IMPROVEMENT OF ONLINE TRADE SERVICE QUALITY LICENSING SYSTEM IN TRADE MINISTRY OF REPUBLIC INDONESIA

M.Dachyar[1], Yadrifil[2], Asmirawati Ismail[3]

Department of Industrial Engineering, Faculty of Engineering, Indonesia University
[1]mdachyar@yahoo.com , [2]yadrifil@yahoo.com, [3]i.asmirawati@gmail.com

ABSTRACT

The quality of trade facilitation public services are expected to have the same quality with other countries. Transparent process and quick service are important value which is expected by exporters and importers.This research using Service Quality and Quality Function Deployment method to measure the user satisfaction and get the attributes to improve the system. There are five important dimensions as the result of this research; effectiveness, trust, reliability, formality-automation, and citizen support. Technical factors that need special attention are continuous service as service level arragement, increasing the knowledge of human resources and 100% online system by digitilizing certificate and endorsement process.

Keywords : Information System, Service Quality, Quality Function Deployment, Trade Public Service

1. INTRODUCTION

Giving a good quality of public service is part of good governance. Good Governance is bureaucracy process in public good and services which is in the implementation must be based on the principles of good governance such as: effectiveness, equity, participation, accountability and transparency (United Nations ESCAPE, 2006).

Negative image of services which is performed by the public sector is very closely related to the low quality of services provided to the society as a user.The low quality of services is characterized by: *first*, the cost of licensing services is not transparant; *second*, the process is complicated, sometimes make the users being confused; and *third*, the time of services is not clear so the user can not predicts how long the process will finish (Suwari, 2012).

In order to face the competitive global condition, provide the good quality services is the important strategy to be succesful and survive. (Parasuraman A. , Zeithaml, Valerie, & Berry, 1985). The user will need and expect a good quality when they comes to public agency or instution. In fact, they found that the service in the public sector were very slow and very difficult to measure the result. In the implementation, the

government can not make the decision independently because they have to decided based on the law and controlled by the press and public (Teicher, Hughes, & Down, 2002).

The external condition such as cooperation and agreement between countries in the world regionally, bilaterally or global (WTO, APEC, European Community, AEC, AFTA, etc) should be triggered in a positive impact to the economy, so that each country can provides better service to the society. Beside the private sector, public sector is also under pressure to provide a good quality of service. (Randall & Senior, 1994) and to improve efficiency (Robinson, 2003).

The provision of a quality services based on the needs of users and the government's policy also applies to the trade sector. The government seeks to provide a trade facilities refers to a set of policies that aimed to reduce the cost of imports and exports. This policy is considered as a comprehensive approach to policies measures (Wilson, Mann, & Otsuki, Assessing the benefit of trade facilitation: A global perspective, 2005). The formality of the customs, administrative procedures, and the regulations should be transparent and directly connected to part of trading process trade policy. Trade facilities also include comprehensive measures in infrastructure,

institution transparancy and good

Government as an institution that

Tabel 1. Trade Across Border

Economy Name	Rank	Document to Export (number of document)	Time to export (day)	Cost to export (US$ per container)	Document to Import (number of document)	Time to Import (day)	Cost to Import (US$ per container)
Brunei Darussalam	39	5	19	705	5	15	770
Cambodia	114	8	22	795	9	24	930
Indonesia	54	4	17	615	8	23	660
Malaysia	5	4	11	450	4	8	485
Myanmar	113	9	25	670	9	27	660
Philippines	42	6	15	585	7	14	660
Singapore	1	3	6	460	3	4	440
Thailand	24	5	14	595	5	13	760
Vietnam	65	5	21	610	8	21	600

Source : (www.doingbusiness.org, 2013)

government and domestic regulations. In terms of progress and the attributes of trade facilitation in ASEAN member, the ASEAN region can be increasing the economic benefits around 7.5% of the facilities trade reform (Wilson, Trade Facilitation and economic development, 2005).

Based on the regulation of the Minister of Trade Republic of Indonesia Number 28, year 2009 to support the regulation of President Republic of Indonesia No. 10 Tahun 2008, The Ministry of Trade Republic of Indonesia gives trade facilities that provide trade licensing service called INATRADE. INATRADE System are required to provide effective, efficient and transparent services to stakeholder to support speed and smooth distribution in export and import. INATRADE Systems is directly connected to ASEAN Single Window System (applied in 2012) which is part of ASEAN agreement, include Indonesia, to ASEAN Economic Comunity (AEC) in 2015. ASEAN Single Window which is called National Single Window (NSW) is an important element for strengthening ASEAN into single market that based on production and as a part of free trade.

