoided.

The average score for aspects such as complaint handling, suggestions, and feedback scored the highest at 4.00. Most applicants did not file complaints; they believed the service process was running smoothly. However, providing a clear, easily accessible complaint mechanism proved successful in clarifying matters and increasing public trust. Officers and related officials said that every complaint submitted is always responded to in accordance with the law.

In general, the consistency of the interview results and the findings of the Community Satisfaction Survey 2025 shows that licensing services at the Cirebon City DPMPSTP provide a fairly profitable experience for the community. Service quality is reflected in attitude, clarity of cost information, and ease of the process. Improving physical facilities and infrastructure remains a priority to ensure that the quality of service is more effectively felt by all service users.

4.2 Discussion

The quality analysis of public services at DPMPTSP Cirebon City was conducted using the SERVQUAL model which consists of five main dimensions, namely physical evidence (tangibles), reliability, responsiveness, assurance, and empathy. The following discussions were prepared based on interview transcript data from the interviews conducted with the community as licensing applicants, service officers, and the Head of Service as an agency leader, then integrated with official documents, namely the results of the 2025 Community Satisfaction Survey (SKM).

4.2.1 Public Service Quality Analysis

4.2.2 Physical evidence (Real)

The physical evidence (tangibles) dimension of the service quality model of Parasuraman, Zeithaml and Berry includes all the physical factors that service users can directly perceive. This dimension includes building and service space condition, completeness and feasibility of facilities and infrastructure, availability of service support equipment, and appearance of apparatus which interacts directly with the community. These tangible factors are important in the perception of quality of service of the community before they move into a more substantial phase of the service process.

Based on the study results, the Community Satisfaction Survey score for the facilities and infrastructure elements at the Cirebon City DPMPTSP was 2.32 on a 4-point scale, the lowest among all evaluated service elements. This condition is in line with the field situation, which shows that the process of moving the office from Jalan Kebumen to Gedung Wanita was carried out under budget constraints, so that some of the facilities used were still sourced from the old office. Although the waiting room is currently considered more spacious, the public still finds service equipment, such as queue machines and monitors, in less-than-optimal condition and sees it as no longer meeting the standards of modern service facilities.

Physical limitations are also evident in the lack of several supporting facilities, such as special toilets for people with disabilities and air conditioning that has not been properly operated. This condition affects the community's comfort while in the service room. The greatest difficulty in the realization of these facilities and infrastructure is the limited budget allocation, so that the restoration and renewal work of the facility is not realized comprehensively.

The quality of service is strengthened by the Cirebon City DPMPTSP through the development of digital instructors an adapt to constraints in physical facilities. There are other technology-based services, such as Digital Public Service Malls, Mandiri Online PTSP application, and OSS with *real-time* process tracking. This digital approach is directly felt by the public, as it can speed up licensing procedures and even complete the issuance of Business Identification Numbers in a very short time. The digitization of services also improves process efficiency, reduces reliance on physical paper, and minimizes the risk of unlawful levies and fraud.

The appearance of the service apparatus is another indication of the extent of physical evidence, which is no less important. The applicant said that the Cirebon City DPMPTSP officer's appearance was positive and professional, as evidenced by the wearing of a complete uniform and official identity. The professional appearance is further reinforced by implementing 5S in every interaction and debriefing as part of Excellent Service training. The apparatus's alertness and attention can be felt by the applicant from the early stages of the permit application process, providing the community with a sense of comfort and certainty.

4.2.3 Reliability

According to the SERVQUAL theory developed by Parasuraman, Zeithaml, and Berry (1988), as cited in Tjiptono and Chandra (2011), reliability is the ability of an organization to provide services consistently, on time, and in accordance with the promises made to service users. This dimension includes accuracy, consistency, and explanation that the services provided are always in line with the expectations of the community as service users. (Tjiptono & Chandra, 2011)

The dimension of reliability at the Cirebon City DPMPTSP can be observed in structured and transparent service procedures, from the collection of queue numbers and officer assistance according to the type of service (OSS and non-OSS) to the completion of the process in accordance with applicable regulations. The applicant has a fairly high level of satisfaction, with an SKM score of 87/100, and generally believes that the service procedure is fast and timely. The output of the services received is in line with expectations, but about 60% of applicants are not yet familiar with digital technology.

