



Service Triangle Model to Improve the Quality of Service for Prospective Workers in Surabaya Job Training Center During the New Normal Era

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Abstract. Indonesia has entered a new chapter in dealing with Covid 19 and facing a new normal area, including government service. Implementing services in an agency or company requires a service model that can reflect how a service takes place. One of the service models is the service triangle, namely the service triangle. The Technical Implementation Unit of the Job Training Agency (UPT BLK) is one of the government agencies providing training to improve the competitiveness of the Indonesian people through competency-based training, competency tests, and expertise certification. For this reason, UPT BLK Surabaya is required to create a service model that can maximize and improve the quality of prospective workers even though it is within the limitations of the new normal. This study aims to formulate how the model used by UPT BLK Surabaya to improve service quality in the new normal era. This research uses the theory of the service triangle model. This research was located at UPT BLK Surabaya with informants from the Head of UPT BLK Surabaya, the Head of development and marketing, and training participants at UPT BLK Surabaya. Data collection through interviews and observations. Based on analysis using the triangular service model theory, UPT BLK Surabaya has made several service changes facing this new normal era. Some changes were made in the strategy it uses, the system it runs to customer aspects that there are changes to improve the quality of its services.

Keywords: Service Triangle Model · New Normal Era · Public Services · UPT BLK Surabaya

1 Introduction

Indonesia has entered a new chapter in dealing with Covid-19, known as the new normal era, which is a situation where all people can return to their usual activities but have a unique design. It also affects changes in service delivery. The government plays a role in providing the best service in this Covid-19 era, and the Covid-19 pandemic has changed services by maximizing the use of technology, information, and communication in its government tasks. Due to the limited space for people to move due to health protocols,

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the government gives its citizens the right to be served through electronic means; the government must provide new service models that can answer the challenges of this new normal era.

Implementing services in an agency or company requires a service model that can reflect how a service takes place; one of the service models is the service triangle. The service triangle has three interrelated elements. First is the strategy that concerns the position and goals of customer service. Second, human resources concern employees who provide customer needs, and the service system is an organizational program. The third is the procedure and resources that are made to provide comfortable and quality services for customers. The service triangle model is one of the wise steps used to improve the organization's service processes and to meet the demands and aspirations of customers called total quality service [1].

The Technical Implementation Unit of the Job Training Agency (UPT BLK) is one of the government agencies engaged in providing training services to improve the competitiveness of the Indonesian people through competency-based training, competency tests, and expertise certification. UPT BLK is spread throughout the provincial capital of Indonesia, including the city of Surabaya. This UPT BLK is a competency-based government-owned training institution and a free competency test with the main task of organizing some supporting operational and technical activities in the field of job training.

UPT BLK Surabaya provides a variety of training that the surrounding community can attend for free. Besides, they provide several research majors, such as automotive majors, graphic design, hospitality, multimedia, accounting to hospitality; the training majors are tailored to the demands of jobs. Therefore, implementing UPT BLK Surabaya's training can help the community or prospective workers improve their skills and competencies. To realize this, UPT BLK Surabaya requires a service model that can maximize the training services that will be carried out.

The scope of this study includes aspects of the service triangle model at the Technical Implementation Unit of the Surabaya Job Training Center in facing the new normal era to improve service quality even within the limitations of the new normal era.

2 Methods

The research method used in this study is descriptive through a qualitative approach based on written, oral and visual documentation. The analysis used in this study is based on the results of journal analysis and articles related to the service triangle model at UPT BLK Surabaya services. In addition, the data collection method used is an in-depth interview supported by observations made at UPT BLK Surabaya.

The location of this study was in the city of Surabaya by interviewing the Head of the UPT BLK Surabaya Office as the person in charge of service delivery, the Head of the Development and Marketing Section as the Head of the service provider, and representatives of the training participants as service recipients. This study uses the theory of the service triangle model proposed by Rangkuti in 2006.

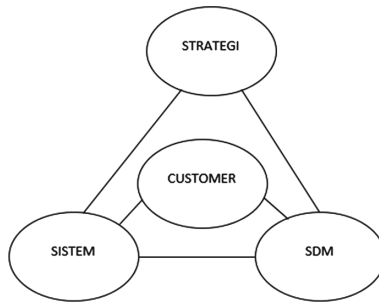


Fig. 1. Service triangle model

3 Results

The purpose of this study is to formulate how the model used by UPT BLK Surabaya is to improve service quality in the new normal era. By using the theory of the triangular model of service.