Based on the Doing Business report, Indonesia trading across border ranks 54th world. The number of documents that must be processed by expoters and importers affect time and cost of trade activity process.

responsible for providing the service to people must be able to increase the service of trade facilities. Seeing the important of improving trade facilitation in order to improve the quality of service to people then the development of trade quality is needed by observe the satisfaction of users from their perception using Service Quality (SERVQUAL). The perception from trade facility users will be compared with their expectations of the services that should be provided by Trade Ministry on INATRADE System which will be input on the development of trade service quality by using Quality Function Development (QFD).

2. LITERATURE REVIEW
2.1 Service Quality

According to (Parasuraman A. , Zeithaml, Valerie, & Leonard, 1988), service quality can be defined as an overall assessment of the same / similar to the attitude of service and generally accepted as an supporting factors of cutomers satisfaction. Service quality is defined as the capability of organization to fulfill and exceed the customer's expectation. The capability is seen from the difference between expectations and the services received (Zeithaml, Valerie, Parasuraman, & Berry, 1990). The quality perceptions has resulted from the comparison between the expectation service quality and the services

taht they received. If the expectation is bigger than performance so the quality is less satisfactory and the users will be dissatisfaction (Parasuraman A. , Zeithaml, Valerie, & Berry, 1985).

The existence of human element during the service process increases the probability of errors on employees and customers. This error is due to invisible behavior that is not easy to be monitored or controlled (Bowen, 1986). Substantially, the research about service quality has focused on service which customer received (Parasuraman A. , Zeithaml, Valerie, & Leonard, 1988), but relatively little focused is given on exploring the impact of service quality that is provided to employee behaviour.

Because the interaction between the customer and employee occurs during theservice, so the employee's behaviour and attitude can influence the customers perception for service quality (Schneider & Bowen, 1985). The satisfaction, loyalty, and commitment of employees have major impact on the perception of product quality and service quality (Beatson, Lings, & Gudergan, 2008). According to (Zeithaml, Valerie, & Mary, Services Marketing, 1996), employee interactions who represent the company can directly affect customer's satisfaction, they do the marketing role basically. The service provided by employees has been recognized to affect marketing performance. They can provide the benefits to the company as a profit or at worst can give the company's losses.

SERVQUAL Model suggests thet customers evaluate the service quality of five different dimensions namely reliability, responsiveness, assurance, emphaty, and tangibles. SERVQUAL instruments consist of 22 statements to assess the perception and expectations of customers about service quality. The perception of service quality is the result of comparison between customer's expectation and perception of service (Zeithaml, Valerie, Parasuraman, & Berry, 1990). Actually, the factors which became the basis for the provision good quality perception is a service that can fulfill the customers expectations. So, if the company can provide good services, the service quality will exceed customer's expectation. The customers expectation is trust about providing services that can serve

as a standard of service performance assessment (Zeithaml, Valerie, & Bitner, Services Marketing: Integrating customer focus across the firm, 2000).

According to (Parasuraman A. , Zeithaml, Valerie, & Leonard, 1988) the customer's expectation is what services are provided compare with what services that may be offered. Four factors that influence customer's expectations is direct communication of personal needs, the last experience, and externa communication (Zeithaml, Valerie, Parasuraman, & Berry, 1990). This gap has made when the perception of service was not suitable with the customer's expectation. The gap is addressed by identifying and implementing strategies that affect perceptions or expectations or both perceptions and expectations. SERVQUAL is designed to "being aplicable for all spectrum service" and its format can be adapted to fulfill specific needs and it's valuable when used to track the trends of service quality periodically (Parasuraman A. , Zeithaml, Valerie, & Leonard, 1988). They propose that the model can be expanded SERVQUAL to measure the gap / gaps in quality and can therefore be used as a diagnostic tool that enables management to identify the quality of service. Score gaps are calculated with the perception that cut statement of expectation statements. If there is a gap / gap scores turn out to be positive then this means that the actual expectation was exceeded. This allows service managers to review whether they still need to distribute resources to areas that service is still low (Wisniewski, 2001). SERVQUAL instrument provide the level of quality of service based on five key dimensions and also identify where and to what extent the gap / gaps in services (Table 1).

Tabel 2. Definition of SERVQUAL Gaps

GAP	Defenisi
GAP 1 Knowledge *Gap*	This gap is the gap between customer expectations and perceptions of management. The point is that management perceive customer expectations on quality of service is not accurate
GAP 2 *Standard Gap*	This gap is the gap between management perception of service quality specifications. The point is that the specification of the quality of services is not consistent with

Tabel 2. Definition of SERVQUAL Gaps

GAP	Defenisi
	management's expectations of quality perception
GAP 3 Delivery Gap (service performance)	This gap is the gap between service quality specifications and service delivery. That quality specifications are not met by the performance of the production process and the delivery of services
GAP 4 Communication Gap	This gap is the gap between service delivery and external communications. That promises are delivered through marketing communications activity is not consistent with the services delivered to customers.
GAP 5: Service Gap	This gap is the gap between between perceived service and expected service. The point is that perceived services are not consistent with the expected services.