The Ombudsman's monitoring dashboard allows the public to track the status of their permit applications directly and independently, thereby ensuring transparency in the process. If there are obstacles in the service process, the handling is done in stages. "If it is a problem that is under the authority of the DPMPTSP, it will be resolved internally, and if it concerns other agencies, it will be submitted to the relevant agency through an official report," he said. Furthermore, people's aspirations are protected through official channels such as Span Lapor system and online complaint services. The low volume of incoming complaints, most of which are not directly related to the performance of DPMPTSP, indicates the reliability of service delivery is at an adequate level.

4.2.4 Responsiveness

According to SERVQUAL theory, responsiveness is the ability of an agency to respond quickly, alertly and on target to user requests and complaints in the delivery of services. This dimension stresses the promptness, readiness, and attentiveness of the apparatus in responding to conditions in the community, thus contributing to increased public satisfaction and trust in agencies.

The responsiveness dimension in DPMPTSP Cirebon City is manifested in the mechanism of service to applicants systematically starting from the acceptance of applicants at the Front Office, giving an explanation of doubts or misunderstandings then directing applicants to the service unit according to their needs. This assistance is holistic and covers the initial stage to the closing process with a complete description of the documents and the processes to be fulfilled. The applicant got the impression that the authorities were friendly and open to any questions they raised.

The apparatus's commitment to continue providing services according to the SOP, even under high applicant volume or increased work pressure, shows that the dimension of responsiveness is not only applied in conducive situations but also positively. Consistently realized in congested situations, such as high queues of applicants. The online Span Lapor system, connected at the national level, and the direct complaint service at the office are two complaint channels that allow the public to voice their opinions. The small number of complaints received indicates the system's success and a high level of public satisfaction with the services provided.

The most significant obstacle in this regard is the uneven dissemination of information about services, especially in more remote locations, resulting in some residents not being fully

aware of the available licensing services. To overcome this, DPMPTSP was late in organizing the "Sapa Warga" roadshow program in five sub-districts. Through socialization and the implementation of direct services in the field, it is hoped that this will further increase the agency's preparedness for the demands of the wider community.

4.2.5 Assurance

According to Parasuraman, Zeithaml, and Berry (1988) in Tjiptono and Chandra (2011), assurance is the ability of apparatus and agencies to build trust and guarantee the safety of service users with competent qualifications, professional attitudes, and protection against potential dangers. This highlights the importance of knowledge, credibility and trust in the services offered, making it responsible and reliable to the community. (Tjiptono & Chandra, 2011)

The public's sense of security and trust in the Cirebon City DPMPTSP is realized through a number of mutually reinforcing processes. The digital system enables applicants to manage their OSS accounts independently and directly track the progress of their licensing process without relying solely on the system. The PTSP Mandiri tracking facility and the Ombudsman Monitoring Dashboard further increase process transparency and, at the same time, reduce the space for the collection of fees outside existing regulations.

Apparatus who has been prepared through the Excellent Service program and has sufficient field experience can provide a clear and convincing explanation to the applicant. It has succeeded in giving the public confidence that every step of the licensing procedure is carried out professionally and in accordance with existing regulations. The fully digital-based OSS system also guarantees personal and document privacy. applicant's documents, so that the applicant can feel safe without having to have physical documents directly.

Strengthening public trust also includes the transparency of service fees, where the regulation of NIB is carried out free of charge, while for other services that are subject to levies, officers explain the amount and reasons for the determination openly so as not to cause confusion. Overall, it can be concluded that the Cirebon City DPMPTSP has succeeded in providing safe, credible, and reliable services in accordance with the understanding of the guarantee aspect in the framework of SERVQUAL.

4.2.6 Empathy (*Empathy*)

Based on Parasuraman, Zeithaml, and Berry (1988) in Tjiptono and Chandra (2011), empathy is the ability of apparatus or agencies to understand the needs, conditions, and feelings of each service user, and also provide attention that makes them feel appreciated, cared for, and personally accepted. This factor reflects the warmth, concern, and willingness of the apparatus and agencies to provide services that align with the specific needs of each individual condition. (Tjiptono & Chandra, 2011).

The dimension of empathy in the Cirebon City DPMPTSP is seen from the attitude of the apparatus i.e good, polite and sincere in every interaction so that the community feels understood and served sincerely. The 5S service standard (Smile, Greeting, Politeness, Manners) is not just a formal slogan, but is also being used in every service interaction to create a good first impression and good environment for every applicant. Officials tend to provide more explanation and instruction than was asked of them, including what documents the applicant will receive when the process is complete.

From start to finish the entire aid reflects the authorities' dedication to ensure the general public understands every process completely and is pleased with the services provided. In addition, the spirit of the apparatus in assisting small business actors to legalise their business activities is a sincere manifestation of devotion and is based on human values.

