GAP ANALYSIS TO MEASURE SERVICE QUALITY AT PUBLIC SERVICE MALL (MPP)

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ABSTRACT

Bangkalan Regency is one of the regions in East Java that has a Public Service Mall (MPP). In 2018 basic services in Bangkalan are still not optimal, as an effort to improve service quality with MPP Bangkalan district. This study aims to measure service quality based on the service quality theory of Parasuraman, Zeithaml, and Berry with gap analysis 5 which is measuring the performance and expectations of service users, namely the community. The Servqual (Service Quality) model developed by Parasuraman, Zeithaml, and Berry, is the most widely used when measuring the quality of public services (B. Engdaw, 2022). The method used is descriptive quantitative using primary and secondary data with data collection techniques questionnaire, observation and documentation. The results showed that the service quality of MPP Bangkalan district was negative or not good because the average community expectation (public expectations) was greater than the performance (public perception) of MPP Bangkalan District with the highest gap on the responsiveness dimension (-0.01).

Keywords: Service quality, Gap Analysis, Public Service Mall (MPP)

ABSTRAK

Kabupaten Bangkalan sebagai salah satu daerah di Jawa Timur yang mempunyai Mal Pelayanan Publik (MPP). Pada tahun 2018 pelayanan dasar di Bangkalan masih belum maksimal, sebagai upaya untuk meningkatkan kualitas pelayanan dengan MPP Kabupaten Bangkalan. Penelitian ini bertujuan untuk mengukur kualitas pelayanan berdasarkan teori kualitas pelayanan Parasuraman, Zeithaml, dan Berry dengan analisis gap 5 yaitu mengukur kinerja dan harapan pengguna jasa layanan yaitu masyarakat. Model Servqual (*Service Quality*) yang dikembangkan oleh Parasuraman, Zeithaml, dan Berry, paling banyak digunakan saat mengukur kualitas pelayanan publik (B. Engdaw, 2022). Metode yang digunakan yaitu kuantitatif deskriptif dengan menggunakan data primer dan sekunder dengan teknik pengumpulan data kuesioner, observasi dan dokumentasi. Hasil Penelitian menunjukkan bahwa kualitas pelayanan MPP Kabupaten Bangkalan bernilai negatif atau belum baik sebab rata-rata harapan masyarakat (ekspektasi masyarakat) lebih besar dibandingkan kinerja (persepsi masyarakat) MPP Kabupaten Bangkalan dengan gap tertinggi pada dimensi ketanggapan (-0,01).

Kata kunci: Kualitas Pelayanan, Analisis Gap, Mal Pelayanan Publik (MPP)

INTRODUCTION

Improving service quality is important to get feedback from service recipients. Not only private service organizations, evaluating the quality of public sector services is a challenge for the government because the implementation of government administration is based on a legal basis of clear laws and regulations (Ocampo dkk., 2017). Nurdin (2019:69) said the process of providing services by government officials is often trapped in a view that prioritizes their desires "etic" rather than "emic" views, namely the views of recipients of government services.

This measurement study using the Sevqual model was originally developed to analyze the private sector, but many studies have been conducted in the public sector. Organizations in the public sector since the late 1990s have realized that customer service and quality are strategic issues in an effort to measure service quality (Wisniewski, 2010:357). As well as research from Septiyani et, al, (2016), Bintari et al., (2017), B.D Engdaw, (2019) Yana et al., (2020), Liestyanti & Prawiraatmadja (2021) using Servqual analysis on tangibles, reliability, responsiveness, assurance, and empathy. The existence of a comparison between the reality of performance and customer expectations is considered suitable for measuring service quality in the public sector (B.D Engdaw, 2019:3).

One of the services provided by the government is through the procurement of Public Service Malls with the concept of one stop service as a form of improvement of PTSP (One Stop Integrated Service) with a one building service system which is considered more progressive because it unites services from the central, regional and private governments in Indonesia in order to provide services that are fast, easy, affordable, safe, and comfortable. PTSP with its predecessor, namely the One Roof Integrated Service (PTSA) has not been able to meet the increasingly complex needs of the community because in its implementation it still relies on technical services so that it is easy to experience some technical obstacles and requires innovation to improve in terms of supervision control and convenience of public services. The analysis of the One Stop Integrated Service system on improving the quality of public services using the Servqual Model method by Yulianti (2021) shows a negative result, which means that it is still not in accordance with the expectations and reality needed by the community.

