

Relationship Between Service Innovation and Innovation Capability That Affects Customer Satisfaction Mediated by Service Quality in the Public Sector

Zike Adhi Pranoto^{1,*} Dudi Hendrakusuma Syahlani²

^{1,2} University of Indonesia, Indonesia

*Corresponding author. Email: zike.pranoto@gmail.com

ABSTRACT

Customer satisfaction is long to be one of the most favourite subject researchers done. The aim of this study is to demonstrate the impact of service innovation and service quality to customer satisfaction that mediated by service quality in public sector. The subject is the people who use the service in public prosecutor's office. Quantitative method is used in this study with the total of 263 respondents. SEM is used to process the data. Finding reveals that service innovation positively affect innovation capability and innovation capability give positive impact to customer satisfaction through service quality as the mediator. With this finding, we hope that the study can trigger other public sector and government office to be more innovative in giving people services.

Keywords: “Service innovation”, “Innovation capability”, “Service quality”, “Customer satisfaction”, “Public sector”.

1. INTRODUCTION

Service to customers and efficient operations are important factors in the sustainability of a company. The more effective and more maximized utilization of human resources can increase company competitiveness and generate profits. Apart from maximizing its human resources, companies must also be able to maintain good relationships with their customers and understand their needs [1]. Therefore, companies must be responsive to the needs of their communities in order to increase the company's competitiveness and improve the quality of the company itself.

Customer satisfaction depends on the services provided by the institution. To increase customer satisfaction, the best service is needed [2]. In the context of public sector, the intended customers are people who use services from these institutions. In public sector itself, the quality of service is one that needs attention. This is related to the gap between standard service criteria and public expectations. To overcome this, the public sector must understand the importance of obtaining objective feedback from the public [3].

To encourage performance, service quality not only the one should be focused on, but also through service innovation. Service innovation has an important role in achieving customer satisfaction in various sectors. This also cannot be separated from the public sector, as Arundel et al. [4] conducted a survey through managers that can be used to improve service innovation in the public sector.

The implementation of service innovation can certainly be carried out if you have adequate resources. The presence of these resources can be identified through innovation capability. Innovation capability is the ability to transform knowledge and ideas into new products, processes and systems that are profitable for the company in a sustainable manner [5]. If innovation capability is handled optimally, it will provide results both in terms of product and service. Therefore, it is important for an institution or company to be able to translate their advantages

If the private sector can increase competitiveness by focusing on customers, it is different with the public sector. In its continuity, it is often the benefit obtained by the public sector that is used for institutional benefits,

while basically their obligation is to provide maximum service to the community. This has become a paradox.

What it meant of paradox is often if public institutions follow a competitive advantage, they will use their ability to create benefits for themselves rather than for consumers [6]. Institutions that hold control over resources will use them for their own interests, in contrast to their intended purposes.

Even so, competitiveness in the public sector has an important role, not only to improve services, but also to increase efficiency. One way to promote competitiveness in public institutions is innovation matters. Innovation is central to the sustainability of an institution. This is because innovation can create ways to improve service and deliver it to consumers, as well as increase value and differentiate it from other institutions. Through innovation, institutions will continue to develop over time [6].

Indonesian government through Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia is making efforts to create clean government institutions. One way to do this is by giving awards for areas that are clean and free of corruption. This is intended so that all government institutions are motivated in creating a clean and efficient bureaucracy in providing services to the community.

Based on this introduction, the researcher wanted to find out how far service innovation had an effect on innovation capability which affected customer satisfaction through service quality as a mediator in the public sector. As mentioned before, the innovation in public sector or government office is quite challenging to fulfill. This happens few times because these institutions are not a profit oriented company. But, with this study, we hope that customer satisfaction is matter and can be fulfilled by enhancing service innovation.

The results obtained are expected to be able to measure the success of the institution that can be applied in other institutions in the territory of Indonesia

2. THEORETICAL BACKGROUND

2.1. Service Innovation

Oslo Manual defines innovation must be new or there is a significant improvement in the organization. In the public sector the definition of innovation affects a broad sector, ranging from minor improvements to massive changes that affect processes or service quality. [4]

The public sector is required to be innovative. Several reasons include encouragement from the public regarding the increase in services or budgets they have. In addition, this innovation also has to do with government. The role of government may be too large, thus limiting public sector leaders from making service innovations.

Therefore, he joined up governance and networked governance to increase collaboration between the government and the public sector and outsiders. [4]

Yen, et al. [7] in their research objectives, service innovation requires, among other things, (1) fresh ideas, namely service development requires original ideas for companies in terms of service providers, customers, or the market. (2) A new customer interface, which focuses on the interaction between service providers and customers, so that companies can dig up information through customers. (3) In terms of delivery service system, namely innovation in service procedures needed to serve customers. (4) The choice of the latest capabilities, namely taking the opportunity to explore customer information and present the latest technology in serving consumers.

