EFFECTIVENESS MODEL OF MUNCAR PORT PUBLIC SERVICES: ANALYSIS OF PUBLIC SERVICE QUALITY

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ABSTRACT

Bureaucratic fragmentation in licensing poses a direct threat to the livelihoods of vulnerable fishermen at Muncar Port. A One-Stop Integrated Service (*PTSP*) model was implemented in 2021 to resolve this fragmentation. This study aims to quantitatively measure the effectiveness of this *PTSP* model from the user (fishermen) perspective. The research employed a quantitative descriptive design, surveying 30 fishermen selected via accidental sampling. Data was collected using a questionnaire structured on the five SERVQUAL dimensions (Tangibles, Reliability, Responsiveness, Assurance, Empathy) and analyzed using descriptive statistics. The findings indicate the model is only "fairly effective". While Reliability for simple administrative tasks is functional, the service is undermined by highly polarized Tangibles (good office aesthetics vs. poor functional access). Furthermore, results show significant deficits in Responsiveness (linked to technology adoption barriers), Assurance (lack of multi-jurisdictional staff competency), and Empathy (a "striking failure" in complaint handling). The study concludes that the *PTSP* achieves only moderate effectiveness, operating as a "technically proficient 'permit factory'" that remains fundamentally misaligned with its vulnerable user base and fails in the critical human dimensions of service.

Keywords: *Public Service Effectiveness, Service Quality, Port Services, Integrated Service (PTSP).*

A. INTRODUCTION

The provision of public services is a fundamental manifestation of the function of the state apparatus and an essential pillar of governance. Conceptually, public services are defined as activities carried out by government organizations, either directly or indirectly, to meet the needs of the community (Wulandari et al., 2024). In the discipline of Public Administration, the success of government agencies is measured by their ability to achieve their main objective, which is to satisfy the community. The quality of public services has become the main benchmark in assessing the performance of the bureaucracy, where failure to provide adequate services can hinder the realization of good governance (Adhar et al., 2024). In Indonesia, this urgency has been formalized through policies such as the development of the Community Satisfaction Index (*IKM*), which serves as a reference for service units to periodically evaluate their performance and establish policies for quality improvement in the future (Salam, 2023).

In the context of performance appraisal, the concept of service effectiveness is central. Effectiveness, defined as a key element in organizational activities to achieve predetermined goals or objectives, must be distinguished from efficiency, which focuses more on the comparison of inputs and outputs (Monoarfa, 2020). A chronic problem in Indonesian bureaucracy is that services are often perceived as ineffective, even though efficiency efforts have been made (Layaman, 2022). Public complaints generally highlight complicated systems and procedures, a lack of transparency, and the behavior of officials who tend to act as ‘rulers’ rather than ‘servants’ (Bowo & Mahrudi, 2022). To overcome this, the effectiveness of public services is often analyzed from the perspective of service quality.

The urgency to realize effective public services is doubled when applied to critical infrastructure sectors, one of which is the port sector (Rokaiyah et al., 2024). Ports play a strategic role in supporting maritime connectivity, as mandated in the 2020-2024 National Medium-Term Development Plan, and serve as a driving force for advancing the national logistics sector. Investment in ports has been proven to have significant multiplier effects on the economy. Empirical studies in various locations in Indonesia, including Gili Mas Port and other small-scale ports, show clear evidence that port activities directly increase the income of local communities, especially traders and workers in the surrounding areas. However, there is a sharp paradox: while ports are potential economic accelerators, their performance in Indonesia has historically been reported as “ineffective and inefficient,” contributing to a high-cost economy. These systemic problems include fragmented information flows between stakeholders and high risks of corruption (Hamidi & Sutanto, 2020).

This condition is not only found in large cargo ports, but is also reflected in fishing ports, as identified in the Muncar Fish Landing Port (*PPI*) in Banyuwangi. The main phenomenon that is problematic in this location is the large number of complaints and feedback from fishermen regarding the “licensing process.” The

root of the problem is highly administrative in nature: bureaucratic fragmentation. Based on regulations, licensing authority is divided in a complicated manner between several agencies: the Ministry of Transportation (for measurement certificates and gross deeds), the East Java Provincial Government (for Fishing Business Licenses/*SIUP* and Fishing Licenses/*SIPI* for vessels of 5-30 GT), and the Central Government (for vessels above 30 GT). Fishermen, as service users, are caught in this overlapping jurisdiction, reflecting the problem of "fragmentation" identified in the national port literature (Wahyuni et al., 2020).

