

Measurement of The Quality Employment Services

Khumaidi^{1*}, Heri Sunarno²

¹²Lecturer at the faculty of social and political science, Yudharta Pasuruan University

*Corresponding Author:

Email: khumaidi@yudharta.ac.id

Abstract

The focus of this research is industrial-based village areas, this research is focused on the quality of employment services, where the quality is measured by labor conditions, namely the fulfillment of the needs and expectations of local communities as service users for their absorption into industrial labor, in addition, it is measured by the dimension of service quality perception of provision. and service users. The results of the study explain two measuring tools in seeing the quality of employment services in industrial-based village areas.

Keywords: Measurement, Service Quality, Employment

I. Introduction

The goal of the state that adheres to a welfare society is the welfare of the people. This goal can be realized by providing public services (1), besides improving the quality of life of the community, equitable development, expansion of employment, industrial development. Industrial development is often referred to as industrialization. Parker (2) states that industrial development can affect values, physical, and industrial enterprises. Industrial development can also have implications for changes in the economic structure of society, absorption of labor, increase in community income, and lead to changes in values and patterns of life (3). Besides that, it can bring about a shift in socio-culture, changes in the order of life, and people's desire to think ahead (4). For example in Iran, the practice of industrialization in rural areas can develop combined activities between agriculture and industry which have implications for increasing levels of employment and income in the regions (5). In India, not only as a means to generate employment, but for entrepreneurship with low capital costs (6). On the other hand, industrialization can cause environmental pollution, convert agricultural land for non-agricultural purposes, transform agriculture-based economies into industrial and service-based, loss of locally based culture, and many farmers cannot find work (7).

Regardless of the pros and cons. Industrialization in rural areas is expected to carry the mission of opening up new job opportunities and absorbing industrial labor for local communities or communities around the industry. With various views related to industrialization and expansion of employment opportunities, employment has become an important issue and a common problem in various countries, including developing countries like Indonesia. Manpower includes labor, job opportunities, labor demand and labor absorption (8). Manpower can be categorized into soft infrastructure, because it includes economic and social services. Gremsey and Lewis (9) have categorized them into hard infrastructure (economic and social: buildings and physical facilities) and soft infrastructure (economic and social services). Meanwhile Anton (10) mentions economic and social infrastructure.

Labor as infrastructure or goods and services, it is necessary to pay attention to the grouping of goods and services. Rosen (11) divides them into public and private goods. Meanwhile, Savas (12) classifies them into four categories, namely: (1) individual goods; (2) toll goods; (3) common-pool goods;

and (4) collective goods. Individual goods are often called private goods and collective goods are often referred to as public goods.

Types of goods and services based on their characteristics

	Easy to exclude	Difficult to exclude
Individual consumption	Individual goods (e.g.: food, clothing, shelter)	Common-pool goods (e.g., fish in the sea)
Joint consumption	Toll goods (e.g., cable TV, telephone, electric power)	Collective goods (e.g., national defense, felons)

Source: E.S. Savas, 2000: 62

Taking into account the classification of goods and services put forward by Savas, employment is positioned on public goods and at joint consumption (toll goods). Furthermore, Savas said that the community can provide their own collective needs for goods or services through voluntary action. Then to avoid the existence of free riders, it takes the power of the government to impose coercion (obligation) on the community to contribute. Savas also explained that the goods and services that must be provided by the government are pure public goods and goods that are a mixture of toll and collective goods. The government's power called Savas can be interpreted that the government has a role as well as is required to provide employment services.

In Indonesia, the implementation of public services is regulated in Law Number 25 of 2009 concerning Public Services and Government Regulation Number 96 of 2012 which states that the implementation of public services is the responsibility of the government. The implementation of decentralized public services is the essence of regional autonomy, where its implementation is the full responsibility of the local government (local autonomous government) including the village (13).