In several studies, service innovation is grouped into (1) radical process innovation (a new or significantly improved service delivery process), (2) incremental process innovation (a service provision process that is improved or improved gradually), (3) additional service innovation (modification, revision and repositioning of existing services), and (4) radical service innovation (new features and new services to market) [8].

2.2. Innovation Capability

Innovation capability has an influence on the organizational performance and financial processes of a company. One element of innovation capability is service innovation which is the result of innovation activities. This innovation activity is obtained through implementing the innovation potential of the company. Therefore, by maximizing the organization's capability to innovate, it will produce service innovation. [5]

2.2.1. INNOVSCALE

INNOVSCALE is a scale that can be used to measure innovation capability.

Vicente, et al conveyed several aspects of INNOVSCALE, including (1) Product development capability, which is the company's ability to develop and manage new products. (2) Innovativeness, which includes the company level of innovation. Innovativeness contributes to the company's capacity to increase the company's propensity to adopt new ideas, innovations, experiments, and original processes. (3) Strategic capability which reflects the company's ability to formulate, implement and monitor strategies in implementing innovation. (4) Technological capability, technological capabilities allow companies to develop and introduce new products, create product differentiation that is of high quality, and has a more competitive price by reducing production costs. [9]

2.3. Service Quality

Service quality and customer satisfaction have been recognized as important strategic imperatives for reinventing the public sector [10]. Assessment of service quality can be an indicator in assessing the quality of service available to the expectations of consumers. The use of service quality dimensions will increase understanding in a wider area, especially consumer desires for service quality [11].

Service quality is recognized as a factor for gaining competitive advantage and maintaining satisfying relationships with customers. Service quality has a positive effect on a company's bottom-line performance, which extends to the competitive advantage gained from improving quality. [12]

2.3.1. SERVQUAL

The SERVQUAL model is a measurement used to assess the quality of services provided by the organization to customers, then customers assess whether the service is what they expect [13].

Some of the dimensions contained in the SERVQUAL model are tangible, reliability, responsiveness, assurance, and empathy. Tangible represents a physical service: the appearance of physical facilities, equipment, personnel, and written materials. Reliability is the fulfillment of promises which include the ability to perform the promised service to be reliable and accurate. Assurance is an inspiring belief and belief, namely the knowledge and courtesy of employees and their ability to inspire confidence and self-confidence. Empathy is a form of treating customers as individuals, such as attention, individual attention given to customers.

2.4. Customer Satisfaction

Customer satisfaction or dissatisfaction is a very commonly discussed concept. In marketing and consumer research, customer satisfaction has been used to describe the difference between a specific alternative and a brand. Economic practitioners use customer satisfaction as an indicator to describe the differences between product groups and industries. Consumer satisfaction is treated as an abstract and theoretical phenomenon that can be measured as an average of several indicators. This is because customer satisfaction cannot be measured directly using objective measures. [14]

Customer satisfaction is a function of perceived (service) quality and expectations. Customer satisfaction is influenced by two factors: expectations and service performance. Perceived performance is influenced by consumer perceptions of service quality and company

image. Because satisfied customers tend to maintain their consumption pattern for the same service [14].

2.5. Relationship between Service Innovation and Innovation Capability

Wang [15] conducted a study on the effect of service innovation on innovation performance in technology-based companies. The study was conducted at Taiwanese manufacturing companies as the research target with a total of 235 respondents used. It should be noted that the ability of innovation can determine and determine how innovation should be carried out by a company so that it is measurable and directed.

The result shows that one of the research hypotheses, namely service innovation has an effect on innovation performance, is proven. This indicates that innovation performance will increase along with service innovation carried out by the company.

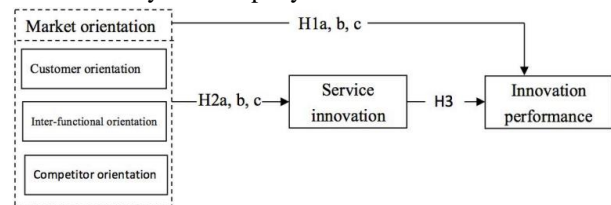


Figure 1 Concept model of Wang's research

2.6. Relationship between Innovation Capability and Service Quality

Innovation capability is the capital owned by an institution to innovate. Therefore, the input possessed by the institution is one of the capabilities or potentials to be developed into innovation.