Bangkalan Regency is one of the areas in East Java that forms a Public Service Mall. If we review public services in Bangkalan in 2018, we will see that basic services in Bangkalan are still not optimal. The Ombudsman of the Republic of Indonesia (ORI) Representative of East Java in Bangkalan on Wednesday, February 28, 2018, the Bangkalan Dispendukcapil accumulated a yellow score while the Bangkalan Education Office was in the red zone category with a total score of 10%, as well as the Bangkalan Health BPJS also received the red zone category with a score of 48 % due to the lack of responsiveness of service personnel, causing queues to pile up (Ombudsman.go.id, 2018). MPP Bangkalan District is the hope of the Bangkalan Regency Government as an effort to improve services to the community.

The Public Service Mall (MPP) in Bangkalan Regency, Madura, East Java opened on Thursday, September 3, 2020 with 107 types of services from 25 agencies. On September 12, 2020, the report on the implementation of the Bangkalan MPP Project became an institutional change project from the Bangkalan DPMPTSP in the favorite proper category (change project) in the best five PKN nominations at the National Level BPSDM of East Java Province batch II 2020 (Madura Newsmedia, 2020). However, on the same day the mass media portal, jatimtimes.com highlighted that

through complaints from the public who wanted to take care of the administration, they considered the MPP of Bangkalan District to be just a formality, the level of employee discipline was still lacking, and service inconsistencies were still troubling the public. Mahmudi as the party legislator made by Wiranto, Member of Commission A of the Bangkalan DPRD, through a surprise MPP inspection on Wednesday, September 16, 2020, found that a resident wanted to take care of population administration but the Dispendukcapil service was closed. Furthermore, in February 2021, the mass media also highlighted the public's complaints to the mass media who said they were disappointed because they had come from far away but it turned out that the immigration room was closed (kabarmadura.id, 2021). The implementation of the MPP in Bangkalan District also received an evaluation note from the results of a visit by representatives of the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan RB) on Thursday, 27 May 2021 because they were considered unprofessional (Faisol, 2021).

The results of the community satisfaction survey (SKM) in the first quarter of 2021 showed a B value with a percentage of 74.55%. The SKM only shows the quality of service in the service section of the Investment Service and PTSP, not the whole data in the MPP. The number of respondents is only 24 people, so the degree of error can be more than 10%. Even though the total recapitulation of the community served in the Bangkalan Regency MPP based on data from September 2020 to October 2021 reached 5,445 people. Community participation is an important study in public services because basically the public service system is based on the needs of the community as service customers according to the Public Service Triangle Theory (Albert and Zemke) from Khozin et al. (2020:245). Based on this background, the authors are interested in conducting research on "Gap Analysis to measure Service Quality at the Public Service Mall (MPP) Bangkalan District".

THEORY AND METHOD

Public service

Public services are services to the needs of the community. Sinambela in Maesarini et al., (2021:166) defines public service as every activity carried out by the government against a number of people who have profitable activities in a group or unit, and offer satisfaction even though the results are not tied to a physical product. Public Service as an organizational activity that includes a person or group within the organization, with the aim of meeting the needs of the community. Denhardt dan Denhard (2003), Cf. Vigoda Gadod dan Cohen (2004) in Daraba, (2019:197) initially agreed on the importance of the New Public Management paradigm, but ended up with the New Public Service paradigm because the community was positioned as a valued customer or owner. Based Undang-Undang No.25 of 2009 about Public Service, public services is activities or a series of activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident of goods, services and administrative services provided by public service providers.

Public Service Model

Public services have various forms that vary depending on the process to be achieved in achieving organizational goals. Suwanda et al., (2021:16) explain that public services form a certain pattern according to its characteristics, namely:

1. Functional technical services, namely an adjustment of service functions, areas of duty and authority which are only relevant to certain sectors.

2. Centralized service, namely a single service implementation by the service provider.

3. Integrated services, namely services carried out with a coordination pattern of each public service agency according to their respective authorities.

4. Task force services, namely services carried out by a group of people at a certain time until the tasks carried out are completed.

Public Service Management

Public service management according to Ristiani (2020) is defined as the process of applying science and art to develop a plan, implement plans, coordinate and complete service activities as a process of achieving goals. Good public service management is always based on meeting the expectations and needs of the public through an effective service process. Public service management starts from setting planning and goals, organizing and monitoring that ends in evaluating a public sector organization that is expected to be able to find solutions to problems to create better public services.