In the village context, since the enactment of Law No. 6/2014, the position of the village is getting stronger, not only as an administrative government (local state government) but as a local autonomous government, including matters of providing manpower services. This is strengthened by a regulation in the form of Pasuruan Regency Regional Regulation Number 22 of 2012 concerning the Manpower Implementation System, in article 20 paragraph (1) states that every company is required to report job vacancies to regional work units, paragraph (2) SKPD provides information on job vacancies to the village government where the company is domiciled. By providing information related to job vacancies, the village government is responsible for providing and improving the quality of employment services.

It is clear that the provision of public services is the responsibility of the government, so the quality of service needs to be measured so that it can be called quality or not. This study will measure the quality of employment services through the absorption of industrial labor for local communities or communities around the industry.

Manpower includes labor, job opportunities, labor demand and labor absorption (8). Manpower is a soft infrastructure (9), therefore it can be said as goods and services. Then goods and services can be understood through their degree and characteristics (Rosen, 11), namely: (1) joint consumption is shown to be non-rivalry, in the use of public goods it means that the use of one consumer for an item will not reduce the opportunities for other consumers. to consume these goods. Everyone can take advantage of these goods without affecting the benefits obtained by others. (2) Exclusion, namely the existence of: non-exclusion, this non-excludable nature means that if a public good or service is available, nothing can prevent the benefits of the goods, everyone has access to these goods.

In the context of the market, either those who pay or cannot enjoy the goods or services. Meanwhile, private goods have the opposite characteristics of public goods, namely: (1) rivalrous consumption, where consumption by one consumer will reduce / eliminate the opportunity for other parties to do the same. There is competition between consumers in consuming these goods or services, (2) excludable consumption, where the consumption of a good is limited only to those who meet certain requirements, and those who do not pay / do not meet the requirements can be excluded from access to the goods (excludable) .

Unlike Rosen. Howlett & Ramesh (14) use taxonomy of goods and services based on the degree of exclusivity and conclusiveness. Furthermore, Howlett & Ramesh differentiates 4 types of goods or services, namely (1) private goods / services; the degree of exclusivity and fineness is very high; for example food that can be divided for several users, then no longer available for other people if it has been consumed by the user, (2) public goods / services; the degree of exclusivity and finish is very low, (3) public equipment; the level of exclusivity is high, but the final level is low, and (4) the goods / services are shared; the level of exclusivity is low, but the finish is high.

Taxonomy of Goods and Services

Finality	Exclusivity Level	
High	Public goods/ Services	Private goods/ Services
Low	Public goods/ Services	Public equipment Semi-public goods/ Services

Source: Howlett & Ramesh, 1995:33

The table above provides a general explanation that public goods and services can be understood as something that can be enjoyed or needed by everyone, are goods and services that cannot be limited by who the users are and as much as possible someone does not pay to get them. Meanwhile, private goods and services are opposite to goods and the public, obtained through market mechanisms, producer-consumer meeting points, price mechanisms, usually for profit.

The same thing was also conveyed by Savas (12) that the characteristics of goods and services are grouped into four types, namely individual goods, toll goods, common-poll goods and public / collective goods.

The view of goods and services above provides an explanation that labor is a goods and services joint consumptions, and people need to pay (toll goods) to use it. In this case, the government is obliged to provide the service. The term service in English is divided into two, namely administration, namely administering, and service, namely servicing (public service and civil service). In the administration concept, it shows more about the system or structure, while services are the result of work (output). Service is also a service, can be bought and sold (public service) or not traded (civil service), as an art, the service is formed as an attempt by government officials to make it effective according to the conditions served. (15).

It should be noted that being public in a service can mean ownership (public good), and it can mean management operations (1) while others are private. While the sentence of major public sector organizations uses an institutional approach and its activity processes. Savas (1) uses a product or work outcome approach, which begins with human needs for public goods and services. By using this approach, public and private needs can be identified. According to Savas, there are two benchmarks that can be used to distinguish the two groups, namely exclusion (private) and consumption (public).