Ngo and Aron [16] in research conducted at companies in Australia show that there is a positive influence of innovation capability on service quality mediated by customer participation. The results obtained were that the innovation capability model had a positive effect on service quality directly

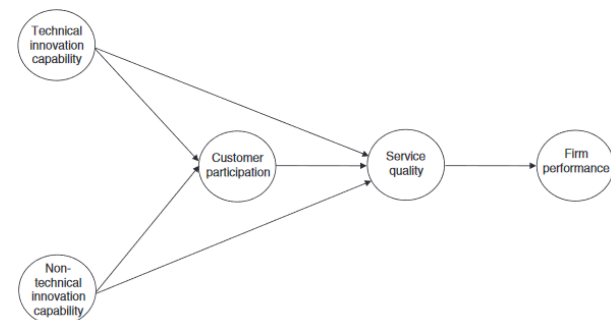


Figure 2 Concept model of Ngo and Aron research

2.7. Relationship between Service Quality and Consumer Satisfaction

Research conducted by Ali and Raza [17] shows that customer satisfaction can be increased through the management of service quality. The study was conducted on 450 Islamic bank customers in Pakistan. In this study, there is one additional indicator, which is compliance

This study shows that the indicators of SERVQUAL with the addition of one indicator, which is compliance have a positive effect on customer satisfaction.

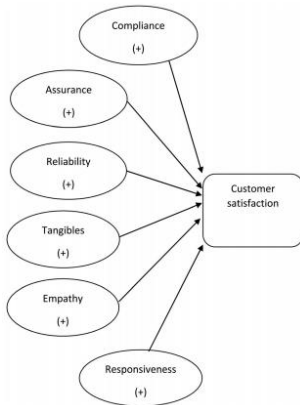


Figure 3 Concept model of Ali and Raza's research

2.8. The Relationship between Innovation Capability and Customer Satisfaction through Service Quality

Hu and Huang [18] in their research proved that separately, innovation capability and service quality had a positive influence on customer satisfaction. The research was conducted in Taiwan with the subject being consumers who use domestic cargo air freight services. The total subjects in this study were 400 people who used air cargo services.

The results showed by linear regression that innovation capability and service quality affect customer satisfaction. In this study, a few modifications were made to determine the effect of innovation capability on customer satisfaction through service quality

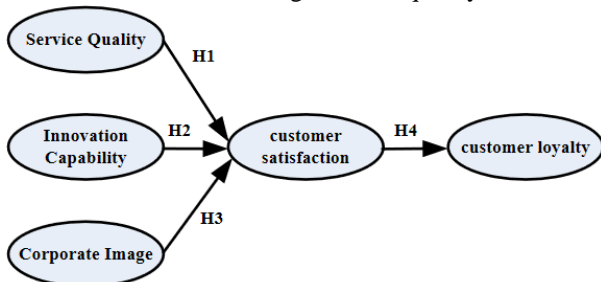


Figure 4 Concept model of Hu and Huang's research

3. HYPOTHESIS AND RESEARCH METHOD

The hypothesis is a provisional answer to the formulation of the research problem, because it needs to be proven. Based on the formulation of the problem and research objectives, the hypotheses that can be used in this study are as follows:

- H1:** There is a positive effect of service innovation on innovation capability
- H2:** There is a positive influence of innovation capability on service quality
- H3:** There is a positive effect of service quality on customer satisfaction
- H4:** There is a positive influence of innovation capability on customer satisfaction which is mediated by service quality

A research model or theoretical framework can be developed as presented in the following diagram

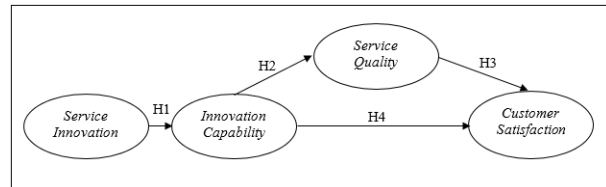


Figure 5 Conceptual model

The object of this research is the people who uses the services at the State Prosecutor's Office. In this case, the researcher took the place of the South Jakarta District Prosecutor's Office and the Depok District Prosecutor's Office. In general, the state attorney's office has the same form of service, namely ticketing and one-stop services (visiting detainees, collecting evidence, and legal consultation). Therefore, the South Jakarta and Depok District Attorneys also have the same form of service as the General Prosecutors' Office.

The sampling method used in this research is Non-Probability Sampling through purposive sampling technique at the South Jakarta and Depok Public Prosecutors' Office. The use of purposive sampling is because the respondents in this study must be people who use the services at the State Prosecutor's Office directly. Based on this, the researcher took a sample of 263 respondents, so that this number met the requirements stated above.

Researcher will use Lisrel 8.80 in processing respondent data. In terms of methodology, SEM is used as a system of simultaneous equations, linear causal analysis, path analysis, analysis of covariance structure and structural equation modeling.