Source : (Zeithaml, Valerie, Parasuraman, & Berry, 1990)

The lower the average value, the greater the gap / gaps in quality of care and conversely the higher the average score, the smaller the gap / gaps in service quality. In equation form, the operationalization of the SERVQUAL service quality can be expressed as follows:

$$SQ_i \ = \ \sum_{j=1}^{k} \left(P_{ij} - E_{ij} \right)$$

where:
SQI = Quality of service perceived by individual i
k = Number of service attributes / items
P = Perception of individuals on the performance of the service provider j
E = Expectation of individuals on the performance of the service provider j
SERVQUAL is not designed to handle the elements of innovation, although providing important information about the service gap between prediction and perceived service, but still not able to cope with how to cover the gap. It's better if SERVQUAL can be integrated with other services quality tools are more focused on reducing care disparities
(Tan & Pawitra, 2001), one of them with the method of Quality Function Deployment (QFD).

2.2 Quality Function Deployment

QFD is one of the tools of TQM and quantitative techniques that can be used to translate customer requirements in Voice of Customer (VOC) and the specification of the technical requirements or the appropriate service. This is important in providing products or services that meet or exceed customer needs. According to (Guinta & Praizler, 1993), QFD is a tool to support customers. While (Chan & Wu, Quality function deployment: A literature review, 2002), states that support customers in the QFD planning process to guide the design, manufacture, and marketing of goods. QFD uses a matrix of visual planning that links customer requirements, design requirements, target value, and competitive performance into one graph (Pun, Chin, & Lau, 2000). QFD was first put into use in a Mitsubishi Kobe shipyard shipyard in 1972, and then in 1983 was introduced to the United States (Akao, 1997). Since then, QFD has been used as a product development and quality improvement tools worldwide (Akao, 1997).

In 1966, Yoji Akao has introduced the concept of QFD in Japan. Professor Mizuno said QFD was first used in 1972 for the Mitsubishi Kobe Shipyard shipyard to design a super tanker (Martins & Aspinwall, 2001). According to (Cohen, 1995) two researchers who pioneered and has developed QFD is Mizuno and Akao. In the late 1970s, Toyota car manufacturer has adopted a QFD and further develop the concept of QFD for a more detailed process (Cohen, 1995).

According to (Sullivan, 1986) Toyota auto body already started using QFD in 1977, and as a result, Toyota is introducing four new van-type between 1977 and 1984. Toyota experienced a 20% reduction in start-up costs associated with implementing QFD techniques in new product launches in 1977 and 1979 (Chan & Wu, Quality function deployment: A literature review, 2002).

In 1986, Ford Motor Company and Xerox are beginning QFD users who initiated the concept of the use of QFD in the United States (Chan & Wu, Quality function deployment: A literature review, 2002). Since then, QFD has been developed and widely used in various industries such as automotive, electronics, banking, insurance, healthcare, utilities, food processing, aerospace, software engineering, construction and marketing (Chan & Wu,

Quality Function Deployment: A Comprehensive Review of Its Concepts and Methods, 2003). Many other multinational companies like IBM, HP, General Motors, AT & T, Digital Equipment, ITT, Baxter Healthcare, Texas Instruments, Textile Miliken, Black and Decker and Philips International has described the advantages of QFD (Prasad, 1998). Cadillac Model 1992, is regarded as one of the major car models that have attracted many customers at that time, this car model has been planned and designed entirely using QFD technique. QFD is applied in the early stages of design so that the customer wishes can be incorporated into the final product. Moreover, it can be used as a planning tool such as identifying the most important part relating to technical ability.
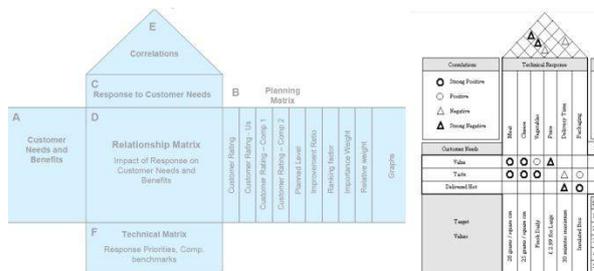

Picture 1. House of Quality
Source : (Delgado & Aspinwall, 2003)

Part A is a list of the needs of consumers. Part B consists of market data, the strategic objectives of the development of new products and the calculation for the priority needs of the consumer. Part C includes information from consumers who translated the needs of consumers in the organization with technical language. Part D shows the relationship between the customer's every need and every technical response. Section E (roof) is a guarantee of the relationship between each element of the technical response. Section F consists of priority technical response, information from competitors and technical targets.Empat fase komprehensif QFD:

1. Product Planning (House of Quality): translate customer needs into technical requirements of products in accordance with customer wishes. In this phase is called to build the House of Quality (HOQ). Many organizations just get through this phase in the QFD process. Phase 1 in the form of documents needs of customers, the data guarantee, competitive opportunities, product measurements, the size of competing products, and the technical ability of organizations to meet the needs of each customer. It is important to get good data from the customer in the first stage to the overall success of the QFD process.