3.1 Service Triangle Model to Improve the Quality of Service for Prospective Workers at UPT BLK Surabaya

According to Rangkuti, the service triangle model is an interactive management model that reflects the relationship of three elements, namely service strategy, human resources, and service systems, with customers as the central point [2]. Figure 1 shows the service triangle model.

Based on the picture of the service triangle model above, it can be seen that service strategy, system aspects, and HR aspects are interconnected with consumers. Although that way, consumer-focused services will be produced [3]. This model can be a reference in developing interview guidelines to determine the quality of service implementation in the Technical Implementation Unit of the Surabaya City Job Training Center because several factors are interconnected and can affect service quality improvement. Therefore, the above service model is considered suitable and can be used because previous researchers have widely used it to improve the quality of service.

3.2 Variable and Indicator

The variables used correspond to the variables in the service triangle model, which are then looking for indicators that can affect the variable. The hands obtained have been proven by previous researchers, including:

Strategy. It is a basic design of environmental factors such as resource deployment and organizational interaction with competitors [4]. An agency can implement five service strategies to improve the quality of its services consisting of core strategies, consequences, customers, supervision to culture [5].

Core Strategy. The strategy that explains the organization's goals is referred to as the core strategy. This strategy helps in the clarification of goals, which can clarify the functions and direction of the organization in carrying out its responsibilities.

Consequence Strategy. The purpose of the consequence strategy is to create consequences (both positive and negative) for the performance that has been carried out. Employees and other service providers will engage in healthy competition due to this strategy, which will increase employee motivation and performance through rewards and punishments.

Customer Strategy. Customer strategy tries to develop a service delivery system that the agency will implement to provide the best service to customers. Simple procedures, a pleasant office environment, a technology-based service system, and an online-based computer system are some of the things that can be done.

Surveillance Strategy. It is hoped that by implementing a supervisory strategy, the institution will be able to develop capabilities, independence, and public trust in its role as a servant.

Cultural Strategy. The goal of a cultural culture strategy is to change the culture that can hinder change. But unfortunately, it is difficult to change a person's or organization's culture because it has become a habit.

System. A system is a collection of interrelated and correlated components to achieve goals [6]. The discussion of the system refers to service standards that contain requirements, service procedures, settlement periods, service costs, service products, facilities, and Infrastructure for the evaluation of implementing performance [7].

Requirement. It is a condition that consumers must do to receive services from an agency. Each agency's requirements determined by each service provider are certainly different. Effectiveness and efficiency are two factors to consider when drawing up requirements.

Service Procedure. A set of instructions for obtaining a service organized in a chart specifies the steps the user must perform to receive benefits.

Completion Timeframe. It is the deadline for the completion of services, with clarity of time for customer service to be calm in carrying out every stage of service that will be passed.

Service Fee. It is a form of sacrifice that is measured in units of money that will be spent for a specific purpose. Users of the service should get information about how much the service will cost [8].

Service Products. Products are everything that can be supplied to the market to attract attention, acquisition, use, or consumption that can please customers [9].

Facilities and Infrastructure. A means is any equipment that serves as a tool to achieve the goal. meanwhile, Infrastructure is a collection of instruments that work together to achieve common goals [10].

Performance Evaluation of Implementers. It is a way to get feedback from customers through the provision of service assessment means such as customer satisfaction boxes,

customer satisfaction questionnaires, etc. It should be done so that agencies get input from service users to improve the quality of their services.

Human Resources. Human resources can be defined as a science and art that manages a relationship and the role of labor so that it can successfully and efficiently contribute to the goals of the company, employees, and society [11]. The quality of human resources in a company or agency is influenced by several factors, namely knowledge, skills, and abilities [12].

Knowledge. The ability to increase the intelligence and thinking ability of individuals, as well as mastery of various knowledge possessed by individuals.

Skills. Skill, in this term, is individual operational, technical ability, and proficiency in a particular field.

Abilities. Individual abilities consist of various competencies, such as loyalty, discipline, cooperation, and accountability.