Public Service Quality

Wycof dalam Nurdin, (2019:16) explains that service quality is the level of excellence that is expected to fulfill the wishes of service recipients. The quality of public services is related to the provision of the best service which includes the attitudes and ways of officers or apparatus in fulfilling the rights of public services for community satisfaction. That is, if the services received by the community reach or even exceed the expectations of the service recipient community, then the quality of these services is perceived as an ideal quality, and vice versa. The government has a responsibility to the community to ensure public satisfaction because it is the government's obligation to meet the needs of the community. The establishment of Undang-Undang No. 25 of 2009 about Public Services, which explains that the state is obliged to fulfill the rights and basic needs of the community by building public trust in public services, therefore the provision of public service quality becomes a benchmark for service quality based on a public survey of service recipients.

Public Service Quality Indicator

Nugraha et al., (2015:65) explain that measuring the quality of public services can be seen from service quality indicators. The Servqual model developed by Parasuraman, Zeithaml, and Berry has been widely used when measuring the quality of public services (B. Engdaw 2022:5). According to Gowan dkk. (2001) in Ramseook-Munhurrun et al., (2010:41) because the provision of public sector services is more complex, which includes undisclosed needs by setting priorities and allocating resources, it is not only a matter of meeting expressed needs. Measurements can be made with 22 items used in the winter journal by Parasuraman et al., (1991:) on the elaboration of the five dimensions of service quality offered by the tangible, reliability, responsiveness, assurance, and empathy.

The Servqual Model Gap Analysis (Service Quality) is an empirical study to examine organizational barriers to providing quality service performance by measuring perceptions and expectations of customers or service users (Parasuraman et al., 1991:335). Gap analysis (gap) is the number of perceptions minus the expectations (expectations) of service users in terms of measuring service quality (Parasuraman et al., winter 1991:422). The Servqual model developed by Parasuraman, Zeithaml, and Berry, is the most widely used when measuring the quality of public services (B. Engdaw, 2022). This is because basically the measure of the success of service delivery is determined by the level of satisfaction of service recipients.

Servqual Model Parasuraman, Zeithaml, and Berry., (1991) there may be a gap or gap between the expectations and reality perceived by service recipients (performance) and service recipients' expectations which are grouped into five gaps that cause poor service quality based on the phenomena that occur. The concept of gap analysis of the Servqual Model is:

Figure 1. Concept of Servqual Model Gap Analysis
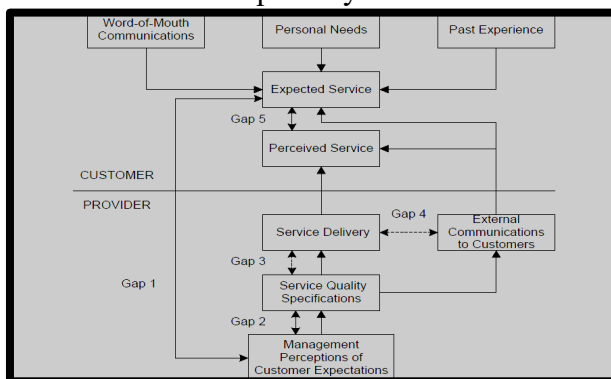
Source: Parasuraman et al., 1991

The gap between perception and expectation value can be seen from the equation

$$Q = P - E,$$

with the meaning: Q = Quality of Service, P = Perceived service or perception of service and E = Expected service or expectations of service.

1. Gap between consumer expectation and management perception
2. Gap between management perception and service-quality specification
3. Gap between service-quality specifications and service delivery
4. Gap between service delivery and external communications
5. Gap between perceived service and expected service, is the gap between the service received and the service expected. Gap 5 uses data from a sample of service recipients or customers (Parasuraman et al., 1991:351). Measurements can be made with 22 items used in the winter journal by Parasuraman et al., (1991:) on the elaboration of the five dimensions of service quality offered by:
- Tangible (tangible) consists of four indicators,
- Reliability consists of five indicators,
- Responsiveness (responsiveness) consists of four indicators
- Assurance consists of four indicators,
- Empathy consists of five indicators.