The publicity of goods and services according to Laing (16), namely: (1) the provision of public goods and services is based more on the consideration of political goals, rather than achieving the economic goals of society, (2) there is an assumption that service users are more viewed by their position as citizens rather than as service users (customers), (3) the complex character of service users is reflected in the level of service utilization that is: individual, family or community. Therefore, Ndraha (17) distinguishes between civil services and public services.

Difference between Public and Civil Service

Review	Publik	Civil
Basic	Article 33 (2) of the 1945 Constitution The choice of the community concerned	Human Rights, Civil Rigths, Constitutional Rights
Status	Government authority	Government obligations
Character	Government monopoly but privatized; The lowest possible rates Not looking for profit;	Government monopoly, cannot be privatized; Not traded; Humanitarian

	The target community; Consumer adjusts to the conditions of the provider; Can be transferred, Easy to obtain when needed, the highest quality	considerations; The target of each individual, Provider adapts to consumer conditions, Non-transferable, Must be ready when needed As effective as possible
Provider	Public bodies Source from the use of public good by consumers	Only government agencies Sourced from the action and acting of government actors

Source: Ndraha, 2003: 59

From the explanation above, it can be concluded that the service which is carried out involves the public interest and is carried out by government organizations, then the service is commonly called public service, and what is meant by public services is the purpose and domain of the service. Service quality is becoming increasingly important for achieving customer satisfaction, competitive advantage and coupled with the increasing complexity of customer needs and expectations, it is imperative to explore the relationship between service quality and customer satisfaction.

Quality has long been recognized as a strategic tool to achieve operational efficiency and better organizational performance. According to Garvin (18), quality is conceptualized with eight dimensions, namely (1) performance, what customers expect from a product or service, (2) features, desired characteristics, (3) reliability, not damaged, (4) conformace, fulfilling the specified standards, (5) durability, endurance, (6) serviceability, easy and cheap to repair, (7) aesthetics, looks good, and (8) perceived, valuable. Another dimension expressed by Lovelock & Wirtz, (19) is delivery performance, on time, responsive to environmental and market changes, and most importantly low cost.

Garvin (20) looks at quality by identifying five perspectives, namely (1) the transcendent approach. This approach is defined or recognized only when the product or service is repeated (19) (2) a product-based approach. Quality can be judged based on the presence or absence of certain characteristics of the product or service itself. However, Lovelock and Wirtz (19) argue that, although this approach is very objective, it fails to take into account the differences in tastes, needs and preferences of individual customers (or even the entire market segment), (3) a user-based approach, taking into account the wants, expectations, customer needs and requirements and argue that they must be met, (4) a manufacturing-based approach, quality exists if the product meets original specifications and (5) value-based, quality as a trade-off between value and price.

The quality of service is a public right that must be fulfilled by the bureaucracy. Sinambela (2006) emphasizes that the quality of bureaucratic service is to serve consumers according to their needs and tastes. This means that everything related to service has its accuracy measured, because what is given is quality. Service quality is the difference between expected service and perceived service. If the service received exceeds public expectations, then the perceived service quality is of good quality, and otherwise the quality is poor (21). In this study, the measure of the quality of employment services is the expectation of the local community to be absorbed into industrial labor. To find out this, it can be seen with the current labor conditions.

Measuring the quality of employment services through the difference between expectations and services received, the measurement of service quality is also measured by the dimensions of service quality that are perceived by providers and service users. Dimensions that must be had include: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding, and physical evidence (22). In detail, it is explained as follows: (1) reliability includes consistency of performance and reliability, (2) responsiveness includes the willingness or readiness of workers to provide services. This also concerns the timeliness of service, (3) competence means to choose the required skills and knowledge to provide services, (4) access includes ease of access and a small number

of connections, (5) courtesy (courtesy) includes politeness, respect, tolerance and friendliness of staff, (6) communication is defined as keeping the available information easy to understand and willingness to listen to consumer opinions, (7) credibility includes honesty and trust, (8) security is free from danger, risk, and doubt, (9) understanding regarding the efforts made to understand consumer needs, and (10) physical evidence (tangibles) covering environmental conditions and service descriptions.