Testing the mediation hypothesis can be done using a Sobel test. The sobel test is carried out by testing the indirect effect of the independent variable (X) on the

dependent variable (Y) through the intervening variable (V). The indirect effect of X to Y through V is calculated by multiplying the path $X \rightarrow V$ (a) on the path $V \rightarrow Y$ (b) or ab. Thus forming the coefficient $ab = (c - c')$, where c is the effect of X on Y without controlling V, while c' is the coefficient of influence of X on Y after controlling V. Standard error coefficients a and b are denoted by Sa and Sb, the magnitude of the standard error of indirect effect Sat is calculated by the "equation (1)" below:

$$Sab = b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2 \quad (1)$$

To test the significance of the indirect effect, it is necessary to calculate the t value of the ab coefficient with the "equation (2)" below:

$$t = \frac{ab}{Sab} \quad (2)$$

The value of t count is compared with the value of t table, which is > 2.042 . If the t value is greater than the t table value, it can be concluded that there is a mediation effect.

4. RESULTS

4.1. Validity and Reliability Pre-test

The pretest validity test in this study used the dimension reduction factor analysis method. This factor analysis aims to filter out the superior or dominant variables. There are also requirements for this factor analysis, including (1) the value of the Kaiser-Mayer-Olkin Measure (KMO) > 0.5 , (2) the value of the Barlett's test (sig.) < 0.05 , (3) the anti-image value > 0.5 , and (4) component matrix > 0.5 .

The value of the KMO and Barlett's test was used as a measure of the whole variable. Meanwhile, the value of the anti-image and component matrix is used to measure the items of each variable. The results of the factor analysis in this study shown in table 1. This pretest calculation uses 40 samples. Based on the results, it can be concluded that there are 6 items that have failed. Five items came from the Service Quality variable and one item from the Innovation Capability variable.

In the Service Quality variable, items that fail come from the responsiveness indicator as many as three out of four items (KL10, KL11, and KL13) and empathy for two out of five items (KL19 and KL20). Whereas in the Innovation Capability variable, items that drop out come from the innovativeness indicator as much as one out of three items (IP7).

Reliability test shows the level of reliability, consistency or accuracy of measuring instruments used to determine the consistency of measurements when repeated measurements are carried out. The reliability testing technique uses Cronbach's Alpha.

The decision-making criterion is if the coefficient value of Cronbach's Alpha is ≥ 0.6 , it means that the questionnaire item is declared reliable or consistent in measuring the variables it measures. Based on the table shown below, it can be concluded that all items of the variables used in this study are reliable.

4.2. SEM Validity and Reliability

The validity level of each indicator in measuring latent variables is indicated by the size of the loading factor using standardized solution estimates. An indicator is declared valid if the loading factor of an indicator is positive and is greater than 0.5.

The construct reliability test was carried out using Construct Reliability (CR) and Variance Extracted (VE). The test criterion states that if the Construct Reliability (CR) coefficient is ≥ 0.7 and Variance Extracted (VE) ≥ 0.5 , it means that the construct is reliable, or the indicator is consistent in measuring the variables it measures. Also, Fornell and Larcker (1981) stated that variables can still be said to be valid and reliable if the construct reliability value is > 0.6 , even though the variance error (VE) is < 0.5 . The results of reliability testing is shown in table 2.

