



# IMPLEMENTATION OF SERVICE EXCELLENCE STRATEGY TO IMPROVE HR PERFORMANCE IN A LAW FIRM OFFICE

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**Abstract.** One of the determining factors for the success of an office is the productivity and performance of Human Resources (HR). One of the key factors in increasing the productivity of a Notary Law Firm/PPAT office is the quality of services provided. This study aims to determine the extent to which the quality of services provided at the XYZ Law Firm is implemented. The research method used in this study is to use a simple qualitative analysis to measure client satisfaction with the Servqual method. The distribution of research questionnaires was carried out both online and offline. From these results, findings related to service quality at the law firm's office were obtained which became input for the office.

**Keywords:** Law Firm, Human Resources, Service Excellent, Servqual Method

## 1 INTRODUCTION

One aspect that determines the success of an office is the productivity and performance of Human Resources (HR). Each organization or institution will carry out a protocol that goes hand in hand with services aimed at always having important factors in order to achieve the goals of an organization or institution itself. Based on Lovelock (2012) prioritizing productivity that runs effectively and efficiently will create an optimal implementation of services for customers where there will be a relationship either directly or indirectly to provide assistance to a customer need which will be carried out by encouraging increased employee performance in Office (p.291).

When a service office can develop rapidly, the office's human resources will become more creative, innovative, and responsive to all the needs of the office accompanied by increasing the rate of change and speed of the latest technology [24]. By implementing it at the Notary and PPAT (Land Deed Making Official) service office. Notary and

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D. V. Ferezagia et al. (eds.), *Proceedings of the International Conference on Vocational Education Applied Science and Technology (ICVEAST 2023)*, Advances in Social Science, Education and Humanities Research 783,  
[https://doi.org/10.2991/978-2-38476-132-6\\_47](https://doi.org/10.2991/978-2-38476-132-6_47)

PPAT is an institution that is needed by the community in administering land deeds and certificates. In Article 1868 of the Civil Code which explains that a Notary is a Public Official who has the authority to issue an authentic deed related to agreements, deeds and stipulations that are legalized by a general regulation or desired by interested parties to prove an authentic deed document.

Based on Article 15 of Law No. 30 of 2004 as replaced with (Law No. 2 of 2014, t.t.) the Notary Office Act (UUJN), the Notary as a Public Official has the authority to issue authentic deeds and has other powers related to actions, agreements and determinations desired by interested parties or required by Laws and Regulations. As well as the same law explains that a notary has a domicile which covers the entire province where the notary is located.

The goal of a service is a value whereby a state meets customer demands and expectations, and makes a modification to meet these expectations, this is an example of service quality by defining service quality as a long-term assessment of the customer's experience with the company's service delivery. Good service quality or customer perceptions of the service components of an office will also be an important determinant of customer satisfaction and ensure customer happiness with service that meets expectations or not (Feti Fatimah Maulyan, 2022, p. 8-15).

Based on the definition in the previous paragraph, it has been clearly explained that service quality is measured by comparing customer views of the service they actually experience or get with the service they really want, towards the service quality of a company in general, it is done by a method called servqual. namely the term of service quality that has been formulated (Parasuraman, Berry, & Zeithaml, 1988) is the value of satisfaction that can be seen in a service activity provided that is in accordance with established regulatory standards and runs effectively. By carrying out service excellence or commonly referred to as excellent service very well, in accordance with the criteria applicable to an agency and can be controlled in an effective, efficient, responsible way, and complying with applicable regulations, excellent service will be achieved at an agency very well in the implementation of activities contained in the office of Notary and PPAT.

## **2 LITERATURE REVIEW**

Excellent Service Concept Service can be interpreted as an aspect that cannot be abandoned and becomes a very important aspect in the process of fulfilling one's desires or needs for something that is provided by the service provider to other parties in need (individuals or individuals, groups or organizations and/or society. Based on concept (Puspitasari, 2019) service is an activity carried out by an institution or organization that concerns the hope of meeting the needs of the customer and is expected to create a distinct impression on the customer, with services that can meet customer expectations, the customer will appear satisfied, as service is something that is needed to attract customers to be able to use the product or service offered by an agency.