This bureaucratic problem has become increasingly crucial due to its role as a vulnerability accelerator. Muncar fishermen have faced multiple pressures, ranging from alleged factory waste pollution that has reduced their catches, conflicts over net boundaries with pearl farming companies, to plummeting fish prices in the market when catches are abundant, which means that their income is not commensurate with their operating costs. In these socio-economically vulnerable conditions, ineffective, convoluted, and fragmented licensing bureaucracy is no longer merely an administrative inconvenience, but a direct threat to the sustainability of their livelihoods. The urgency to improve the service model in Muncar is therefore not only administrative but also socio-economic in nature.

In response to this phenomenon of bureaucratic fragmentation, the Banyuwangi Regency Government, in collaboration with the East Java Provincial Government and relevant central agencies, initiated a policy intervention. This intervention took the form of establishing a "special public service center for fishermen." This innovation is realized in the form of a "Licensing Service Outlet" or known as the One-Stop Integrated Service (*PTSP*) at the Muncar Coastal Fishing Port Technical Implementation Unit (*UPT PPP*). This service model was officially launched on January 29, 2021, with the specific objectives of "bridging" fragmented permit processing and "bringing services closer to fishermen." Technically, this model applies the principle of inter-agency collaboration in "one place" and is supported by an integrated data system (such as "Si LOBSTER"). With this model having been in operation for more than three years, there is now an ideal opportunity to conduct an ex-post evaluation to measure its effectiveness from the user's perspective.

Based on a literature review, there is a focus on port performance and innovation, but with a tendency toward qualitative methodologies (Asmara et al., 2024; Ratnawati et al., 2021; Salwa, 2025; Widiastuti et al., 2024). The only relevant mixed-method study by Syahrianda et al. (2025) at Belawan Fishing Port found a satisfaction level of 75.5% but identified significant deficits in the dimensions of Empathy and Assurance. On the other hand, a national literature review shows a strong quantitative trend, but tends to be saturated in the context of non-fishing ports. Various studies consistently find that facilities and service quality have a positive effect on user satisfaction at cargo or ferry ports (Fadillah & Haryanti, 2021; Maharani & Ariesta, 2023; Nurjanah & Saputra, 2025). Relevant national findings actually come from the qualitative study by Lutfie & Nathalya (2025) at *PPN* Pelabuhan Ratu, which found obstacles to technology adoption by fishermen, as well as the Indonesian Ombudsman's investigation

report (2023), which identified "weak monitoring systems" and "not all fishing ports providing fishing service outlets" as national problems.

The synthesis of the above literature review reveals a clear research gap: the dominant literature is qualitative in analyzing innovation models, while the dominant Sinta literature is quantitative but saturated with the "Quality -> Satisfaction" model in non-fishing ports. Meanwhile, Muncar Port presents a unique case: a *PTSP* model implemented in 2021 specifically to address the issue of fragmentation and is precisely the type of "service outlet" whose absence was criticized by the Indonesian Ombudsman (2023). Thus, the research gap identified is: "There has been no quantitative research that specifically measures the level of effectiveness of the integrated service model (*PTSP*) post-implementation in 2021 at Muncar Fishing Port from the perspective of its main users, namely fishermen."

Based on these gaps, this study was proposed with the title: "Muncar Port Public Service Model: Analysis of Public Service Effectiveness Perspectives". This study aims to fill the research gap by measuring the level of effectiveness of the integrated service model (*PTSP*) at the Muncar *PPP* Technical Implementation Unit based on the perceptions of fishermen and analyzing the most dominant service dimensions in determining overall service effectiveness.

B. METHOD

This study uses a quantitative method, which is a process of discovering knowledge using numerical data as a tool to find information about what researchers want to know regarding the effectiveness of public services at the Technical Implementation Unit (*UPT*) of Muncar Beach Fishing Port in Banyuwangi Regency. This study is descriptive in nature and uses a survey, as stated by (Sugiyono, 2013). The population in this study consisted of fishermen who provided services at the Muncar Fishing Port Technical Implementation Unit (*UPT*). The sample in this study consisted of 30 people working as fishermen who perform services at the Technical Implementation Unit (*UPT*) of Muncar Fishing Port, which were taken accidentally (by chance) within one working day.