2. Product Design: Translating the technical requirements on the characteristics or critical systems. Phase 2 is led by the engineering department. Product design requires creativity and ideas innovative team. The concept of product made during this phase and parts specific documented. The most important parts to meet customer needs and then deployed in the planning process or stage 3.

3. Process Planning: Identifying key operating processes needed to reach the critical characteristics. The process was led by by manufacturing engineering. During the planning process flowcharts and process parameters (or target values) manufacturing process is documented.

4. Production Planning (Process Control): Establish a process control plan, maintenance plan, training plan to control the operation. Performance indicator was created to monitor the production process, schedule maintenance, and training for operators. Also, in this stage the decision was made to process most pose risks and controls put in place to prevent failure. Quality assurance department with manufacturing leading the 4-stage process.
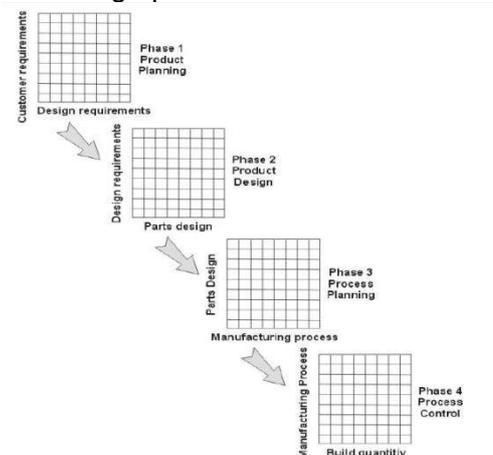
Picture 2. Traditional Fasel QFD
Source: (Akao, 1997)

reliability, and citizen support to each
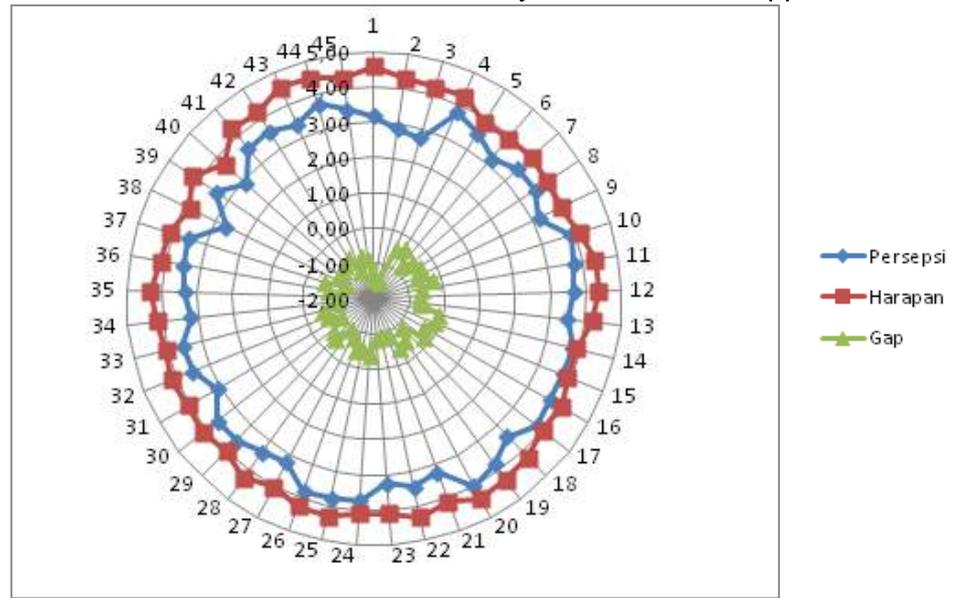
Picture 3. Perception and Expectation Inatrade Service Quality

QFD was introduced as a concept for the development of new products. This can be understood from the definition of the objectives summarized QFD technique. QFD is a method for structured product planning and development team that allows developers to specify clearly the customer's wants and needs, and then evaluate each proposal on the ability of the products or services systematically in terms of its impact on meeting the needs of (Cohen, 1995).