Excellent service can be interpreted as providing extraordinary customer service to create an unforgettable customer experience. It concerns a condition to exceed expectations and go beyond what is required to meet customer needs. Service excellence requires a commitment to an aspect of quality, reliability, empathy and responsiveness of a worker. To achieve service excellence, organizations must have clear objectives or standards and procedures to be able to provide extraordinary services. Leaders must also be able to provide training to employees so they know how to consistently provide excellent customer service. This includes developing effective communication skills, problem-solving skills and other service excellence that have significant benefits to an office that can be assessed as high reputation enhancement. Excellent service will be achieved very well if in practice it applies to all human resources involved in the agency, so that it is not only superiors or leaders who understand and are reliable in the concept of excellent service which must pay attention to the dimensions of the principles of excellent service quality according to standards. operational agency and controlled effectively, efficiently, responsibly, and comply with applicable regulations.

## **2.1 Strategy to Improve HR Performance**

HR performance improvement strategy is how an organization can improve the performance of its employees so that it can achieve its goals. In order for the strategy that has been owned to improve employee performance to be successful, organizations need to know their performance goals. The performance goals set are specific people for an internal or external program, agency routine activities and core activities that are the responsibility of an employee.

Strategy (strategy) is an integrated and comprehensive reference or becomes a decision-making guide to determine the form and direction of organizational activity to achieve its goals. According to Simamora (1997:38) Strategy is the whole program to achieve organizational goals. That is, how the organization carries out its mission. The word "program" has a definition that reflects the active and rational role played by a management to develop the company's strategy. Strategy sets a unified direction for the various goals and directs the deployment of the resources needed to move the organization towards those goals. When performance goals come from within employees, they build intrinsic strengths, and when the environment supports them, performance becomes easier.

Strategy in management is a continuous and dynamic process within an organization. Each strategy is subject to review and a change in the future. Especially since the situation is constantly changing. In other words, strategic management must transform the organization into an efficient unit. Because a successful organization is an organization that continuously improves its effectiveness and productivity. This is the only way for an agency to achieve the goals set with satisfactory results.

## 2.2 Services Concept

A service office is an institution that provides services and creates service marketing activities as a means to meet customer needs at a certain time and place. Service offices have several characteristics, presented by Philip Kotler in Supranto's book (Measurement of Customer Satisfaction Levels, 2006, p227) as below are the characteristic elements of service offices including the following:

- a. The activities carried out are services that do not materialize, in other words, they cannot be felt before being purchased by the client;
- b. Services produced by an agency or institution can be felt at one time, but this can happen if someone wants to hand them over to another party who is still concerned about these services.
- c. The services provided to customers are not the same, so that each customer will not receive the same type of service, in other words, it will vary;
- d. In providing services, activities can be carried out with or without the need for contributions from physical elements. The services provided cannot be stored, in other words the products purchased can run out and have retention depending on conditions that are influenced by certain factors.

The Notary and PPAT (Land Deed Making Official) service offices are institutions that are very much needed by the community in administering land deeds and certificates. In efforts to foster and enforce law in Indonesia, a set of laws and regulations and their enforcement tools are needed. Notary and PPAT offices are offices of public officials authorized to issue authentic deeds that have been regulated by law and/or requested by interested parties.

Notaries act as public officials authorized to collect deeds that are used as a means of proof in writing and are authentic. The notary has the authority to issue deeds for all actions, agreements and decisions regulated by law. Meanwhile, the PPAT has the authority to issue deeds related to legal actions related to land rights or land ownership rights, as well as to carry out land registration by making deeds as proof that certain legal actions have been carried out related to these activities.

## 3 RESEARCH METHODOLOGY

### Client Satisfaction Survey



**Fig. 1.** Client Satisfaction Survey Objectives  
Taken from the concept of servqual A.Parasuraman et al (1988),  
Reprocessed by the author, Year 2023.

With the desire of an agency to achieve aspects of client satisfaction, so as to carry out a benchmark, one of which is to take a survey of clients which through the client satisfaction questionnaire has several objectives including:

- Identify aspects that affect the level of client satisfaction on the services and services provided by the office and employees,
- Identify the quality of services and services that are expected and felt by clients,
- Provide an evaluation to improve the quality of service to clients.
- Availability of a conclusion from the evaluation of customer satisfaction survey reports originating from the processing of chart data that has been collected.