The focus ofthis study is based on: (1) The theory of public service effectiveness, according to Agus Dwiyanto (2021) as the grand theory; (2) The theory of service quality (SERVQUAL), according toParasuraman et al. (1988), as a measurement of service quality indicatorsat Muncar Fishing Port; (3) New Public Management (NPM) Theory& Public Service Innovation, as a contextual theory. Toobtain data or information that supports the research objectives, the authorused the following data collection methods: (1) Primary Data Collection Technique, namely questionnaires conducted by distributing a number ofquestions accompanied by alternative answers in the form ofquestionnaires to respondents, interviews conducted through direct questioningof related parties, and observation conducted through direct observationof phenomena found in the field related tothe research focus; (2) Secondary Data Collection Technique, namely:documentation using notes or documents available at the research locationand other sources relevant to the research object, literature studiesusing various literature such as books, scientific works,and expert opinions related to the issue being studied (Sugiyono, 2013).

The data analysis method in this study began with testing the quality of the instruments. First, validity testing was conducted using Pearson Product Moment correlation (processed with SPSS at a significance level of 5%) to ensure that each questionnaire item was valid. Second, a reliability test was applied to measure the internal consistency of the questionnaire using Cronbach's Alpha, with the instrument considered reliable if the value exceeded 0.7. After the instrument was declared valid and reliable, the data were analyzed using descriptive statistics to describe the variable values. Next, descriptive hypothesis testing was conducted using the One-Sample T-Test for interval or ratio scale data.

C. RESULT AND DISCUSSION

Result

1. Respondent Characteristics

Based on research conducted at the Muncar Fishing Port Technical Implementation Unit (*UPT*). The researchers obtained data through questionnaires distributed to fishermen who were using the services at the Technical Implementation Unit (*UPT*) of Muncar Fishing Port, with a total of 30 (thirty) questionnaires distributed and returned. This resulted in the questionnaire return rate as shown in the following table.

Table 1. Questionnaire Return Rate

Description	Total
Distributed questionnaires	30
Returned questionnaires	30
Response rate percentage	100%
Non-returned questionnaires	0
Total questionnaires analyzed	30

Source: (Data processed from questionnaire results, 2025)

Based on the table above, it can be seen that 30 questionnaires were distributed and returned. Thus, all of them could be analyzed by the researcher. In this study, the known characteristics of the respondents were their gender. The details of the general demographic statistics of the respondents showed that all respondents in this study were fishermen, with a total of 30 people, representing 100% (one hundred percent). Thus, the respondents were fishermen, with a total of 30 people.

2. Description of Research Variables/Data Presentation

Data obtained in the field through the distribution of questionnaires to 30 respondents provided information on the respondents' perceptions of each question item, including: 1) What is the level of quality of Tangibles (physical

evidence) of public services in the Muncar Port *PTSP* Model based on the perceptions of fishermen?; 2) What is the level of quality of Reliability of public services in the Muncar Port *PTSP* Model based on the perceptions of fishermen?; 3) What is the level of quality of Responsiveness of public services in the Muncar Port *PTSP* Model based on the perceptions of fishermen?; 4) What is the level of quality of Assurance in public services in the Muncar Port *PTSP* Model based on the perceptions of fishermen?; 5) What is the level of quality of Empathy in public services in the Muncar Port *PTSP* Model based on the perceptions of fishermen?; 6) What is the overall level of quality of public services in the Muncar Port *PTSP* Model based on the perceptions of fishermen? (This question combines the five dimensions above into a general description); 7) Which dimension of public service quality (Tangibles, Reliability, Responsiveness, Assurance, Empathy) is the most dominant/strongest and the weakest/least dominant in the Muncar Port *PTSP* Model based on fishermen's perceptions? (This question requires ranking the average scores for each dimension).

In this study, there were five service quality variables with seven questions. Respondents' perceptions of the statements were categorized into four levels: not good/poor (TB/KB) with a score of 1, fairly good (CB) with a score of 2, good (B) with a score of 3, and very good (SB) with a score of 4. Questions 1-5 will be answered with the average score for each dimension and then categorized (e.g., "high," "medium," 'low' or "effective," "fairly effective," "less effective"). Question 6 will be answered with the overall average of all dimensions, providing an overview of the effectiveness of service quality. Question 7 will be answered by comparing and ranking the average scores of the five dimensions to identify relative strengths and weaknesses. These questions directly guide you to present descriptive data relevant to each variable and overall service quality, in accordance with the research objectives.