Public Service Mall Concept

Public Service Mall is a form of third generation public service after One Stop Service (PTSP) and One Roof Integrated Service (PTSA). The presence of the Public Service Mall (MPP) is a service innovation that provides an umbrella for PTSP without turning off existing services (Suwanda et al., 2021:50). Based Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi RI Nomor 23 of 2017 about the Implementation of Public Service Malls, the definition of Public Service Malls or MPP is as a place for activities or activities to provide public services for goods, services and/or administrative services which is an expansion of the integrated service function. both central and regional, as well as BUMN/BUMD/private services in order to provide fast, easy, affordable, safe, and comfortable services. The Public Service Mall (MPP) is designed as an effort to transform public service governance, by facilitating access to public services. The principles of the Public Service Mall are in the form of coordination, integration, efficiency, accountability, accessibility and convenience in public services. While the goals to be achieved are to provide convenience, speed, affordability, security, and convenience to the public in obtaining services and increase global competitiveness in providing ease of doing business in Indonesia. The Public Service Mall is also an effort to increase commitment, cooperation through synergy between service providers and the use and improvement of public services.

The concept of this service comes from the service inspiration of the Georgian Public Service Hall and the inspiration from combining public and private services related to business affairs in Axan Xidmat, Azerbaijan through public service programs on buses and trains. Through MPP, sectoral egos between organizations can be transformed into collaborations that focus on community service by adopting new public services to provide benefits for the prosperity of society (Suwanda et al., 2021).

METHOD

Types of research

This type of research is quantitative research with a descriptive approach using questionnaires, observation and documentation data collection techniques. The research was conducted based on gap analysis in the Servqual model developed by Parasuraman et al., (1991), but this study focuses on gap analysis 5, namely the gap between the perception of the service received and the service expected by the service recipient. The following is the formulation of the hypothesis from this research:

H0: Perception≥Expectations, then the quality of service is positive (good)

H1: Perception < Expectations/expectations, then the quality of service is negative (not good)

Population and Sample

The population in this study is the community receiving services at MPP Bangkalan from September 2020 to October 2021 as many as 5,445 people. Determination of the research sample using the Slovin formula with an error rate of 5%, the results obtained are 328 samples which are the minimum requirements for the research sample. This study used 330 people as a sample so that it was considered to meet the minimum sampling requirements.

Instrument Validity and Reliability Test

Test the validity of the instrument using the Pearson product moment formula with sig. (2-tailed) is less than the significance level (α) 0.05 and the instrument reliability has been carried out by Cronbach's alpha performance and expectations greater than 0.70. This means that all 22 item statements are valid and reliable.

Research Process

Bagan 1 Research Process
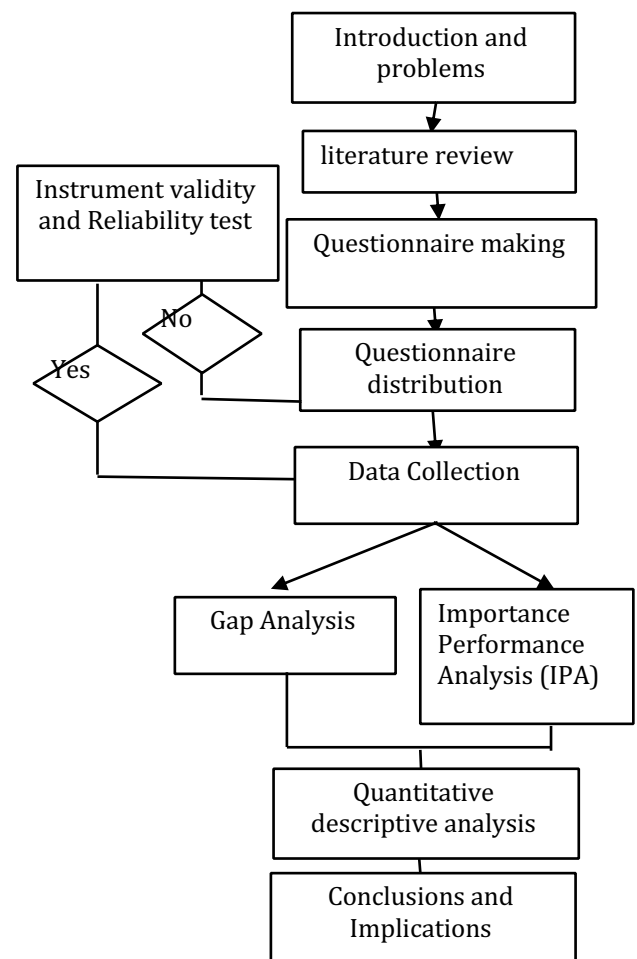
Source: data processed by researchers, 2022

RESULTS AND DISCUSSION

This research was conducted by distributing questionnaires to 330 people, namely the community receiving services at MPP Bangkalan Regency. The distribution of the questionnaires was carried out for six

working days, starting after receiving the signatures of the approval of the three examiners, namely from Monday, February 21, 2022 to Tuesday, March 1, 2022. In addition, the authors also conducted observations and documentation. The results of the study are:

Table 1 Results of the Gap Analysis of item Indicators

No.	Indicators per-statement	Mean Performance	Mean Expected	Gap = P–E
1.	The use of work technology at the Bangkalan Public Service Mall is modern and adequate	2.98	3.98	-1
2.	The condition of the building and rooms of the Bangkalan Public Service Mall is clean, comfortable and aesthetic (pleasant to the eye)	3.12	3.97	-0.85
3.	Employees wear clean, polite and neat clothes according to employee attributes	3.08	3.98	-0.9
4	Available pamphlets or flowcharts regarding instructions or service requirements	3.26	3.97	-0.71
No.	Indicators per-statement	Mean Performance	Mean Expected	Gap = P–E
5.	Each service agency that is incorporated in the Bangkalan Public Service Mall looks	2.13	3.72	-1.59
	committed to staying open to provide services			
6.	Employees are always willing to help address community service needs sincerely without asking for additional rewards	3.02	3.98	-0.96
7.	Bangkalan Public Service Mall is always open on time	3.01	3.96	-0.95
8.	Completion of services as promised	3.02	3.97	-0.95
9.	Employees provide services carefully and reliably	3.01	3.98	-0.97
10.	Bangkalan Public Service Mall always provides service information regarding the opening and closing schedules	2.61	3.87	-1.26
11.	Employees provide services quickly, effectively and efficiently	2.8	3.97	-1.17
12.	Employees are always willing to help	2.99	3.97	-0.98
13.	Employee responses to community	2.99	3.98	-0.99
No.	Indicators per-statement	Mean Performance	Mean Expected	Gap = P–E
	complaints are always resolved			
14.	Employees can be trusted because they	3	3.95	-0.95

	guarantee service			
15.	Employees provide guarantees of cost certainty in service	3	3.94	-0.94
16.	The attitude of the employees is always polite	3.23	3.95	-0.72
17.	Employees have good knowledge so they can answer questions related to service needs	2.99	3.96	-0.97
18.	Service concern with integration and easy access to the location of the Bangkalan public service mall	3.33	3.96	-0.63
19.	Operating hours (office hours) Bangkalan public service mall is suitable for the community	3.03	3.97	-0.94
20.	Employees at the Bangkalan public service mall always put the interests of the applicant first and are not discriminatory	2.97	3.97	-1
21.	Employees always serve with a friendly attitude and respect the community	3.01	3.98	-0.97
22.	Employees understand service needs by trying to give advice and direction	2.96	3.94	-0.98
	Total	65.54	86.92	

Source: Processed results of research questionnaires, February 2022

Based on the table, it shows that the lowest gap regarding concern for service integration is at indicator 18 with an average gap score of -0.63. This means that services concerned with integration and easy access to the location of the Bangkalan public service mall are able to provide convenience for the community. Furthermore, the highest gap regarding Bangkalan Public Service Malls always provides service information regarding open and closed schedules, namely indicator 10 with an average value of -1.26. Based on the results of the author's observations and documentation, basically the Bangkalan Public Service Mall does not yet have a special website or special social media to provide information about open and closed schedules to the public. The notification regarding the launch of MPP Bangkalan on September 3, 2020 is also still using assistance from press releases or related media portals.

Table 2 Results of Perdimensional Gap Analysis

No	Dimension	Performance	Expected	Gap = P–E
1.	*Tangible*	3.11	3.97	-0.86
2.	*Reliability*	2.84	3.92	-1.08
3.	*Responsiveness*	2.85	3.95	-1.1
4	*Assurance*	3.06	3.95	-0.89
5.	*Empathy*	3.06	3.97	-0.91
Average				-0,97

Source: Processed results of research questionnaires, February 2022

The table shows that the gap is still negative in each dimension. The highest level of gap is in the dimensions of responsiveness (responsiveness) and reliability (reliability) with each score exceeding 1, namely -1.1 and -1.08, meaning that based on the assessment of respondents, MPP Bangkalan is still not responsive and reliable. The response score is low because based on the results of the questionnaire, the tenth and eleventh

statement indicators have a high gap score, meaning that the Bangkalan MPP does not provide sufficient service information to the public regarding the opening and closing schedules and the service process is not fast, effective and efficient. for society. The results of this questionnaire support pre-research research on evaluation based on direct visits by the KemenpanRB, namely the MPP Bangkalan service process which is still not professional.