Customer. A customer is a person or group of people who usually buy a product or service based on their decision based on considerations of benefits and prices, which will then occur purchase or utilization of services with a company. The consumer is the object of a service [13]. Consumers have a very important role in service because, with the presence of consumers, service providers can determine the extent to which the level of service has been carried out.

4 Discussion

4.1 Analysis of the Service Triangle Model in the Technical Implementation Unit of the Surabaya Job Training Center

The following are the results of the service model at UPT BLK Surabaya, which refers to the service triangle model as follows:

Strategy

Core Strategy. Based on the interviews, informants underline the UPT BLK Surabaya in implementing the training program. They mentioned the framework of the policy direction of the Governor of East Java. There are five policies included in the second mission. The first policy is to reduce the open unemployment rate. The second policy is the performance plan of the Head of the human resources and transmigration office of East Java Province. Their approach is to descend on the Head of the UPT BLK Surabaya to follow up on this matter. Following the Regional Regulation of East Java Province Number 8 of 2016 concerning the Implementation of Manpower Article 27, which aims to deal with unemployment.

Consequence Strategy. The consequence strategy in UPT BLK Surabaya is in the form of giving rewards to employees for their performance, namely in the form of performance benefits. The allowance is only in the form of global benefits for a provincial government employee. This performance allowance is given by looking at the employee performance

targets or SKP. If the SKP is not met, the performance allowance only gets 50%, but if the monthly SKP is completed, it will get 100%. Therefore, East Java Province has a fairly large performance allowance compared to other provinces.

Customer Strategy. Based on the interviews, the customer strategy carried out by upt blk surabaya, by trying to attract public interest in wanting to take part in the training, is by conducting open information through social media and face-to-face communication. Upt blk surabaya informs prospective participants about the details of the training implementation, what facilities are obtained, post-training facilities, and pre-training facilities. However, in the current normal era, there are some differences to before to attract people's interest in participating in training. First, related to the use of technology in training services, namely, as of 2021 and 2022 for its implementation, upt blk surabaya already has an electronic-based training information system with the name simple cak. Still, simple cak can only reach the registration stage. And for the simple cak application will be developed based on ios, which has been based on android.

Surveillance Strategy. The supervision strategy carried out by upt blk surabaya is to have three supervisory officials for the implementation of activities consisting of (1) supervisory administration for household management, (2) supervisory officials in the field of development and marketing, (3) supervisory officials in the field of training and certification who have different responsibilities and are carried out in stages. Training supervision is related to the training process starting from selection and then re-registering to the output later and learning student development from the beginning of the training to the end. As a result, supervision is not only a technical assessment of the training but also the participants' attitudes.

Cultural Strategy. The cultural strategy carried out by UPT BLK Surabaya is related to the existence of a new normal era, so people are currently required to adjust their interactions by fostering a culture of complying with health protocols. Therefore, wearing a mask and washing hands must begin to form and grow in today's society.

System

Requirement. Based on the interviews, the training requirements at UPT BLK Surabaya must be high school / vocational school graduates, photocopies of diplomas (if you don't have a diploma, you can use SKL), 3x4 photo passes, photocopies of family cards and photocopies of ID cards. Furthermore, there are additional requirements in the new normal era, namely showing a vaccine letter dose three or booster. In addition, if the prospective participant is still vaccinated with dose 2, there must be a letter of introduction to the swab results.

Service Procedure. The flow of training services at UPT BLK Surabaya is to accept online and offline registration, namely visiting the office directly by bringing the necessary documents or requirements or online using google forms or websites and Simple Cak. After registering online, prospective trainees are required to continue to monitor posts on IG or Facebook about the selection schedule and wait for the announcement of the selection results. At this stage, 16 people are selected as prospective participants, with an additional 3 for reserves, so there are 19 people.

The change in the flow of training services at UPT BLK Surabaya in the new normal era lies only in the addition of online registration, which was previously focused on offline. While the selection process and also the training process are still 100% full.

Completion Timeframe. Based on the interviews, it is known that the completion period of training at UPT BLK Surabaya is 260 h per training, which are 320 h, but in general, 260 h is equivalent to 33 days. Therefore, completing the training at UPT BLK Surabaya depends on the opening training, which is 180 h at the earliest. Thus, 180 h is equivalent to 23 days, while the longest is 43 days, which is 340 h. And for the completion of training during the new normal era, there is no change, and it remains the same during the period before the new normal.