3. Data Analysis Testing

In this study, the interval class P= $\frac{R}{K}$ is used. Before finding the class interval, R and K must first be determined as follows: R= largest data value – smallest data value.

R= 29-11 = 18

Then determine: K = 1+3,3 log N

= 1+3,3 log 30

= 6

Then calculate: P=$\frac{18}{6}$

= 3

Then, using an interval class of 3 to determine the effectiveness of the questionnaire results obtained, the lowest score was 11. The class limit with a score of 11-28 was classified as ineffective, the class limit with a score of 29-46 was classified as moderately effective, and the class limit with a score of 47-58

was classified as highly effective.

Discussion

Based on the results of the questionnaire processed by the researcher, it can be concluded that the effectiveness of the services provided by the Technical Implementation Unit (*UPT*) of Muncar Fishing Port is fairly effective. This result is supported by the percentage of respondents in the questionnaire, with 38% of fishermen rating the services provided by the Technical Implementation Unit as poor/unsatisfactory. (*UPT*) Muncar Fishing Port, 52% of fishermen rated the services at the Technical Implementation Unit (*UPT*) Muncar Fishing Port as fairly good, and 10% of fishermen rated the services at the Technical Implementation Unit (*UPT*) Muncar Fishing Port as very good. The effectiveness of the program can be seen in the following figure.

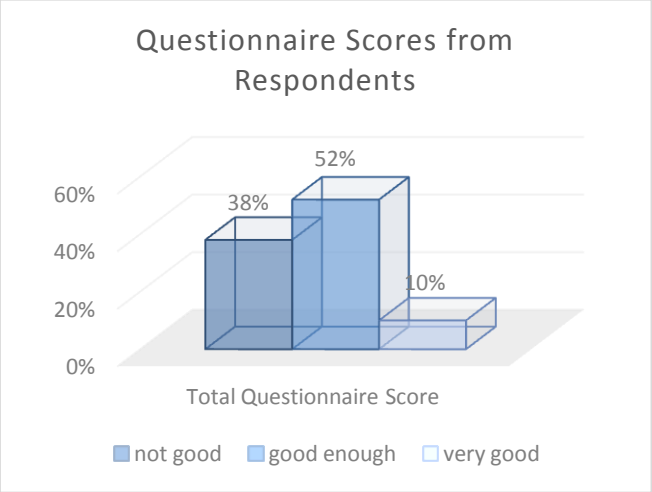

Figure 1. Graph of questionnaire results

Based on this figure, the results of the questionnaire on the services provided by the Muncar Fishing Port Technical Implementation Unit (*UPT*) were analyzed using five public service quality variables.

1. Tangibles Dimension (Physical Evidence): Signals of Commitment and the Face of Integration

Tangibles refer to physical facilities, equipment, and employee appearance [User Query]. In the context of Muncar, Tangibles have strong symbolic meaning. The establishment of the "Licensing Service Outlet" itself is the most important physical (tangible) evidence. This is a signal from the state that the issue of bureaucratic fragmentation has been heard and addressed physically. The appearance of employees at the counter not only represents one agency (e.g., Provincial Technical Implementation Unit), but must represent the promise of "inter-agency collaboration."

A comparative analysis of Muncar Fishing Port provides an important lesson, which shows highly polarized results. On the one hand, the "Administrative Office" has the highest positive GAP score (+0.10) and a Rank of 1, indicating excellent performance. On the other hand, the "Access to the

Tangkahan" indicator has the worst negative GAP score (-0.50).

This highlights that service users (fishermen) intelligently distinguish between the aesthetics of facilities (nice offices) and functional accessibility (poor access). A modern and clean *PTSP* Muncar office would be useless if its location is difficult for fishermen to reach, or if its operating hours do not match their fishing schedules. The success of *PTSP* Muncar's tangibles should not be measured by how new the building is, but by how well it fulfills its main promise to "bring services closer to fishermen" both physically and functionally.

2. Reliability Dimension: The True Test of the *PTSP* Model

The dimension of Reliability is defined as the ability to deliver promised services accurately and consistently (User Query). For *PTSP* Muncar, this is its raison d'être—its main reason for existence. The "promised service" in Muncar specifically refers to the end of bureaucratic fragmentation. Therefore, Reliability in Muncar does not only mean permits are completed on time. It means: one application submitted in one place (*PTSP*) must result in one legally valid, accurate, and consistent permit, regardless of whether the technical jurisdiction falls under the Ministry of Transportation, the Province, or the Central Government.