The results of the P-E gap analysis (performance minus expectations) show that all the average results of per-item and per-dimensional service indicators at the Bangkalan Public Service Mall are negative. The results of this analysis indicate that the quality of service at the Bangkalan Public Service Mall is still not good because the value of the community's expectations (expectations) is greater than the performance (public perception) of the Bangkalan Public Service Mall. The highest average gap value is in the responsiveness dimension, which is -1.01. This means that the responsiveness of employees at MPP Bangkalan District is considered not good because the average responsiveness dimension is greater than the average overall gap value, which is -0.97.

The lowest gap value is in tangible (direct evidence) which appears in the conditions seen in MPP Bangkalan District, namely -0.86. This means that the community considers that the condition of the building, comfortable rooms and pamphlet facilities, and flowchart is also quite good, although it still does not meet the expectations of the community. The use of work technology at the modern and adequate Bangkalan Public Service Mall gets a score of -1, while the condition of the building and room of the Bangkalan Public Service Mall is clean, comfortable and aesthetically pleasing (pleasant to the eye) gets a score of -0.85, employees wear clean, polite and neat clothes. in accordance with

the attributes of the employee gets a gap value of -0.9 and the availability of pamphlets or flowcharts regarding instructions or service requirements -0.71.

Figure 2 The condition of the MPP building and room of Bangkalan District
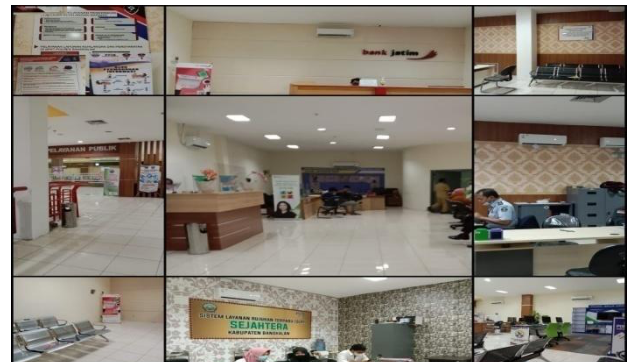
Source: Researcher Documentation, February 25, 2022

Based on the results of the author's observations and documentation, the condition of the MPP building and room in Bangkalan Regency looks clean and comfortable because there are sufficient chairs available for service in each service agency room. The room was also clean and comfortable. Based on the picture, each corner of the room has air conditioning (Air Conditioner) and also trash cans in each corner of the room. The implementation of health protocols is also carried out quite well by providing limits on service seats. There are also pamphlets or service flowcharts that are quite complete regarding service procedures and information on service administration costs, for example related to information on passport processing fees. Employees also appear to wear clean, polite and neat clothes in accordance with the employee's attributes.

Importance Performance Analysis (IPA)
a. **Level of Conformity between Performance and Expectations**

Table 3 Level of Conformity between Performance and Expectations

No	Indicators per-statement	Total value		Percentage Suitability
		Performance	Expectations	
1.	The use of work technology at the Bangkalan Public Service Mall is modern and adequate	985	1314	74%
2.	The condition of the building and rooms of the Bangkalan Public Service Mall is clean, comfortable and aesthetic (pleasant to the eye)	1032	1313	78%
3.	Employees wear clean, polite and neat clothes according to employee attributes	1018	1314	77%
4	Available pamphlets or flowcharts regarding instructions or service requirements	1078	1312	82%
5.	Each service agency that is incorporated in the Bangkalan Public Service Mall looks committed to staying open to provide services	706	1229	57%
6.	Employees are always willing to help address community service needs sincerely without asking for additional rewards	999	1315	75%
7.	Bangkalan Public Service Mall is always open on time	996	1309	76%
8.	Completion of services as promised	997	1311	76%
9.	Employees provide services carefully and reliably	996	1315	75%
10.	Bangkalan Public Service Mall always provides service information regarding the opening and closing schedules	863	1278	67%
11.	Employees provide services quickly, effectively and efficiently	925	1311	70%

No.	Statement			
12.	Employees are always willing to help	989	1312	75%
13.	Employee responses to community complaints are always resolved	989	1315	75%
14.	Employees can be trusted because they guarantee service	993	1304	76%
15.	Employees provide guarantees of cost certainty in service	993	1302	76%
16.	The attitude of the employees is always polite	1068	1306	81%
17.	Employees have good knowledge so they can answer questions related to service needs	987	1308	75%
18.	Service concern with integration and easy access to the location of the Bangkalan public service mall	1102	1310	84%
19.	Operating hours (office hours)	1000	1313	76%
	Bangkalan public service mall is suitable for the community			
20.	Employees at the Bangkalan public service mall always put the interests of the applicant first and are not discriminatory	981	1312	74%
21.	Employees always serve with a friendly attitude and respect the community	996	1315	75%
22.	Employees understand service needs by trying to give advice and direction	977	1302	75%
Average			75%	