4.3. Model Fit Analysis

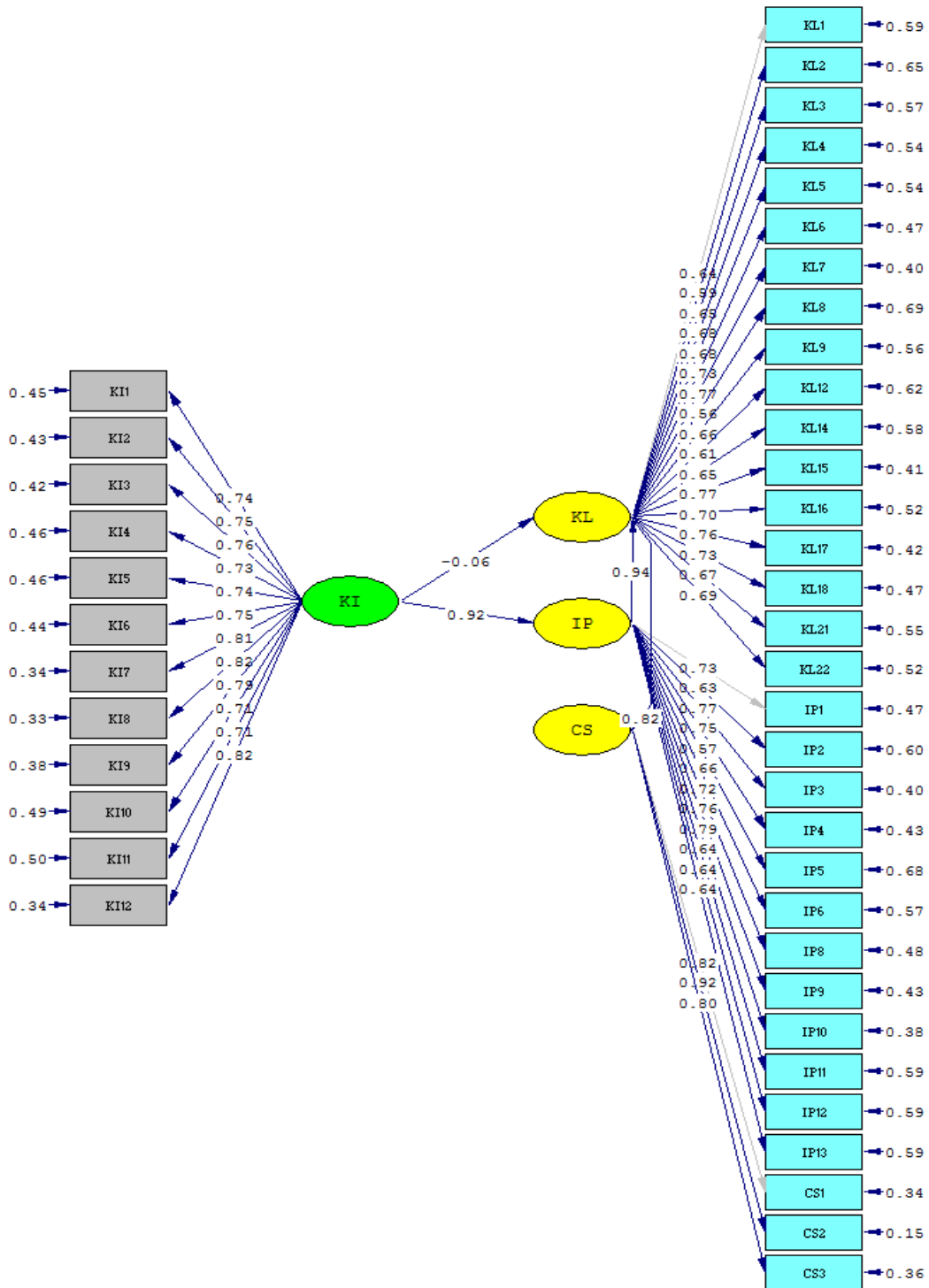
Testing the fit / fit of the model (construct) is intended to determine the suitability of the construct. Also, measurement model is basically the result of the calculation of the study. The measurement model can be seen in figure 6.

There are several test indices in SEM analysis, namely Chi-Square, Comparative Fit Index (CFI), Goodness-of-Fit Index (GFI), Root Mean Square of Approximation (RMSEA), Adjusted Goodness-of-Fit Index (AGFI), Tucker Lewis Index (TLI), Normed Fit Index (NFI), Parsimonious Normal Fit Index (PNFI), and Parsimonious Goodness-of-Fit Index (PGFI). To explain these qualifications, the results can be seen in table 3.

Based on the summary of the Goodness of Fit Model table, it can be seen that the CFI, RMSEA, NNFI, NFI, PNFI, and PGFI indices are at the good of fit level. Meanwhile, GFI and AGFI are at the marginal of fit. Only one index, which is Chi-Square, shows poor of fit. It can be concluded that the model is still acceptable and fit for use

4.4. Hypothesis Testing

Hypothesis testing can be done in several ways. In this study, researchers will use standardized solution coefficients, z-values, and p-values. The summary of the results can be seen in figure below.



Chi-Square=2763.05, df=898, P-value=0.00000, RMSEA=0.089

Figure 6 Measurement Model

Table 1. Validity and Reliability Pre-test Result

Variable	Item	KMO	Barlett's Test	Anti-Image	Component Matrix	Cronbach's Alpha
Service Quality	KL1	0,713	0,00	0,784	,756	0,916
	KL2			0,917	,640	
	KL3			0,882	,740	
	KL4			0,601	,683	
	KL5			0,675	,569	
	KL6			0,691	,812	
	KL7			0,815	,860	
	KL8			0,605	,544	
	KL9			0,559	,658	
	KL10			0,709	,152	
	KL11			0,542	,353	
	KL12			0,607	,648	
	KL13			0,487	,206	
	KL14			0,773	,789	
	KL15			0,898	,866	
	KL16			0,761	,782	
	KL17			0,89	,812	
	KL18			0,563	,650	
	KL19			0,549	,109	
	KL20			0,608	,014	
	KL21			0,709	,679	
	KL22			0,827	,742	
Innovation Capability	IP1	0,85	0,00	0,752	,830	0,909
	IP2			0,914	,734	
	IP3			0,813	,866	
	IP4			0,815	,766	
	IP5			0,819	,615	
	IP6			0,863	,728	
	IP7			0,692	,493	
	IP8			0,753	,757	
	IP9			0,761	,784	
	IP10			0,865	,738	
	IP11			0,673	,511	
	IP12			0,861	,665	
	IP13			0,87	,620	
Service Innovation	KI1	0,79	0,00	0,861	,626	0,942
	KI2			0,736	,815	
	KI3			0,698	,785	
	KI4			0,882	,812	
	KI5			0,641	,605	
	KI6			0,772	,765	
	KI7			0,881	,874	
	KI8			0,844	,806	
	KI9			0,888	,880	
	KI10			0,847	,819	
	KI11			0,711	,845	
	KI12			0,748	,849	
Customer Satisfaction	CS1	0,702	0,00	0,753	,875	0,878
	CS2			0,643	,936	
	CS3			0,734	,883	