Service Fee. The cost of training services for UPT BLK Surabaya for those who carried out for the job-seeking community is free of charge. However, UPT BLK Surabaya also does not rule out the possibility of cooperation with companies in carrying out training which is usually for upskilling its workforce and will be charged per regional regulations.

Service Products. Based on interviews that have been conducted, it is known that service products at UPT BLK Surabaya are training for prospective workers in Surabaya and its surroundings. The training is divided into 3, and institutional training is carried out at UPT BLK Surabaya. Non-institutional training, namely training carried out by UPT BLK Surabaya by visiting the place of prospective training participants, and self-financing training, namely cooperation training with third parties who issue financing for the training.

UPT BLK Surabaya provides seven vocational pieces of training, namely electric vocational, automotive, business, ICT, manufacturing, and hospitality. The training course at UPT BLK Surabaya does not coincide directly but is divided into several waves each year. The distribution depends on how much budget funds have fallen in that year.

Facilities and Infrastructure. The facilities and Infrastructure at UPT BLK Surabaya consist of workshops complete with equipment for each training program, for example, electricity, automotive, ICT, and others. In addition, there are worship facilities, canteens, and toilets. Moreover, spraying is carried out for additional health protocols in the form of masks, shields, and periodic spraying at the workshop once a month so after the training period is over.

Performance Evaluation of Implementers. The service evaluation method used by UPT BLK Surabaya is a questionnaire filled out by training participants. This questionnaire is distributed to evaluate the extent of training modules, facilities, and Infrastructure to Infrastructure. These results will be reported to the superior or Head of UPT BLK Surabaya as input for future training improvements. The evaluation of the registration implementation is carried out after the prospective participants have finished the registration process. This evaluation aims to determine the registration services at UPT BLK Surabaya. This evaluation is carried out once upon completion of the training.

Human Resources

Knowledge. Based on the interviews conducted, it is known that UPT BLK Surabaya is placing employees in a place that follows the ability of employees. Therefore, the first

step is mapping or position maps and researching individual employees. Whether they are not in that position, the mapping analyzes starting from the last education and what training or workshops they have participated in.

Skills. Based on the interviews, it is known that the skills training service officers must have been smiling, greeting, and greeting. In addition, training service officers are required to be able to receive 'guests serve guests' training. Customer service must be carried out not only by service officers but by all government employees, who must also have a good customer service concept. The basics are community servants, which must be emphasized to all employees.

UPT BLK Surabaya can improve the skills of its training service human resources by including its employees in training and seminars related to service delivery skills to support their performance so far. And in the future, UPT BLK Surabaya will hold and equalize training for employees to have certification to support services, but for now, it has not been implemented. It is still a plan and is still being studied in more depth.

Ability. The interviews found that UPT BLK Surabaya's efforts to improve employees' loyalty, discipline, cooperation, and accountability by emphasizing employees regarding the main task. One of them is community servants. Moreover, the efforts made by holding morning apples every morning can increase employees' work ethic.

Customer. Based on interviews that the author has conducted, it shows that UPT BLK Surabaya will reach more customers or trainees by making customer changes, namely the addition of training intended for junior high school graduates. However, for now, it is still not carried out because it is in the reassessment stage. UPT BLK Surabaya will make these changes based on the principle of equality in obtaining education for the community. Therefore, besides minimizing the victims of layoffs due to the Covid-19 pandemic, junior high school graduates should be able to work again and compete with other graduates.

4.2 Changes Services in the Technical Implementation Unit of the Surabaya Job Training Center in the New Normal Era Refer to the Service Triangle Model to Improve Service Quality

Based on the triangular model of UPT BLK Surabaya services, it has made various changes to face this new normal era. Some of these changes have been implemented by UPT BLK Surabaya, and some are still in the development stage. Here are these changes:

Strategy. The strategy changes made are in customer strategy and also culture:

Customer Strategy. Making changes in attracting public interest by using online media that previously still used conventional press. The online media consisted of Ig, doing Podcasts on Youtube and Facebook. And there is a change to develop the Simple Cak information system, which was previously only based on Android to iOS. However, these changes have not been implemented and are still a change plan.