3. RESEARCH METHODOLOGY

Dimension and atrributes using in this research were combination from two references. These were combination from measurement scale from below references:

1. Xenia Papadomichelaki and Gregoris Mentzas (2012). *E-GovQual: A multiple-item scale for assessing e-government service quality. Elsevier Government Information 29(2012) 98-109*. This reference The journal examines the critical element in the evolution of the services using the Internet-based government that can meningkatkatkan services through the web site to be better based on the needs of the service user. This research was lowered 4 dimensions of e-gov service quality is efficiency, trust,

attribute
2. Edvokia Moise and Silvia Sorescu (2013). *Trade facilitation indicators. The potential impact of trade facilitation on developing countries' trade* . OECD Trade Policy Paper No 144. In this working paper 16 attributes derived trading facility on export, import and transit trade based on Draft Consolidated Negotiating Text (DCNT) WTO for trade facilitation.

Dimensions and indicators of trade licensing INATRADE identified by a five-person expert using 1-5 Likert scale (1 = not important, 2 = important, 3 = important, 4 = important, 5 = very important). Dimensions and indicators are validated by using Geometric Mean (Geo Mean). Geo Mean value of ≥ 3.5 means the attributes of significant value (Ranjan, R.P, & R.S, 2011) to obtain the 5 dimensions (efficiency, trust, reliability, facilitation-automation, and citizen support) and 45 indicators of quality of service that is considered essential to ask the use of services. The results of the identification becomes questionnaires distributed to users INATRADE trade licensing system to measure service user satisfaction INATRADE trade licensing system. Respondents' assessment of the attributes are grouped into 5 scales, using a Likert scale. Likert scale for the hope or expectation that is: 1 = not satisfied, 2 = not satisfied, 3 = somewhat satisfied, 4 =

satisfied, 5 = very satisfied. As for perception, namely: 1 = very poor, 2 = poor, 3 = adequate, 4 = good, 5 = very good.

The results of user perceived quality of service trade licensing system built House of Quality by connecting between the voice of the customer with technical requirements (an interview with the team INATRADE system) to obtain priority service improvement INATRADE trade licensing system.

4. RESULT

Gap between perceptions and expectations of service users INATRADE trade licenses on all indicators in all the dimensions is negative, in other words INATRADE trade licensing service users are less satisfied with the services provided. 45 indicators of the service needs to be addressed for process improvement and improved quality in order to satisfy users INATRADE trade licensing services. Figure 4.1 shows the gap between the perceptions and expectations of service users INATRADE.

In compiling the House of Quality (HOQ) level 1, the data used as the voice of customer and technical requirements as what how. Voice of customer attributes drawn from the data service quality indicators that have been used to measure service satisfaction INATRADE trade licensing system.

The needs of consumers who poured into the language of the company or organization (technical requirement) in the trading system of licensing services INATRADE namely: Regulation Link, up to date regulation, SOP Improvement, Digitalitation, Continuous servicing, Percent of import / export declarations electronically cleared, Optimalization electronic communications, The level of service (service level arragement), Grouping FAQ Cases, 100% online system, Bandwidth, Auto reply, PIC Authorization online, Optimizing Disperindag role in the region, re-updated Alert for a user name, a Training and regulation system, Secure and protection, online Call Center 24 Hours, Human Resource.

Tabel 3. Attribute relationships with Response Technical Services

0		Regulation Link	Up to date regulation	Improvement SOP	Digitalitation	Continuous servis	Percent of import/export declarations cleared electronically	Optimalization electronic communication	Service level arragement	Grouping FAQ Cases	100% online system	Bandwith	Auto reply	PIC Authorization online	optimizing the role of industry and trade services in the local region	Alert for re-updated user name	Training for system and regulation	Secure and protection	Online Call center 24 Hours	Human Resources
1	Site Structure	●	○	●		●			○	●	●	●		●	○	●		○	●	
2	SiteMap	●	○	●	●		●	○	●	●		●								
3	Search engine			●		○		○	●	●	○									
4	Customization			●		●	●	●	●	●	●	●	○	○		○			●	
5	Detail Information	○	●			●	●	●	●	●	●								●	
6	Info up to date	○	●			●	●	○	●	●	○	○					○		○	●
7	Available information		●					●		●										●
8	Link, download	●										●								
9	Multi Languages					●														
10	User friendly			●		●			○										○	
11	The effect for transportation cost		○	●	●	●			●	●	○	●		●		○				
12	The effect for time delivery		○		●				●	●	○	●		●		○				
13	Service 24 hours			●	●				●					●					●	●
14	Secure user name-password											○				●		●		
15	Personal Data Minimum Provision																	●		

Toward improving the technical response to the trade licensing system INATRADE enter and remain in the group ride. Which includes a group ride is regulation link, up to date regulation, improvement of SOP, digitalitation, continuous service, percent of import / export declarations electronically cleared,

optimization of electronic communication, grouping FAQs, 100% online system, bandwidth, auto-reply, the PIC authorization online , re-updated alert for the user name, system training and regulation, secure and protection, online call center 24 hours, and human resources. The group still is the level

of service (service level arrangement), and optimizing the role Disperindag.