Table 2. SEM Validity and Reliability Result

Variabel	Indikator	<i>Standardized Weight</i>	CR	VE
Service Quality	KL1	0,64	0,91	0,48
	KL2	0,59		
	KL3	0,66		
	KL4	0,69		
	KL5	0,69		
	KL6	0,73		
	KL7	0,78		
	KL8	0,57		
	KL9	0,66		
	KL12	0,61		
	KL14	0,64		
	KL15	0,76		
	KL16	0,7		
	KL17	0,76		
	KL18	0,73		
KL21	0,67			
KL22	0,69			
Innovation Capability	IP1	0,73	0,93	0,46
	IP2	0,63		
	IP3	0,77		
	IP4	0,76		
	IP5	0,57		
	IP6	0,66		
	IP8	0,72		
	IP9	0,75		
	IP10	0,79		
	IP11	0,64		
	IP12	0,68		
	IP13	0,65		
	Service Innovation	KI1		
KI2		0,75		
KI3		0,76		
KI4		0,73		
KI5		0,74		
KI6		0,75		
KI7		0,81		
KI8		0,82		
KI9		0,79		
KI10		0,71		
KI11		0,71		
KI12		0,82		
Customer Satisfaction	CS1	0,82	0,88	0,72
	CS2	0,92		
	CS3	0,81		

Table 3. Goodness of Fit Model

Index	Goodness of fit	Cut Off Value	Explanation
Chi-Square	2804.9	Expected low	Poor of Fit
CFI	0.96	≥ 0.90	Good of Fit
GFI	0.68	≥ 0.90	Marginal of Fit
RMSEA	0.08	≤ 0.08	Good of Fit
AGFI	0.64	≥ 0.90	Marginal of Fit
TLI/NNFI	0.96	≥ 0.90	Good of Fit
NFI	0.95	≥ 0.90	Good of Fit
PNFI	0.90	0.60 – 0.90	Good of Fit
PGFI	0.61	0.60 – 0.90	Good of Fit

Hypothesis	Path	Coefficient	Std. Error	z-value	p-value
H1	KI - IP	0.92	0.073	10.49	< 0.00
H2	IP - KL	0.94	0.16	5.92	< 0.00
H3	KL - CS	0.82	0.083	9.83	< 0.00

Figure 7 Hypothesis testing

The first hypothesis (H1) in this study states that Service Innovation has a positive effect on Innovation Capability. Based on the table presented, H1 is accepted. This is based on a z-value of 10.49 > 1.96 and a p-value of 0.00 < 0.05 so that the relationship between Innovation Capability and Service Innovation is significant. The path coefficient of Service Innovation on Innovation Capability is 0.92. These results indicate that the relationship between these two variables is positive and unidirectional.

The second hypothesis (H2) states that Innovation Capability has a positive influence on Service Quality. Based on the table presented, H1 is accepted. This is indicated by the z-value of 5.92 > 1.96 and the p-value of 0.00 < 0.05 so that the relationship between Innovation Capability and Service Quality is significant. Innovation Capability path coefficient on Service Quality is 0.94. These results indicate that the relationship between these two variables is positive and unidirectional.

The third hypothesis (H3) in this study states that Service Innovation has a positive effect on Service Quality. Based on the table presented, then H3 is accepted. This is based on a z-value of 9.83 > 1.96 and a p-value of 0.00 < 0.05 so that the relationship between Service Quality and Customer Satisfaction is significant. The path coefficient of Service Quality to Customer Satisfaction is 0.82. These results indicate that the relationship between these two variables is positive and unidirectional.

Indirect hypothesis testing is used to test the fourth hypothesis. This testing aims to test the mediator variable

on the dependent variable. The test used the Sobel Test to get a p-value < 0.05, so it was considered significant. The figure below is the results of the analysis from the Sobel Test.

Hypothesis	Path	t	p-value
H4	IP - KL - CS	5.55	0.00

Figure 8 Indirect hypothesis testing

The fourth hypothesis (H4) in this study states that Innovation Capability through Service Quality has a positive influence on customer satisfaction. The test of the influence of Innovation Capability (IP) on customer satisfaction (CS) resulted in a t-test of 5.55 and a p-value of 0.00 < 0.05. Based on these results, it can be concluded that Innovation Capability has a positive influence on customer satisfaction through Service Quality as a mediator variable.