Cultural Strategy. In the new normal era like today, UPT BLK Surabaya has made cultural changes in terms of complying with health protocols to reduce the transmission of covid-19 exposure, such as the culture of obeying social distancing, using masks during training, always maintaining cleanliness, washing hands and complying with other health protocols.

System. System Changes made by UPT BLK Surabaya are in the implementation of its service procedures and also facilities and Infrastructure:

Service Procedures. Make changes to the registration service procedures that were previously conventional but can now be done online. Some applications are applied: a Website (SISNAKER), Application (Simple Cak), and a Google Form that can be accessed by prospective trainees anywhere and anytime. As a result, there is no longer a need to come to the UPT BLK Surabaya office.

Facilities and Infrastructure. During the new normal era, UPT BLK Surabaya made changes in facilities and Infrastructure to support the new era, such as providing masks for prospective training participants, providing Face shields and handhelds for each training participant, adding temperature detectors at every corner of the entrance of UPT BLK Surabaya, to spraying all training rooms or workshops, a managerial room at regular intervals.

Human Resources

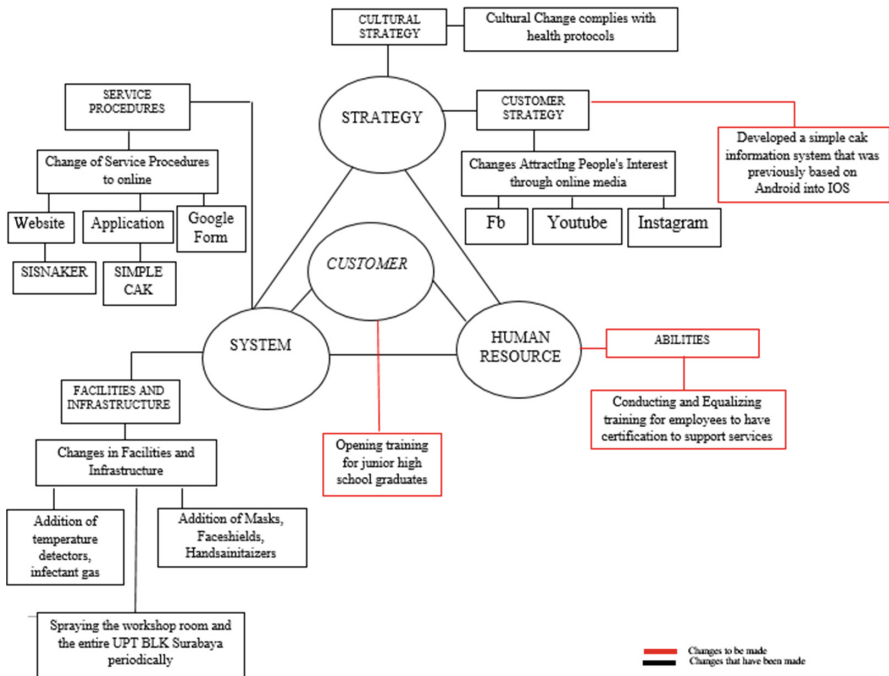


Fig. 2. Service triangle model of UPT BLK Surabaya in the new normal era

Ability. Will hold and equalize training for its employees to have competence and certification to support them in daily activities, namely providing the best service for the community and prospective training participants.

Customer. The addition opens up training for junior high school graduates to get the same job opportunity. However, for now, the innovation is still the plan of UPT BLK Surabaya, which is still in the stage of reviewing the invention.

Figure 2 describes a picture of the Triangle Model of training services carried out by UPT BLK Surabaya to improve the quality of prospective workers in the new normal era.

5 Conclusion

Services carried out by a government agency must be able to uphold professional values, and the quality of service regardless of the era faced, including during ongoing conditions, namely the new normal era. Therefore, UPT BLK Surabaya has made recent changes in the implementation of its services so that it can facilitate prospective UPT BLK Surabaya training participants and improve the quality of service for prospective training participants.

Analysis using the service triangle model theory found that UPT BLK Surabaya has made several service changes in the face of this new normal era, such as changes in the strategy it uses, the system it runs to customer aspects that have changed to improve the quality of its services.

Data collection techniques obtained the analysis results in interviews with the Head of UPT BLK Surabaya as the person in charge of the service provider, the Head of development and marketing as the service provider, and the training participants of UPT BLK Surabaya as service recipients.

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