### Client Satisfaction Questionnaire Table at XYZ Law Firm Office

No.	Pernyataan	1	2	3	4	5
<b>A. PENILAIAN TERHADAP FASILITAS</b>						
1.	Seberapa puas atas respon karyawan saat menerima telepon klien					
2.	Seberapa puas atas fasilitas mushola					
3.	Seberapa puas atas fasilitas toilet					
4.	Seberapa puas atas kebersihan & kenyamanan ruangan					
5.	Lokasi kantor mudah dicapai					
6.	Seberapa puas atas lahan parkir					
<b>B. PENILAIAN TERHADAP KEHANDALAN</b>						
1.	Kehandalan karyawan dalam menerima tamu					
2.	Kecepatan karyawan dalam memproses dokumen					
3.	Kecepatan respon karyawan dalam menangani keluhan klien					
4.	Kehandalan karyawan menyajikan daftar layanan kantor kepada klien					
5.	Kesigapan karyawan dalam melayani permintaan klien					
6.	Klien merasa puas dengan informasi yang diberikan oleh kantor					
<b>C. PENILAIAN TERHADAP JAMINAN</b>						
1.	Notaris&PPAT memberikan jaminan atas jasa yang diberikan					
2.	Karyawan mampu menjawab pertanyaan klien					
3.	Karyawan mampu menenangkan kepercayaan kepada klien					
4.	Klien merasa aman saat melakukan transaksi pembayaran					

Source: Servqual Concept, Reworked by Author, Year 2023.

It can be seen in the table above which is one of the strategies to improve excellent service with the aim of prioritizing service quality by making several lists of client satisfaction questionnaires above based on predetermined goals. This questionnaire has been adapted from the servqual concept (Parasuraman, Berry, & Zeithaml, service quality, 1988) which was distributed to clients who have come to the Office of XYZ Law Firm.

**Assessment of facilities.** In this section there are 6 (six) questions covering how satisfied the client is with the facilities in the office such as tangible physical assets which can be seen through the senses, for example, prayer facilities, toilet facilities, cleanliness and customer comfort and office location. As for assets that cannot be seen but can be felt, such as client satisfaction when receiving employee responses via a cellular connection.

**Assessment of reliability.** Is an employee's ability to meet consumer needs, in this section there are 6 (six) questions covering employee reliability in serving client requests that are not seen indirectly. In this section the client can assess the services that

have been provided by the employees of the XYZ Law Firm Office on the quality of the services provided, this can happen because the client has believed in providing a personal document that will be processed by the XYZ Law Firm Office

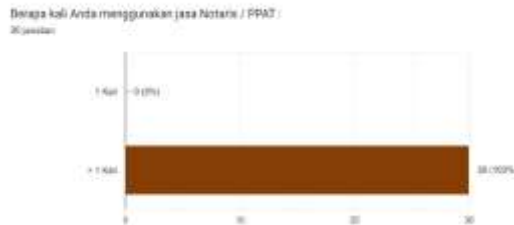
**Assessment of guarantees.** In this section there are 4 (four) questions which include how satisfied the client is with the guarantee for the services that have been provided by the XYZ Law Firm Office. In this section, there are expectations from the client for the services produced by the emergence of a sense of trust in the office as a result of customer satisfaction with the guarantee aspect. related services or services that have been provided.

Every customer must have expectations, which will largely determine the quality of the office and its associated human resources (Widy Setyawan, 2017, p. 80-85). Customers will be satisfied when their expectations have met their expectations. Good or bad a service is based on the expectations of the customer who already has certain conditions regarding individual standards who have a desire for something to be obtained, if what is desired is different or does not meet the individual's standards is not fulfilled then satisfaction cannot be obtained in service.

#### 4 RESULT AND DISCUSSION (RESULT AND DISCUSSION)

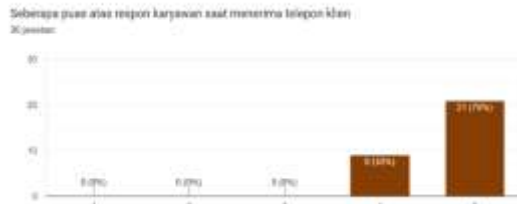
**Client Satisfaction Research Results.** The results of the client satisfaction questionnaire can be used as material for evaluating the skills and abilities of human resources from the work environment. This is important because it can be used as a tool to measure the effectiveness and efficiency of workers in the office or provide more specific things such as helping identify areas that need improvement, providing feedback on employee performance, and encouraging office human resources to continue to develop their skills. The process of developing skills involves providing feedback on how well goals and employees are performing in an office.

Ratings with these points will be accumulated in a chart which contains statements from 30 customers who have used the services of XYZ Law Firm Office



**Fig. 2.** Customer Satisfaction Questionnaire Results regarding XYZ services  
Source: Servqual Concept, Reworked by Author, Year 2023.