5. DISCUSSION AND CONCLUSION

Service innovation has a positive and significant influence on innovation capability. If the potential of the institution / company, then innovation in the service sector can be done. As mentioned by previous study, that to study issues in innovation in the public sector, innovation capability is defined as the level of confidence that the public sector can generate new ideas that are useful for improving public service provision or creating new products [19]. Therefore, it is also necessary to increase and prepare innovation capability.

Service quality has a positive influence on customer satisfaction, both directly and as a mediating variable of innovation capability. This indicates that customer satisfaction can be improved by raising service quality standards, as previous study mentioned that a guideline was formed to improve service quality in order to meet customer satisfaction [20].

In addition, innovation capability through service quality also has a positive influence on customer satisfaction. As previous study found that there is an influence of innovation capability on customer satisfaction [18] and service quality is an important factor in measuring customer satisfaction [21]. This explains that by utilizing the potential of innovation efficiently and optimally, it will affect the quality of service institutions / companies that produce output to customer satisfaction.

5.1. Managerial Implications

To increase and maintain customer satisfaction at the State Prosecutor's Office, this can be done by preparing and maximizing the potential of the institution, taking the initiative to understand consumer needs, and providing training on stress management and service excellence.

Preparing and maximizing the potential of the institution can be done by evaluating the resources owned, both human and material resources, so that the institution can have projections regarding aspects that can be maximized. Also, provide an evaluation of the performance of each employee and provide input in an effort to improve the quality of performance and skills that can be developed, both soft skills and hard skills. Last but not least, updating technology to rejuvenate service systems and socialize service systems that can be used online will be useful for the institution to have more efficient process.

Understanding the needs of consumers can be endeavoured by distributing pamphlets regarding complete information on the flow of services at the State Prosecutor's Office. Creating a standard feedback form or suggestion box can also help accommodate consumer complaints and suggestions more easily and quickly. This form can be done online or in person.

Handling consumers is not an easy thing, so stress management is needed for employees so that they don't feel pressured while serving consumer needs. It is better if in providing services, SOPs are also established so that KPIs that are measured from employees can be seen more objectively. In addition, employees have a measure of when to follow the SOP, and when to improvise.

5.2. Theoretical Implications

Based on the discussion and conclusions made in the research, there are several points that can be conveyed, including the following:

1. Research on innovation capability, service quality, and service innovation can be carried out on consumers. Usually these variables is tested to internal employees of the company. But, this study using these variables directly to the consumers. So, the variables can be also measured from different perspective.
2. Good innovation management can be directly felt by consumers, so that it can affect their satisfaction in using the service
3. The public sector can be an interesting object of research in the field of innovation. This is because the public sector basically does not have commercial products or services, but what it does is provide the maximum possible service to the community.

5.3. Research Limitations

The limitation in this study is that the measurement variables of customer satisfaction are only innovation capability, service innovation, and service quality. Researchers understand that there are other factors and variables that can affect customer satisfaction.

The results of this study still have limitations in providing comparison with other State Attorneys. Through this comparison, it is hoped that there will be definite benchmarks in comparing the delivery of similar services in each region. This situation also caused by pandemic that forced the research plan had to change.

Another limitation of this study is the limited time the respondents have in answering the questionnaire. Most of the respondents only took the time to solve problems, especially the tickets. Thus, the number of respondents who were accepted was still not maximal. Researchers realize that with a large number, this research will be more credible and can be used as a guide for other institutions in developing service quality

AUTHORS' CONTRIBUTIONS

Zike A.P and Dudi H.S worked on idea and research topic.

Zike A.P executed the research on the field and did the computation of the data.

Dudi H.S helped Zike A.P to construct the theory and theoretical framework.

Dudi H.S performed as an advisor until the completion of the research and paper

ACKNOWLEDGMENTS

We'd like to thank Mr. Anang Supriatna, assistant in the field of coaching at the Central Jakarta Prosecutor's Office, who gave permission to conduct field research. We'd also like to thank Mr. Sri Kuncoro, head of the Depok state prosecutor's office, in giving permission to conduct field research in Depok area.

The first author would like to thank Mr. Dudi H.S to act as an advisor for this research from the beginning until finish. This work can also be done with the help of employees of the public prosecutor's office.