The service is offered regardless of social or economic background, so all applicants are treated with the same courtesy and equality – from small traders to executives of large corporations. The device can still answer public enquiries through chat services using digital platforms. It reflects the personal commitment of the apparatus in serving the community in accordance with the working hours applicable.

In general, DPMPTSP Kota Cirebon has been able to realise a concrete measurable dimension of empathy, which is visible in the sincere attention of the apparatus without expecting anything in return, complete guidance and equal service without discrimination based on the background of the applicant. The friendly atmosphere, clarity of explanations, responsiveness within the working hours shows that empathy is not an administrative procedure but a real commitment to understanding, respecting and humanising each applicant and thus building sustainable trust and satisfaction in society.

4.2.7 Factors Inhibiting Licensing Services

Based on the research that has been done, the implementation of licensing services at the DPMPTSP City of Cirebon has overall gone smoothly and has given a very satisfying

experience for the community. Interviews with licensing applicants, service officers, and agency leaders, and results from the 2025 Community Satisfaction Survey (SKM) showed a consistent alignment between applicants' experience receiving services in the field and their evaluations of service quality. However, the study of the five dimensions of SERVQUAL has encountered several obstacles that affect the optimisation of licensing services implementation. These obstacles are the result of two basic causes: (a) constraints on service facilities and infrastructure, and (b) low public understanding of applicable procedures and limited access to information about services.

Tangibles dimension is associated with the first limitation, which is the lack of facilities and service infrastructure. The results of the Community Satisfaction Survey showed that the community facilities and infrastructure element had the lowest score of all the elements analysed, which means that the physical service facilities were not sufficient to support the comfort and effectiveness of service delivery. This is consistent with field observations that the office's move to the Women's Building was done on a tight budget, and some of the facilities used were still gifts from the old office. The ageing of the service devices, such as queue machines and monitors, an air conditioning system that is not fully operational, and the lack of supporting facilities, such as special toilets for persons with disabilities, also affect the comfort level of the community in the service room. The main obstacle to updating the facilities to the optimum is lack of money. However, Cirebon City DPMPSTP has tried to overcome these limitations by strengthening digital systems such as OSS, PTSP Online Mandiri, and Digital Public Service Malls. So that the quality of services received by the community remains in accordance with the implementation of information technology-based services.

The second limitation relates to the low level of public understanding of the procedures and access to service information, as reflected in the dimensions of reliability and responsiveness. The findings of this study indicate that there are some people who do not fully understand the service flow and licensing requirements, especially for people who are not familiar with digital systems such as OSS. This necessitates the apparatus to render wider assistance so that the applicant can still apply for the permit in a proper way. Sometimes the service process takes a long time because the required documents are incomplete or the entered documents are not in accordance with the provisions so it needs to be corrected and coordinated. In addition, the uneven distribution of service information is a serious problem, especially for people in different locations who do not know all the services available to them. Socialisation

activities through the Sapa Warga programme and direct consultation services have been carried out to increase public knowledge, but efforts to improve understanding of services and digital capabilities still need to be improved so that all levels of society can make use of services optimally.

The two inhibiting factors in general show that the main challenge in the provision of licensing services at the Cirebon City DPMPTSP does not come from the aspect of apparatus competence, service systems, and cost clarity, but from the limitations of physical facilities and the readiness of the community to understand and utilise the available services optimally.

CONCLUSION

The implementation of licensing services at the Cirebon City DPMPTSP is good quality and in accordance with the SERVQUAL framework of content based on the principles that have been implemented. The analysis of the five dimensions shows that the reliability aspect is reflected on a clear and easy to follow service flow, the responsiveness aspect can be seen from the readiness of the apparatus in giving aid promptly and accurately, the guarantee aspect is reflected on the competence of the officers and the certainty of the price that is comparable, and the empathy aspect can be seen from the friendliness, communicative approach and respect of the apparatus towards the community that come from different backgrounds. However, there are still aspects that need to be improved in terms of physical evidence, especially in the availability and quality of facilities and services. The five dimensions work together to provide orderly, comfortable and community services as a rule.

This study also identifies a number of challenges that still need to be addressed, especially in terms of physical evidence. Poor infrastructure, limited service facilities and limited equipment utilisation affects the quality of service user experience. Furthermore, there are still some people who still do not fully understand the procedures and usage of digital systems, so they need further assistance. Therefore, continuous efforts are needed to improve the quality of service infrastructure and strengthen public socialisation and education so that licensing services can be more optimal and inclusive in the future.

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