Two incoming technical response group service level arrangement remains because it is set by the Regulation contains rules No.28/M-DAG/6/2013 the service level of each commodity export / import. Regulations that guide the government has been made and what is needed is how to run a service appointment or mentepati given to the service user.

Optimizing Disperindag role is still not fully implemented. Arrangements involving the licensing trade Disperindag currently only in the domestic area, namely the sugar trade arrangements. Exporters or importers can take care of Business License, Registration Letter exporters of coffee, and APIs. But for export and import licensing out Indonesia is directly supervised by the Ministry of Commerce. Except for areas designated as Free Trade Zone (Batam, Karimun, Bintan) of the necessary permits can be directly performed on Concession Licensing Agency in the region.

Table 4. Respon Technical Development Direction

No.	Respon Teknikal	Arah Pengembangan	Simbol
1.	Regulation Link	Naik	↑
2.	Improvement SOP	Naik	↑
3.	Up to date regulation	Naik	↑
4.	Digitalitation (Communication and information Ministry)	Naik	↑
5.	Continuous servis	Naik	↑
6.	Percent of import/export declarations cleared electronically	Naik	↑
7.	Optimalization electronic communication	Naik	↑
8.	Service level arragement	Tetap	X
9.	Percent of export declarations cleared electronically	Naik	↑
10.	Grouping FAQ Cases	Naik	↑
11.	100% online system	Naik	↑
12.	Bandwith	Naik	↑
13.	Auto reply	Naik	↑
14.	PIC Authorizatiion online	Naik	↑
15.	Optimalization the role of industry and trade in country	Tetap	X
16.	Alert for re-updated user name	Naik	↑
17.	Training for system and regulation	Naik	↑
18.	Secure and protection	Naik	↑
19.	Human Resources	Naik	↑

Table 5. Value Weight Repair Services Technical Response Based on Order

No.	Respon Teknikal	Absolute Important	Relative Important
1	Service level arragement	493.7	13.6
2	Continuous servis	333	9.2
3	Regulation Link	289.8	8
4	Bandwith	287.3	7.9
5	Online Call center 24 Hours	276.6	7.6
6	Up to date regulation	254.3	7
7	Digitalitation	213.3	5.9
8	Human Resources	207.4	5.7
9	Grouping FAQ Cases	176.1	4.9
10	Secure and protection	162.1	4.5
11	100% online system	152.7	4.2
12	Percent of import/export declarations cleared electronically	146.9	4.1
13	Optimalization electronic communication	143.7	4
14	Improvement SOP	133.4	3.7
5	PIC Authorizatiion online	111.6	3.1
16	Training for system and regulation	72.5	2
17	Auto reply	69.6	1.9
18	Optimalization the role of industry and trade in country	48	1.3
19	Alert for re-updated user name	47.8	1.3

Technically, the relationship between the response is dominated by digitizing systems are closely linked and work together (strong positive) with the level of service, 100% system online, online pic authorization, and secure and protection. Become compromised (negative) to optimize the role of Industry and Trade has been effective is because when digitizing the full licensing trade can be done online and still pass through the

Ministry of Trade that was recorded directly connected with the National and the ASEAN Single Window. Continuous service is strongly correlated positively with the optimization of electronic communication, the level of service, re-update alert for a user name, online call center 24 hours and human resources.