With consideration of the adequacy of the need for employment services in the village area, to measure the quality of service the authors choose dimensions, (1) responsiveness, where there is a willingness or readiness of the village government to provide employment services, (2) access, the ease of the community to get information on job opportunities until upon being accepted as a workforce, (3) communication means keeping the information provided by the employer easy to understand by the community and the willingness of the village government to listen to community opinions, and (4) understanding, the efforts made by the village government to understand the needs of the community, in this case related to information and job opportunities.

II. METHOD

This research is a qualitative descriptive study. Data is collected through observation, interviews, and documentation, then analyzed using an interactive model, developed by Miles, Hubberman and Saldana (23), and to see the degree of trust or truth in the research results using a model developed by Denscombe (24), namely triangulation.

III. RESULTS AND DISCUSSION

The results of the research collected through observation, interviews and documentation are presented as follows:

List of company names in Summersuko village

No	Company Name	Location
1	PT. Sinar Sosro	Sumberingin Hamlet
2	PT. Bhineka Sukses F.	Sumberingin Hamlet
3	PT. Nature Teak S.	Sumberingin Hamlet
4	PT. Innopack	Sumberingin Hamlet
5	PT. Landkrone Indo N.	Sumberingin Hamlet
6	PT. SSM	Wonogriyo Hamlet
7	PT. Tri Perkasa M.	Wonogriyo Hamlet
8	PT. Jaya Persada	Wonogriyo Hamlet
9	PT. Yuan Shan	Wonogriyo Hamlet
10	PT. Mustika Light Metal	Bumbungan Hamlet
11	PT. Harum Manis	Bumbungan Hamlet
12	PT. Sarana Kreasi L.	Bumbungan Hamlet
13	PT. Kreasi Indah C.	Bumbungan Hamlet
14	PT. Insuma Global	Bumbungan Hamlet
15	PT. Surya Terang	Bumbungan Hamlet
16	PT. Diamond Topas P.	Bumbungan Hamlet
17	PT. Darma Kumala U.	Bumbungan Hamlet
18	PT. Tirta Marta	Bumbungan Hamlet
19	PT. Sinar Mas Jaya	Ngipik Hamlet
20	PT. Sumber Murni	Ngipik Hamlet
21	PT. HUtama Neala	Ngipik Hamlet
22	PT. Tirta Mas Lestari	Kaliputih Hamlet
23	PT. Gudang Garam Tbk.	Kaliputih Hamlet

24	PT. Jati Sono	Kaliputih Hamlet
25	PT. Klampis Ireng	Kaliputih Hamlet
26	PT. Inti Utama F.	Kaliputih Hamlet
27	PT. Varia Usaha	Jatikunci Hamlet
28	PT. Berkat Granite	Jatikunci Hamlet
29	PT. Komega	Jatikunci Hamlet
30	PT. Sumber Mas	Jatikunci Hamlet
31	PT. Haka Aston	Jatikunci Hamlet
32	PT. Asa	Jatikunci Hamlet
33	PT. Subur Lancar	Jatikunci Hamlet
34	PT. Inti Utama Permai	Jatikunci Hamlet

Source: Results of observations and documentation, from the documents of Summersuko Village, 2020

The number of industries in Summersuko Village is 34 (thirty four) companies, this information has been confirmed by the village apparatus of Summersuko. However, the village apparatus further explained that of this number, there were 3 (three) companies that were bankrupt. So that the data used as a result of research on the number of industries in the village area of Summersuko is 31 (thirty one) companies.

In line with the industrial classification, companies in this village are able to absorb a minimum of 3100 (three thousand one hundred) industrial workers. The industry's ability to absorb labor has not been able to describe the labor conditions. Therefore, data is needed on the population of working productive age and the number of people absorbed into industrial labor.