REFERENCES

- [1] Bontis, N., Richards, D., & Serenko, A. (2011). Improving service delivery: Investigating the role of information sharing, job characteristics, and employee satisfaction. *The learning organization*, 18(3), 239-250. DOI: <https://doi.org/10.1108/09696471111123289>
- [2] Bouranta, Angelos Pantouvakis Nancy. (2013), "The interrelationship between service features, job satisfaction and customer satisfaction", *The TQM Journal*, Vol. 25 Iss 2 pp. 186-201. DOI: <https://doi.org/10.1108/17542731311299618>
- [3] Orwig, R. A., Pearson, J., & Cochran, D. (1997). An empirical investigation into the validity of SERVQUAL in the public sector. *Public Administration Quarterly*, 54-68. URL: <https://www.jstor.org/stable/40861700>
- [4] Arundel, A., Bloch, C., & Ferguson, B. (2019). Advancing innovation in the public sector: Aligning innovation measurement with policy goals. *Research Policy*, 48(3), 789-798. DOI: <https://doi.org/10.1016/j.respol.2018.12.001>
- [5] Saunila, M., & Ukko, J. (2012). A conceptual framework for the measurement of innovation capability and its effects. *Baltic Journal of Management*. DOI: <https://doi.org/10.1108/17465261211272139>
- [6] Popa, I., Dobrin, C., Popescu, D., & Draghici, M. (2011). Competitive advantage in the public sector. *Theoretical and Empirical Researches in Urban Management*, 6(4), 60-66. URL: <https://www.jstor.org/stable/24873302>
- [7] Yeh, T. M., Chen, S. H., & Chen, T. F. (2019). The relationships among experiential marketing, service innovation, and customer satisfaction—A case study of tourism factories in Taiwan. *Sustainability*, 11(4), 1041. DOI: <https://doi.org/10.3390/su11041041>
- [8] Khan, B. A., & Naeem, H. (2018). Measuring the impact of soft and hard quality practices on service innovation and organisational performance. *Total Quality Management & Business Excellence*, 29(11-12), 1402-1426. DOI: <https://doi.org/10.1080/14783363.2016.1263543>
- [9] Vicente, M., Abrantes, J. L., & Teixeira, M. S. (2015). Measuring innovation capability in exporting firms: the INNOVSCALE. *International Marketing Review*. DOI: <https://doi.org/10.1108/IMR-09-2013-0208>
- [10] Rhee, S. K., & Rha, J. Y. (2009). Public service quality and customer satisfaction: exploring the attributes of service quality in the public sector. *The service Industries journal*, 29(11), 1491-1512. DOI: <https://doi.org/10.1080/02642060902793441>
- [11] Wisniewski, M. (2001). Using SERVQUAL to assess customer satisfaction with public sector services. *Managing Service Quality: An International Journal*. DOI: <https://doi.org/10.1108/EUM0000000006279>
- [12] Paul, J., Mittal, A., & Srivastav, G. (2016). Impact of service quality on customer satisfaction in private and public sector banks. *International Journal of Bank Marketing*. DOI: <https://doi.org/10.1108/IJBM-03-2015-0030>
- [13] Wisniewski, M. (1996). Measuring service quality in the public sector: the potential for SERVQUAL. *Total Quality Management*, 7(4), 357-366. DOI: <https://doi.org/10.1080/09544129650034710>
- [14] Andreassen, W.T. (1994). Satisfaction, loyalty and reputation as indicators of customer orientation in the public sector. *International Journal of Public Sector Management*, 7(2), 16-34. DOI: <https://doi.org/10.1108/09513559410055206>
- [15] Wang, C. H. (2014). Does service innovation matter in high-tech industry?. *Journal of technology management & innovation*, 9(2), 42-55. DOI: <http://dx.doi.org/10.4067/S0718-27242014000200004>
- [16] Ngo, L. V., & O'cass, A. (2013). Innovation and business success: The mediating role of customer participation. *Journal of Business research*, 66(8), 1134-1142. DOI: <https://doi.org/10.1016/j.jbusres.2012.03.009>
- [17] Ali, M., & Raza, S. A. (2017). Service quality perception and customer satisfaction in Islamic banks of Pakistan: the modified SERVQUAL model. *Total Quality Management & Business Excellence*, 28(5-6), 559-577. DOI: <https://doi.org/10.1080/14783363.2015.1100517>

- [18] Hu, K. C., & Huang, M. C. (2011). Effects of service quality, innovation and corporate image on customer's satisfaction and loyalty of air cargo terminal. *International Journal of Operations Research*, 8(4), 36-47. URL: <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.402.4070&rep=rep1&type=pdf>
- [19] Kumar, N., & Rose, R. C. (2010). Examining the link between Islamic work ethic and innovation capability. *Journal of management development*. URL: <https://doi.org/10.1108/02621711011009081>
- [20] Wisniewski, M. (2001). Using SERVQUAL to assess customer satisfaction with public sector services. *Managing Service Quality: An International Journal*. URL: <https://doi.org/10.1108/EUM0000000006279>
- [21] Amin, M., & Isa, Z. (2008). An examination of the relationship between service quality perception and customer satisfaction. *International Journal of Islamic and Middle Eastern Finance and Management*. URL: <https://doi.org/10.1108/17538390810901131>