The productivity of the services provided by the Technical Implementation Unit (*UPT*) of Muncar Fishing Port, with a score of 40%, is quite good, because the services provided at Muncar Fishing Port, especially in the processing of fuel recommendations and sailing permits, are sufficient to meet the needs and requests of fishermen. This explains that the Fuel Recommendation, which is a service for recommending fuel for fishing boats in the form of diesel, and the Sailing Permit, which is a state document issued by the harbor master to every boat that will sail, sufficiently meet the needs and requests of fishermen who will go fishing. However, 12% of fishermen rated it as poor/unsatisfactory due to the complexity of document processing, particularly the Sailing Permit (*SPB*), Fish Catch Certificate (*SHTI*), East Java Provincial Government Permit Documents, and Logbook, because there are so many documents that must be prepared and the document processing process takes a long time.

The efficiency of services at the Muncar Fishing Port Technical Implementation Unit (*UPT*) was rated as fairly good by 52% of fishermen, because the effort required is not too much and the time needed is quite fast in the document processing, especially for the Fuel Recommendation Letter, but there are still 38% of fishermen who rate it as poor/very poor in terms of the efficiency of services at the Technical Implementation Unit (*UPT*) of Muncar Fishing Port, due to the document processing for the Sailing Permit Letter (*SPB*), the Fish Catch Certificate (*SHTI*), and the East Java Provincial Government Permit Documents and Logbook, which require considerable effort in fulfilling the required documents that must be prepared and the complexity of the processing process because there is only one harbor master employee at the Technical Implementation Unit (*UPT*) Muncar Fishing Port in charge of processing Sailing Permit (*SPB*) documents.

Satisfaction with the services provided at the Muncar Fishing Port Technical Implementation Unit (*UPT*) was rated as fairly good by 56% of fishermen, while

69% rated it as very good. because the employees have met the level of satisfaction of the fishermen in terms of their friendly attitude in carrying out the service process and applying and explaining the service procedures clearly and in accordance with the Standard Operating Procedures (SOP) at the Technical Implementation Unit (*UPT*) of Muncar Fishing Port.

Adaptation to the services provided at the Muncar Fishing Port Technical Implementation Unit (*UPT*) was rated 64% as fairly good and 23% as very good by fishermen, because employees are accountable for what has been assigned to them in accordance with Standard Operating Procedures (SOPs), as well as for any errors that occur in the service process at the Technical Implementation Unit (*UPT*) Muncar Fishing Port, especially in the process of handling documents for fuel recommendations, Sailing Permits (*SPB*), and Fish Catch Certificates (*SHTI*), which are important documents for fishermen.

The development of services at the Technical Implementation Unit (*UPT*) of Muncar Fishing Port received a rating of 57% as good and 45% as very good by fishermen. This shows that the dissemination of information related to services at the Technical Implementation Unit (*UPT*) of Muncar Fishing Port, especially regarding the processing of fuel recommendation documents, Sailing Permits (*SPB*), Fish Catch Certificates (*SHTI*), East Java Provincial Government Licensing Documents, and Logbooks, have been communicated and fishermen sufficiently understand the procedures provided by the Muncar Fishing Port Technical Implementation Unit (*UPT*).

The questionnaire results on service quality at the Muncar Fishing Port Technical Implementation Unit (*UPT*) show that it receives an average of 42 Muncar Fishing Port Integrated Service documents per week (7 days), and an average of 6 Muncar Fishing Port Integrated Services document archives per day (1 day), where each day the archive data is uploaded to online media (Instagram) as a form of transparency of the work program that has been implemented, especially at the Integrated Services Unit by the Muncar Fishing Port Technical Implementation Unit (*UPT*), as shown in the following figure.

This factor makes the services provided by the Muncar Fishing Port Technical Implementation Unit (*UPT*) considered quite effective, because in the sub-variable of satisfaction with the services provided by the Muncar Fishing Port Technical Implementation Unit Muncar Fishing Port Technical Implementation Unit (*UPT*) are considered quite satisfactory by fishermen as service recipients, and based on the results of the questionnaire, fishermen have a sufficient understanding of the procedures in the integrated services at Muncar Fishing Port, including: 1) East Java Provincial Government Licensing Documents and Logbook facilities; 2) Port Services; 3) Fuel Recommendations; 4) Sailing Permits (*SPB*); 5) Fish Catch Certificates (*SHTI*), with a fairly high percentage of 64%. Fishermen also have sufficient means to meet their sailing and fish production needs, with a percentage of 40%.