The relationship between the voice of customer and technical requirements that have assessed the level of relationshipnya, the obtained value of the benefit for each service repair service attributes with consecutive technical requirements as is the level of service (service level arragement), Continuous services, regulation links, bandwidth, online call center 24 Hours, Up to date regulation, Digitalitation, Human Resources, Grouping FAQ Cases, Secure and protection, 100% online system, Percent of import / export declarations electronically cleared, Optimalization of electronic communication, SOP Improvement, PIC Authorization online, Training for systems and regulation, Auto reply, optimizing the role of industry and trade in the region, alert for re-updated user name.
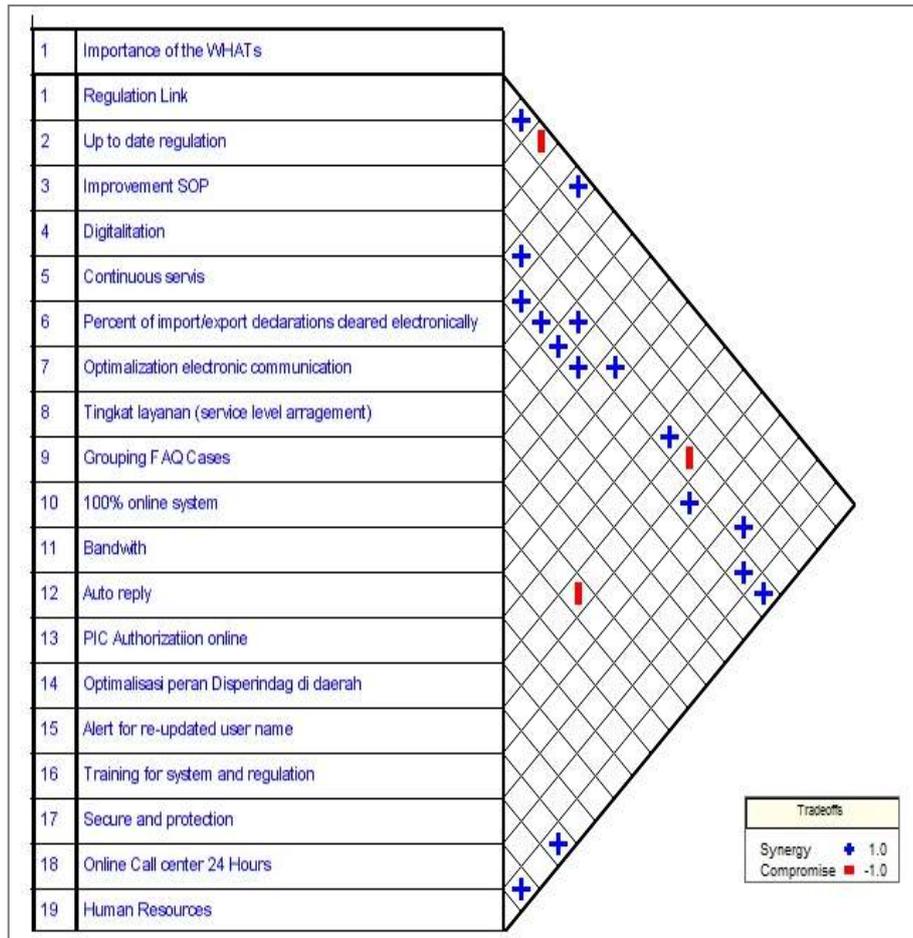
Picture 4. Relationship within Technical Response

5. CONCLUSION

Service Quality (SERVQUAL) contained 45 service attributes grouped in 5 dimensions of quality, efficiency, trust, reliability, facility automation, and citizen support. Service users trade licensing system less satisfied with the services provided are indicated with a gap value of all negative indicators.Semua atribut pelayanan harus diperbaiki dan ditingkatkan, sehingga minimal persepsi layanan sama dengan ekspektasi yang diharapkan (pemenuhan janji layanan).

Based on calculations using the house of quality at level 1 technical requirements found 19 items that are used as a measure of service quality improvement. Ten order of priority to improve the quality of service of 19 items technical service level requirements are arragement, continuous service, Regulation Link, Bandwidth, Online 24 Hours call center, up to date regulation, Digitalitation, Human Resources, Grouping

FAQ Cases, Secure and protection, 100 % line system.

DAFTAR PUSTAKA

(a) Akao, Y. (1997). QFD: Past, Present, and Future. *International Symposium on QFD* .

(b) Baki, B., Basfirinci, C. S., Cilingir, Z., & Ar, I. M. (2009). An application of integrating SERVQUAL and Kano's model into QFD for logistics services: A case study from Turkey. *Asia Pacific Journal of Marketing and Logistics* , Vol. 21 No. 1, pp. 106-126.

(c) Beatson, A., Lings, I., & Gudergan, S. (2008). Employee behavior and relationship quality: impact on customers. *The Service Industries Journal* , vol. 28(2), p. 211-223.

(d) Bowen, D. E. (1986). Managing customers as human resources in service organizations. *Human Resources Management* , vol. 25, p. 371–383.

(e) Chan, L. K., & Wu, M. L. (2003). Quality Function Deployment: A Comprehensive Review of Its Concepts and Methods. *Quality Engineering* , 15(1), pp. 23–35.

(f) Chan, L. K., & Wu, M. L. (2002). Quality function deployment: A literature review. *European Journal of Operational Research* , 143, pp.463–497.

(g) Cohen, L. (1995). *Quality Function Deployment: How to Make QFD Work for You.* New Jersey: Prentice Hall.

(h) Delgado, D. J., & Aspinwall, E. M. (2003). QFD Methodology and Practical applications – A Review. *Proceedings of the Ninth Annual Postgraduate Research Symposium School of Engineering, The University of Birmingham* , 1-5.