Total Population of Summersuko Village
Based on Age and Gender

Age Group	Gender		Total
	Male	Female	
0-5 Years	576	487	1.063
6-16 Years	573	545	1.118
17-24 Years	689	597	1.286
25 Years and Above	1,794	1,650	3.444
Total Number	3.632	3.279	6.911

Source: Results of observations and documentation, from the documents of Summersuko Village, 2020

The table above shows in detail that the population of this village is quite large, namely 6,911 people. The table also provides an explanation of the population of working productive age and having employment opportunities (aged 17-24 years and 25 years and over) of 4,730 people, consisting of 2,483 male and 2,247 female.

Furthermore, the number of people who become industrial workers can be seen from the population according to their livelihoods. The data can be seen in the following table

Number of Population in Summersuko Village by Livelihood and Education Level

Livelihood	Total	Level of Education	Total
The farmer	365	Not School yet	538
Farm laborer	125	Never went to school	32
Private labor	984	Didn't graduate from elementary school	56
Government employees	25	Graduated from elementary school	1.345
Private teacher	19	Junior high school	1.497
Traders	165	Senior high school	925
Carpenter/ Mason	55	Bachelor	60
Breeder	34		

Mechanic	8		
Medical personnel	2		
Transportation services	5		
Retired	6		
National army	6		
Craftsman	27		
Tailor	15		
Driver	24		
Total	1.865	Total	4.453

Source: Results of observations and documentation, from the documents of Summersuko Village, 2020

The table above does not mention the number of residents whose livelihoods are industrial workers, but the data in the table above provides an understanding that the population of 984 (nine hundred and eighty four) has livelihoods as private workers; this data is defined as industrial workers. This means that the population of working productive age is 4,730 people, and those who become industrial workers are 984 people.

Meanwhile, the results of interviews with the village government (village officials and BPD) regarding the numbers of local people absorbed into industrial labor are as follows:

..... *kulo mboten apal jeneng tiange, jumlahe mawon engge*

(I don't know the exact name, I know the number) in Ngepek 17 village, Bumbungan 4, sandal factory 3, kresek 4, sausage 3, wood 5, drinks 14, SKL 25, pot 40, sosro 12, innopeck 22, drinks / SSM 6, wood 3, sponge 17, paint 0, HN 16, total 22, tea 0, GG 741, klampis 6, teak sono 5, blessing 4, varia 9, brick 2, paint 0, sponge 4.

Source: interview results, 2020

The results of the above interviews reinforce the results of observations and documentary studies on the number of local people as industrial workers, namely 984 people/ person.

The results of the research on labor conditions (employment opportunities and absorption of industrial labor for the local people of productive age) in this industrial-based village area are then compared in order to see differences in expectations and what is received for employment services. When compared to the results of the study, local people have industrial employment opportunities of 65.53%. or almost every local community of working productive age has industrial employment opportunities / opportunities or every productive local community can meet the demand for industrial labor. Meanwhile, the local people who are absorbed into industrial workforce are 20.80%.

Furthermore, the results of the research related to the dimensions of the quality of employment services, the perceptions of the providers (village government) and the perceptions of users (local communities) are as follows.

Quality of Manpower Services in Summersuko Village

Service Quality Dimension	Provider perception	User perception
<i>Responsiveness</i>	Bad	Bad
<i>Access</i>	Good	Good
<i>Communication</i>	Bad	Bad
<i>Understanding</i>	Bad	Bad

Source: compiled by the author based on research results, 2020

The table above explains the quality of employment services measured from the dimensions of service quality, the perception of providers and the perceptions of service users, where these perceptions indicate the current poor quality of employment services. This can be seen from the dominance of bad perceptions both from the perceptions of service providers and users.

Based on the results of the study, it was explained that the expectations of the community with the existence of industrial development in rural areas or expansion of employment opportunities are the absorption of local people into industrial workers, but currently only 20.80% of local people are absorbed

into industrial labor. This means that the quality of employment services received by the community is not in accordance with their expectations as service users. has been explained by Sinambela (25) that the quality of bureaucratic service is to serve consumers according to their needs and tastes. The needs and tastes of this industrial-based village community are as industrial workers. Therefore, the quality of manpower services that have been provided by the village government when it is based on the results of the research can be said to be of low quality because it has not fulfilled the needs and tastes of the community for being absorbed into industrial labor.