The challenge for Muncar is to distinguish between process reliability and result reliability. Support systems such as “Si LOBSTER” may create a process that appears reliable (a single digital interface). However, if the backend systems between agencies are not seamlessly integrated, the results (issued permits) will

remain unreliable. *PTSP* officers may "reliably" receive documents, but fishermen may still "unreliably" receive their permits on time due to invisible jurisdictional barriers. If *PTSP* Muncar fails in Reliability, the entire intervention model has failed in its primary objective. However, as warned by the Belawan case, a high Reliability score can mask major failures in the human dimension, leading to fragile satisfaction.

Figure 2. Infographic of Muncar Fishing Port operational data (Source: Muncar Fishing Port Technical Implementation Unit, 2024)

3. Responsiveness Dimension: Measuring the Willingness to Help Vulnerable Users

The Responsiveness Dimension is the willingness to help users and provide services quickly (User Query). In the context of Muncar, "willingness to help" goes beyond mere speed. It directly touches on the context of user "vulnerability." Responsiveness means providing proactive clarity in a system that has historically been confusing and fragmented.

The Muncar Fishing Port Study found that the majority of service attributes were in Quadrant A (Important but Poor Performance), where Responsiveness attributes (such as service speed and complaint handling) are often found. The Belawan study also showed mixed results: "Service performance speed" for some items was rated as good (GAP +0.04), but "Facility improvements" and "Cleanliness monitoring" received negative scores, indicating uneven responsiveness.

The potential for conflict in Muncar lies in the implementation of its technology. A literature review in the Muncar study identified a study by Lutfie & Nathalya (2025) that found "barriers to technology adoption by fishermen." The Muncar intervention is highly dependent on an integrated data system ("Si

LOBSTER"). This is a form of technology-based responsiveness designed for efficiency. However, if fishermen (as end users) face barriers in adopting or using this technology, the system will instead be perceived as unresponsive.

In this scenario, the actual responsiveness shifts from the system to the *PTSP* officers. How willing are officers to help fishermen who have difficulty using "Si LOBSTER"? How quickly do they respond to users' confusion about new technology? Failure to bridge this technology adoption gap will directly lower the Responsiveness score, no matter how sophisticated the system is.

4. Assurance Dimension: Competency Challenges in Multi-Jurisdictional Bureaucracy

The Assurance dimension is the knowledge, courtesy, and ability of employees to inspire trust and confidence (User Query). This is the most hypothesized weak point for the Muncar *PTSP* model, which is directly rooted in the problem of multi-jurisdictional "fragmentation."

In standard bureaucracy (non-*PTSP*), an employee only needs to have in-depth knowledge of the rules and procedures of one agency. However, to provide Assurance in *PTSP* Muncar, a frontline employee must be an expert in the rules of three different, overlapping, and often complex jurisdictions (Ministry of Transportation, Province 5-30 GT, Center >30 GT). The cognitive load and training requirements to achieve this level of competence are exponential.

It is highly likely that Muncar *PTSP* employees, despite being polite, lack the knowledge (core component of Assurance) to handle complex licensing cases at the intersection of jurisdictions. They may inadvertently provide incorrect or incomplete information that only reflects their home agency, thereby directly failing to instill trust in fishermen.

This hypothesis is strongly supported by benchmark data from Belawan. Despite having high functional Reliability, the Belawan study explicitly points to a "deficit in the assurance aspect." This shows that even in well-functioning ports, Assurance is a persistent challenge. If a large port like Belawan fails in assurance, it is unlikely that the relatively new Muncar *PTSP* (established in 2021) has succeeded in solving the complex problem of cross-jurisdictional competency training in a short period of time.

5. Dimension of Empathy: Moral Test in Serving Vulnerable Groups

The dimension of empathy is individual attention and sincere concern for users (User Query). The context of the Muncar issue places this dimension as a moral test of *PTSP* intervention. The research document explicitly sets the stakes: fishermen are in a "vulnerable" condition, and poor bureaucracy is a "direct threat to the sustainability of livelihoods."