(i) Guinta, L. R., & Praizler, N. C. (1993). *The QFD Book: The Team Approach to Solving Problems and Satisfying Customers through Quality Function Deployment.* New York: Amacom.

(j) Martins, A., & Aspinwall, E. M. (2001). Quality function deployment: an empirical study in the UK. *Total Quality Management* , 12(5), pp. 575-588.

(k) Parasuraman, A., Zeithaml, Berry, V. A., & Leonard, L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing, vol. 64(1)* , 12-40.

(l) Parasuraman, A., Zeithaml, Valerie, A. &., & Leonard, L. (1988). SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing* , vol. 64(1), p. 12-40.

(m) Parasuraman, A., Zeithaml, Valerie, A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing* , vol. 49, p. 41-50.

(n) Prasad, B. (1998). Review of QFD and related deployment techniques. *Journal of Manufacturing Systems* , 17(3), pp. 221-234.

(o) Pun, K. F., Chin, K. S., & Lau, H. (2000). A QFD/hoshin approach for service quality deployment: a case study. *Managing Service Quality* , 10(3), pp. 156-169.

(p) Randall, L., & Senior, M. (1994). A model for achieving quality in hospital hotel services. *International Journal of Contemporary Hospital Management* , vol. 6, p. 68-74.

(q) Ranjan, K. M., R.P, M., & R.S, D. (2011). Reengineering of Logistics Value Chain of a Petroleum Products Marketi ng Company – Formulation of a Performance Measurement System . *Reengineering of Logistics Value Chain* , 24-30.

(r) Robinson, L. (2003). Committed to quality: the use of quality schemes in UK public leisure services. *Managing Service Quality* , vol. 13(3), p. 247-55.

(s) Schneider, B., & Bowen, D. (1985). Employee and customer perceptions of services in banks: replication and extension. *Journal of Applied Psychology* , vol. 70, p. 423-433.

(t) Sullivan, L. P. (1986). Quality Function Deployment. *Quality Progress* , 19 (6), pp. 39–50.

(u) Suwari, A. (2012). Pengaruh Reformasi Birokrasi terhadap Perizinan Penanaman Modal di Daerah (Studi kasus di Pemerintahan Kota Bekasi). *Jurnal Dinamika Hukum* , Vol.12 No.3.

(v) Tan, K. C., & Pawitra, T. A. (2001). Integrating SERVQUAL and Kano's model into QFD for service excellence development. *Managing Service Quality* , Vol. 11 No. 6, pp.418-30.

(w) Teicher, J., Hughes, O., & Down, N. (2002). E-government: a new route to public service quality. *Managing Service Quality* , Vol. 12(6), p. 384-93.

(x) United Nations ESCAPE. (2006). *What is good governance?* Retrieved November 27, 2013, from www.unescap.org: http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/governance.asp

(y) Wilson, J. (2005). Trade Facilitation and economic development. *World Trade Brief, 2005* , 46-48.

(z) Wilson, J., Mann, C., & Otsuki, T. (2005). Assessing the benefit of trade facilitation: A global perspective. *The World Economy 28(6)* , 841-871.

(aa) www.doingbusiness.org. (2013). *Trading Accross Border.* Retrieved November 26http://www.doingbusiness.org/data/explore topics/trading-across-borders, 2013, from www.doingbusiness.org.

(bb) Zeithaml, Valerie, A. &., & Mary, J. (1996). *Services Marketing.* New York: McGraw-Hill.

(cc) Zeithaml, Valerie, A., & Bitner, M. J. (2000). *Services Marketing: Integrating customer focus across the firm.* Boston: McGraw-Hill.

(dd) Zeithaml, Valerie, A., Parasuraman, A., & Berry, L. L. (1990). *Delivering Quality Service.* New York: The Free Press.

BIOGRAPHY

M. Dachyar, was born on Nov 20 th 1959 in Bandung West Java Indonesia. Educational background: Mechanical Engineering (Ir) University of Indonesia – Jakarta, 1985, Industrial Development (MSc) Vrije Universiteit Brussel - Belgium, 1991, and Industrial Management in Bogor Agricultural Institute (Dr). He is a lecturer at Industrial Engineering University of Indonesia since 1986 until now. His expertise in Project Management, Quality, and Information Systems leads to enrich the methods control the time resources and time frame for this research.

Yadrifil is a lecturer at Industrial Engineering University of Indonesia.

Asmirawati Ismail was born on 11th of April 1983 in Padang West Sumatera Indonesia. She works in Indonesia's Trade Departement. She is a post-graduate student in Department of Industrial Engineering, Faculty of Engineering, University of Indonesia, Jakarta. She just received his Master of Industrial Engineering from University of Indonesia in 2014. Her research interests are in the Service Quality and Management System. Her email address is i.asmirawati@gmail.com.