Source: Processed results of research questionnaires, 2022

The average percentage of the results of the research questionnaire is 75%, which means that if the results of the conformity of performance and expectations have not reached the average, it is necessary to improve the quality of service at the Bangkalan Public Service Mall. The lowest percentage value is in the fifth item, namely each service agency that is incorporated in the Bangkalan Public Service Mall is seen to be committed to remaining open to provide services by 57%, meaning that each

Bangkalan MPP agency has not been able to commit to remain open to provide services.

Information regarding the opening and closing schedules of the Bangkalan Public Service Mall did not reach the public, it can be seen from the suitability score between performance and community expectations, which is of low value, which is 67%. This statement is also supported by the results of the score regarding the use of work technology at the MPP Bangkalan District which is not modern and adequate because it does not reach an average suitability of 74%. In addition, based on answers from respondents, MPP Bangkalan Regency must improve employee performance, namely always put the interests of the applicant first and not discriminate because the match between performance and expectations is still 74%. Employees must also provide services quickly, effectively and efficiently.

IPA diagrams
The results of the analysis of the IPA diagram with the help of SPSS 25 is :

Figure 3. IPA diagram analysis
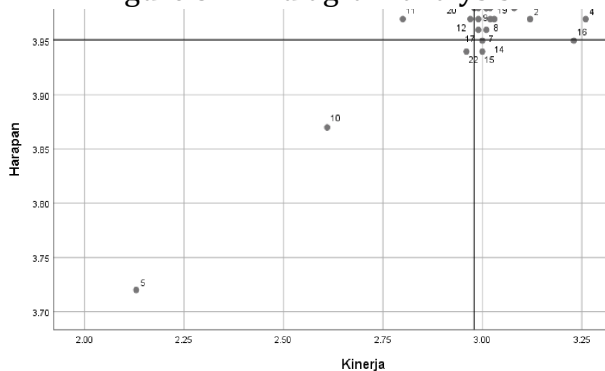
Sumber : Source: The results of the research questionnaire data are processed using SPSS 25, 2022

Wijaya dalam Riduansyah (2020:32) quadrant analysis or known as Importance Performance Analysis (IPA) is a procedure to show the relative importance of indicators or attributes on organizational performance. This IPA diagram consists of four spaces or sections. Each section has a meaning starting from quadrant I which needs to be improved because public expectations are high while the performance of the Bangkalan Public

Service Mall is low. These indicators are considered important by the community so that they are immediately corrected. Quadrant II contains indicators that are considered important by the community and these indicators have been carried out well by the Bangkalan Public Service Mall so that the community feels that their needs are quite fulfilled. Furthermore, quadrant III is the section that contains indicators that are considered less important by the community and are not implemented properly by the agency. Finally, quadrant IV is the part that contains indicators that are considered unimportant by the community but the services provided are very good, so it feels too excessive. Quadrant I is included in one statement item from the tangible dimension (direct evidence), namely item number 1, two responsiveness items, namely items 11 and 12, and one empathy item, namely item number 20. If it is related to the gap analysis of items 1 and items 20 is in the high category which is worth -1 while points 11 and 12 are also negative, namely -1.17 and -0.98. Quadrant I consists of:

1. The use of work technology at the Bangkalan Public Service Mall is modern and adequate (statement number 1)
2. Employees provide services quickly, effectively and efficiently (statement number 11)
3. Employees are always willing to help (statement number 12)
4. Employees at the Bangkalan public service mall always put the interests of the applicant first and are not discriminatory (statement number 20)

Quadrant II is included in the three statement items from the tangible dimension (direct evidence) namely statement indicators number 2, number 3 and 4, four item reliability statements, namely statement item number 6, number 7, number 8, and number 9, two items assurance, namely statement items number

16 and number 17, as well as three empathy items, namely statement items number 18, 19, and 21. Quadrant II consists of:

1. The condition of the building and room of the Bangkalan Public Service Mall is clean, comfortable and aesthetically pleasing, namely statement number 2

2. Employees wear clean, polite and neat clothes in accordance with employee attributes (statement number 3)

3. Available pamphlets or flowcharts regarding instructions or service requirements (statement number 4)

4. Employees are always willing to help address community service needs sincerely without asking for additional rewards (statement number 6)