In this context, Empathy is not a "soft service" or a pleasant bonus. It is the core of the service. The effectiveness of the model, measured by the grand theory of public service effectiveness (Agus Dwiyanto), depends on its ability to satisfy the community. And the vulnerable community of Muncar needs services that understand their socio-economic context.

This is the most striking failure identified in the benchmark study. The Muncar Fishing Port study consistently reports a "significant deficit" in Empathy. In the detailed data, Empathy indicators such as "Response to suggestions and

complaints" have a GAP score of 0.00 and a very low ranking (13/14), indicating minimal performance or negligence.

The implication is clear: *PTSP* Muncar is at high risk of becoming a technically efficient but soulless "permit factory." If *PTSP* Muncar only focuses on Reliability (completing permits) without Empathy (understanding why permits are important for the livelihoods of fishermen), then the *PTSP* has failed to address the "livelihood threat" part of the problem statement. In the case of Muncar, a failure of Empathy would be a greater policy failure than a failure of Reliability. The analysis of these descriptions is grouped into a hypothetical matrix table that visualizes the findings. This matrix serves as a diagnostic model of where *PTSP* Muncar is likely to find its service attributes.

Table 2. Analysis Matrix of Public Service Quality at Muncar Fishing Port

Dimension	Definition & Context in Muncar	Key Findings & Analysis	Challenges & Identified Risks
Tangibles (Physical Evidence)	Physical facilities, equipment, and employee appearance. This symbolizes the state's commitment and the "face of integration" via the new "Licensing Service Outlet."	Highly polarized results: * **Success:** The "Administrative Office" received the highest positive GAP score (+0.10, Rank 1). * **Failure:** "Access to the Tangkahan" (pier) had the worst negative score (-0.50).	A major disconnect exists between facility *aesthetics* (a nice office) and *functional accessibility* (poor location, hours don't match fishing schedules). The service fails if it doesn't physically bring services closer to fishermen.
Reliability (The True Test)	The ability to deliver promised services accurately and consistently. In Muncar, this specifically means ending bureaucratic fragmentation (one application, one permit).	Mixed results: * Productivity is "quite good" (40%) for Fuel Recommendations and Sailing Permits. * Efficiency is rated "fairly good" (52%). * Satisfaction is high regarding	Significant minority find services poor: * **Complexity:** 12% rate it "poor" due to the complexity of SPB, SHTI, and other documents. * **Inefficiency:** 38% rate efficiency as

		employee friendliness and adherence to SOPs.	"poor/very poor" due to document complexity and having only *one* harbor master employee. * **Risk:** A critical distinction between "process reliability" (the 'Si LOBSTER' system) and "result reliability" (actual backend integration) is needed.
Responsiveness (Willingness to Help)	The willingness to help users and provide services quickly. In Muncar, this means providing proactive clarity to "vulnerable" users (fishermen).	This is identified as a major weak area. Most responsiveness attributes are in "Quadrant A" (Important but Poor Performance).	The "Si LOBSTER" technology system is a primary risk. * Fishermen face "barriers to technology adoption." * The system will be perceived as *unresponsive* if officers are not willing or able to help fishermen who struggle with the technology.
Assurance (Competency)	The knowledge, courtesy, and ability of employees to inspire trust and confidence.	This is hypothesized to be the *weakest point* of the Muncar PTSP model.	The challenge is rooted in "multi-jurisdictional fragmentation." * Employees must have expert knowledge of rules from three different agencies (Ministry of

			Transportation, Province, Central). * The cognitive load is immense, and employees likely lack the cross-jurisdictional competence, thus failing to instill trust. * The Belawan port benchmark study confirms this, showing a "deficit in the assurance aspect."
Empathy (Moral Test)	Individual attention and sincere concern for users. This is considered a "moral test" given the "vulnerable" status of fishermen.	This is identified as the "most striking failure" in the Muncar study.	The study reports a "significant deficit" in Empathy. * Indicators like "Response to suggestions and complaints" have a GAP score of 0.00 (minimal performance or negligence). * **Risk:** PTSP Muncar is at high risk of becoming a "technically efficient but soulless 'permit factory'," which would be a major policy failure.