When the results of research related to labor conditions, especially the absorption of industrial labor, are juxtaposed with the opinion of Nasution (21), namely the difference between expected service and perceived service. If the service received exceeds public expectations, then the perceived service quality is of good quality, and if on the contrary, the quality is poor, then the current quality of employment services is perceived as bad.

Employment conditions, especially the absorption of industrial labor, are a measuring tool or quality standard for services provided as a form of service quality implementation as described by Sinambela (25) which states that meeting the needs and convenience of service users and Nasution (21) which mentions the difference between service expected and received. It has been explained that with industrialization, the size / standard of service quality is seen from the expectations of the community to be absorbed as industrial workers with services received from service providers, namely the village government, the quality of this service is based on the dimensions of responsiveness, access, communication and understanding

Based on the results of research, the quality of employment services provided by the village government (providers) and services received by the community (users) are based on four dimensions of service quality, namely responseveness, access, communication and understanding.

From the provider perception, it was found that one item from the four dimensions was perceived as good, and three items from the four dimensions were perceived as bad. From the perceptions of service users, it was found that one item from the four dimensions was perceived as good, and three items from the four dimensions were perceived as bad.

More items / dimensions of service quality were perceived as bad than the perception of good, so it can be concluded that the current quality of employment services can be said to be bad. This means that there is a gap between community expectations for services and services provided by the village government. Public services are based on the publicity of goods and services. States that public services are based more on the consideration of political goals rather than economic goals of society, service users are seen as citizens rather than service users (customers), and service utilization is individual, family and community (community).

Apart from being public, public services can also be seen from the nature of goods and their providers, namely government monopolies but privatized, consumers adjust to the conditions of providers and are provided by public bodies, not only government agencies (17). Therefore, public services are formed as a government effort to streamline according to the conditions served (15).

Service quality is related to the suitability of goals and benefits, suitability of needs and expectations (25). While Savas (1) explains the quality of service seen from the work results (outcomes). Meanwhile, Nasution (21) added that service quality is the difference between expected service and perceived service. This means that the smaller the difference, the better the quality, and conversely the bigger the difference, the less quality.

Even though the community can provide their own needs for public goods and services, to avoid people who enjoy goods or services but do not contribute anything, a government role is needed (12). Therefore, the main role of the government in providing employment services is to protect the public from free-riders or private exploitation due to market failures.

Manpower is public goods and services that are toll goods, therefore the quality of service is very important in this regard. Based on the conditions of employment it is explained that with the large number

of industries in the village area with the ability to provide employment opportunities and absorption of industrial workers from the number of people of working productive age, this is not done.

In general, the current quality of employment services in Summersuko Village is measured by terms of employment (conditions of employment of industrial workers) as well as the dimensions of service quality that service providers and users perceive as showing poor service performance.

IV. CONCLUSION

Industrial development in rural areas as a form of equitable development as well as expansion of employment without the provision of quality manpower services, this goal cannot be achieved. The results of this research on the measurement of the quality of employment services where the employment conditions, especially the absorption of industrial workers from the local community / surrounding communities where the industry is located, and the dimensions of service quality that are perceived by providers and service users show bad. So it can be concluded that the current quality of employment services in Summersuko Village as an industrial-based village can be said to be poor.