5. Bangkalan Public Service Mall is always open on time (statement number 7)

6. Completion of services as promised (statement number 8)

7. Employees provide services carefully (reliably) and reliably (statement number 9)

8. Employee responses to community complaints are always resolved (statement number 13)

9. The attitude of employees is always polite (statement item number 16)

10. Employees have good knowledge so that they can answer questions related to service needs (statement number 17)

11. Service concern with integration and easy access to the location of the Bangkalan public service mall (statement number 18)

12. Operating hours (office hours) Bangkalan public service mall is suitable for the community (statement number 19)

13. Employees always serve with a friendly attitude and respect the community (statement number 21)

Quadrant III consists of indicator 5 including the reliability dimension, indicator 10 including the responsiveness dimension and item number 20 including the category of empathy dimension. These indicators include:

1. Each service agency incorporated in the Bangkalan Public Service Mall looks committed to remaining open to provide services (statement number 5)

2. Bangkalan Public Service Mall always provides service information regarding the opening and closing schedules (statement number 10)

3. Employees understand service needs by trying to give advice and direction (statement number 22)

Item 5 is included in the reliability dimension item 10 includes the responsiveness dimension (responsiveness) and item number 20 belongs to the empathy dimension category.

Quadrant IV contains indicators number 14 and 15 which are included in the assurance dimension, meaning that the guarantee provided by MPP Bangkalan is of good value according to the community but is not considered important so that it seems excessive. These indicators include:

1. Employees can be trusted because they provide service guarantees (statement number 14)

2. Employees provide guarantees of cost certainty in services (statement number 15)

CONCLUSIONS AND IMPLICATIONS

The results of the P-E gap analysis (performance minus expectations) show that all the average results of per-item and per-dimensional service indicators at the Bangkalan Public Service Mall are negative. The results of this analysis indicate that H1

is accepted and H0 is rejected because the quality of service at the Bangkalan Public Service Mall is still negative, meaning that it is not good because the community's expectations (expectations) are greater than the performance (public perception) of the Bangkalan Public Service Mall. The percentage level of conformity also shows that there are several statement indicators that have not reached the average, namely statement items numbered 1, 5, 10, 11, and number 20 because it needs to be prioritized for improvement. Furthermore, the results of the Cartesian analysis (IPA diagram) show that the main priority scale for Quadrant I improvements are indicators: the use of work technology at the Bangkalan Public Service Mall is modern and adequate, employees provide services quickly, effectively and efficiently, employees are always willing to help, employees at the Bangkalan public service mall always puts the interests of the applicant first and is not discriminatory. The scale of improvement to maintain achievement as an effort to improve the quality of Quadrant II, namely the condition of the building and room of the Bangkalan Public Service Mall is clean, comfortable and aesthetic (pleasant to the eye), Employees wear clean, polite and neat clothes in accordance with employee attributes, pamphlets or flowcharts are available regarding instructions or service requirements, employees are always willing to help address community service needs sincerely without asking for additional compensation, Bangkalan Public Service Mall is always opened on time, service completion is as promised, employees provide careful and reliable service, employee responses to community complaints are always resolved, employee attitudes are always polite, employees have good knowledge so they can answer questions related to service needs, service concerns with integration and easy access to Bangkalan public service mall locations, operating hours (office hours) Mall

Bangkalan public services are suitable for the community, employees always serve with a friendly attitude and respect the community. The low priority scale in Quadrant III includes: each service agency that is incorporated in the Bangkalan Public Service Mall looks committed to remaining open to provide services, the Bangkalan Public Service Mall always provides service information regarding the opening and closing schedule, employees understand service needs by trying to give advice and direction. Quadrant IV is excessive scale, which contains indicators: employees can be trusted because they provide service guarantees, employees provide guarantees for cost certainty in services

Suggestions from the existence of this research from the author to MPP Bangkalan District need to conduct a community satisfaction survey (SKM) regarding the service quality of the Bangkalan Public Service Mall consistently because Bangkalan Public Service Mall does not yet have an integrated SKM every year. Commitment and use of modern technology is needed to improve the quality of public services. The use of fingerprints on attendance can be used as an alternative choice to increase the presence of service officers so that it is hoped that each agency at MPP Bangkalan will remain open to provide services. In addition, the use of queuing machines can be used as an evaluation so that services are more effective and efficient and provide convenience in the service process at MPP Bangkalan District. Future research is expected to be able to develop service quality using other gap analysis at different locus.

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