Source: (Compiled by Researchers, 2025)

The matrix above provides powerful diagnostic insights that cannot be obtained from overall satisfaction scores. The implications for Muncar are clear and actionable. This matrix is a strategic roadmap: (1) Warning: Muncar *PTSP* administrators should not be complacent if their research ultimately returns an "good" overall satisfaction score. This score is likely driven by Reliability (Quadrant B) and masks critical failures; (2) Diagnosis: Based on national benchmarks, Muncar *PTSP* must proactively seek out and anticipate deficits in Quadrant A, which are most likely Empathy and Assurance; (3) Strategy: Protect strengths in Quadrant B (i.e., ensure that "The LOBSTER" is truly reliable). However, scarce resources should be focused on moving attributes from Quadrant A to Quadrant B; (4) Investment: Improvements to Quadrant A (Assurance and Empathy) are not a matter of systems or technology. They are a matter of people. The solution is investment in cross-jurisdictional competency training (for Assurance) and context-sensitive vulnerability training (for Empathy).

Muncar Study, when the data is collected, it is in a unique position to confirm or refute this national trend. However, given the background of the problem, which is explicitly rooted in "socio-economic vulnerability" and "threats to livelihoods," failure in Empathy cannot be accepted as the cost of achieving Reliability. Based on this synthetic analysis, the following policy recommendations can be formulated for the optimization of the Muncar *PTSP* model: (1) Going Beyond Tangibles: The launch of the *PTSP* outlet is a necessary Tangible intervention, but it is not enough. Policy should not stop at physical construction or system launch. This is only the first step; (2) Invest in Assurance: To address the anticipated Assurance deficit, there must be a continuous, intensive, and mandatory training program for *PTSP* Muncar staff. This training must ensure that they master all cross-jurisdictional regulations (Ministry of Transportation, Province, Central Government), not just the regulations of their home agency. This competency must be tested and certified periodically; (3) Institutionalizing Empathy: To address the anticipated empathy deficit, *PTSP* Muncar management must institutionalize empathy as a Key Performance Indicator (*KPI*), not as an unmeasurable expectation. This means training staff in communication that is sensitive to the context of vulnerability and empowering them to handle complaints with genuine concern, not just bureaucratic efficiency. The true success of the Muncar *PTSP* model will ultimately not be measured by how quickly it can process permits (Reliability), but by whether it can do so while instilling trust (Assurance) and showing genuine concern (Empathy) for the fishing community whose livelihoods depend on it.

The relevance of this study is based on a comparison with the existing literature landscape, which highlights a clear research gap. There is a similarity in context with a study at Belawan Port (Syahrianda et al., 2025), which also found a significant deficit in the Empathy and Assurance dimensions, despite a satisfaction level of 75.5%. However, this study has a striking difference from national literature trends: the dominant quantitative studies tend to be saturated with "Quality -> Satisfaction" model analysis in non-fishing ports (cargo or ferry), while studies on innovation in other fishing ports tend to use qualitative methodologies. This study is relevant because the Muncar case is a unique *PTSP*

model implemented in 2021(a type of “service outlet”) whose absence in many ports has been criticized by the Indonesian Ombudsman and there has been no previous quantitative study that specifically measures the effectiveness of this integrated model post-implementation from the perspective of fishermen in Muncar.

D. CONCLUSION

Based on the analysis, the Muncar *PTSP* model, while a necessary intervention against bureaucratic fragmentation, only achieves moderate effectiveness because it functions as a technically proficient 'permit factory' that remains fundamentally misaligned with its vulnerable user base. The intervention prioritizes superficial *Tangibles* (aesthetic offices) over functional accessibility, and while it demonstrates *Reliability* for simple administrative tasks, it fails in its core mission of integrating complex, multi-jurisdictional permits.

This technical focus is critically undermined by severe deficits in the human dimensions: *Assurance* is compromised as staff lack the cross-jurisdictional competence to inspire trust, and *Empathy*—evidenced by the failure to handle complaints—is the model's most significant failing. Therefore, recommendations must shift from infrastructure to human capability: the *UPT* must prioritize intensive, cross-jurisdictional competency training for frontline staff and implement human-centric assistance to bridge the 'Si LOBSTER' technology gap (*Responsiveness*).

Furthermore, establishing a formal, accessible complaint mechanism is essential to address the critical deficit in *Empathy*. Future research should move beyond this quantitative perceptual analysis to qualitatively investigate the organizational and technical barriers to true backend system integration between the involved ministries, as this remains the primary unresolved obstacle to genuine one-stop service.

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