REFERENCES

- (1) Savas, E S. *Privatization: The Key to Better Government*, Chatham: Catham House Publishers, Inc.1987.
- (2) Parker dkk. *Sosiologi Industri*. Jakarta: PT. Rineka Cipta. 1992.
- (3) Syaifullah. *Industrialisasi, Manusia Industri dan Perubahan Sosial*. **Jurnal Geografi GEA**. 9 (1) 2009. pp 39-50.
- (4) Hatu, Rauf. *Perubahan Sosial Kultural Masyarakat Pedesaan*. Jurnal Inovasi. 8. (4), 2011. pp 1-11.
- (5) Ebrahimi, Mohammad Sadegh & Golabi, Soodeh. *Analysis of industrial Areas Effects In Rural Development A Case Study of Iran*. **Journal of Rural and Industrial Development**. 2013. Vol.1 issue 2.
- (6) Kausik, Ritu. *Rural entrepreneurship and development of rural areas*. **International Journal of Commerce and Management Research**. ISSN: 2455-1627, Impact Factor: RJIF 5.22. Volume 1; Issue 2; 2015. Page No. 69-71.
- (7) Suu, Nguyen Van. *Industrialization and Urbanization in Vietnam Ho Appropriation of Agricultural Land Use Rights Transformed Farmers' Livelihoods in a Peri-Urban Hanoi Village?*. Eadn Working Paper. 2009. No. 38.
- (8) Simanjuntak, Payaman J. *Pengantar Ekonomi Sumber Daya Manusia*. Jakarta: BPFEUI. 1985.
- (9) Grimsey, Darrin and Lewis, Mervyn K. *Public Private Partnerships: The Worldwide Revolution in Infrastructure Provision and Project Finance*. Cheltenham, UK-Northampton, MA, USA: Edward Elgar Publishing Limited. 2004.
- (10) Anton, Anatole, et al. *Not for Sale: In Defense of Public Goods*. Oxford: Westview Press. 2008.
- (11) Rosen, Harvey S. *Public Finance*. Illionis: Richard D. Irwin. Inc. Inggris. 1988.
- (12) Savas, E.S. *Privatization and Public Private Partnership*. New Jersey: Chatham House Publisher, Inc. 2000.
- (13) Indradi, Sjamsiar, Sjamsuddin, *Administrasi Pemerintahan Lokal*. Malang: Agritek pembangunan Nasional. 2008.
- (14) Howlett, M & M. Ramesh. *Studying Public Policy: Policy Cycles and Policy Subsystem*. New York: Oxford University Press. 1995.
- (15) Rewansyah, Asmawi. *Kepemimpinan Dalam Pelayanan Publik*. Jakarta: STIA-LAN. 2011.
- (16) Dwiyanto, Agus, Reformasi Birokrasi Publik di Indonesia. Yogyakarta: Gadjah Mada University Press. 2006.
- (17) Ndraha, Taliziduhu. *Kybernology (Ilmu Pemerintahan Baru)*. Jakarta: PT. Rineka Cipta. . 2003
- (18) Garvin, D. A. *Competing on the Eight Dimensions of Quality*. Harvard Business Review, 65 (6): 1987. pp 101-109.
- (19) Lovelock, C. and Wirtz, J. *Service Marketing: People, Technology, Strategy* (5th ed.), Pearson Edition, International. 2004.
- (20) Garvin, D.A. *Managing Quality: The Strategic and Competitive Edge*. in Dale H. Besterfield, Carol Besterfield- Michna, Glen H. Besterfield, Mary Besterfield – Scave (eds), Total Quality Management, New York, Free Press, Prentice-Hall. 1988.
- (21) Nasution, M.N. *Manajemen Mutu Terpadu*. Jakarta: Ghalia Indonesia. 2004.

- (22) Setyowati, Kristina. *Kemitraan Dalam Manajemen Pelayanan Transportasi Publik*. Seminar Hasil Disertasi. Malang: UB. 2015.
- (23) Miles, M.B. Hubberman, A.M. Saldana, Johny. *Qualitative Data Analysis: A Methods Souebook (3rd Edition)*. Arizona State University: Sage Publications. 2014.
- (24) Denscombe, Martyn. *The Good Research Guide: For Small-Scale Social Research Projects*. Third Edition. New York: Open University Press. 2007.
- (25) Sinabela, Lajian Poltak dkk. *Reformasi Pelayanan Publik*. Jakarta: Bumi Aksara. 2006.