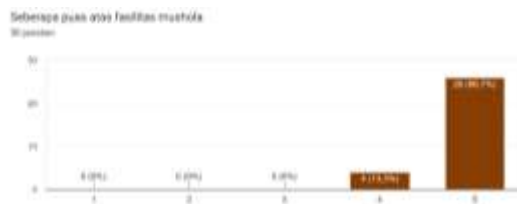
All of these customers (30 respondents) have used the services of XYZ Law Firm Office several times. Therefore, the data can be ascertained to have questionnaire results with valid data because the contents of this questionnaire cover all aspects that require the experience of a customer coming and using this office service.



**Fig. 3.** Customer Satisfaction Questionnaire Results regarding employee responses to receiving calls

Source: Servqual Concept, Reworked by Author, Year 2023.

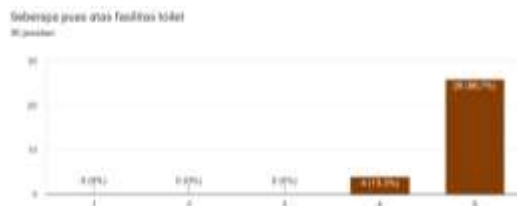
The chart consists of 30 respondent data and there are 21 (70%) respondents who strongly agree with the statement and there are 9 (30%) respondents who quite agree with the statement.



**Fig. 4.** Customer Satisfaction Questionnaire Results regarding prayer room facilities

Source: Servqual Concept, Reworked by Author, Year 2023.

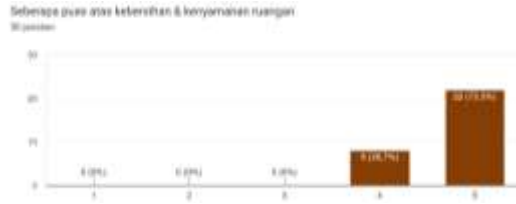
In this section there are 30 respondents' answers consisting of 26 (86.7%) respondents who stated that they strongly agreed with the statement and there were 4 (13.3%) respondents who stated that they quite agreed with the statement.



**Fig. 5.** Customer Satisfaction Questionnaire Results regarding toilet facilities

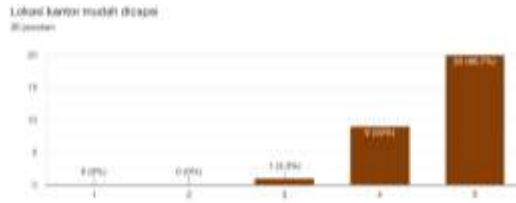
Source: Servqual Concept, Reworked by Author, Year 2023.

In the chart there are 30 respondents' answers consisting of 26 (86.7%) respondents who stated that they strongly agreed with the statement and there were 4 (13.3%) respondents who stated that they quite agreed with the statement.



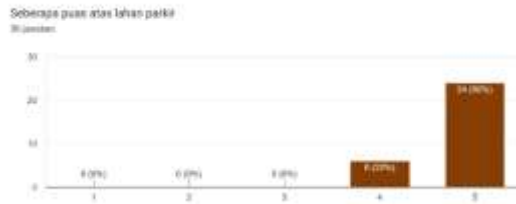
**Fig. 6.** Customer Satisfaction Questionnaire Results regarding room cleanliness & comfort  
Source: Servqual Concept, Reworked by Author, Year 2023.

In the chart there are 30 respondents' answers consisting of 22 (73.3%) respondents who stated that they strongly agreed with the statement and there were 8 (26.7%) respondents who stated that they quite agreed with the statement.



**Fig. 7.** Customer Satisfaction Questionnaire Results regarding office locations  
Source: Servqual Concept, Reworked by Author, Year 2023.

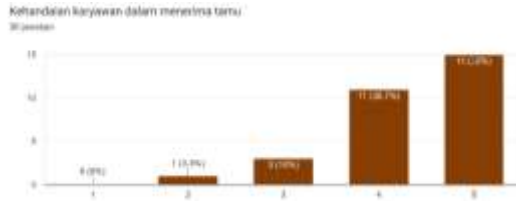
in the chart there are 30 respondents' answers consisting of 20 (76.7%) respondents who stated that they strongly agreed, there were also 9 (30%) respondents who stated that they quite agreed and there was 1 (3.3%) respondent who agreed with this statement.



**Fig. 8.** Customer Satisfaction Questionnaire Results regarding parking lots  
Source: Servqual Concept, Reworked by Author, Year 2023.

in the chart there are 30 respondents' answers consisting of 24 (80%) respondents who stated that they strongly agreed with the statement and there were 6 (20%) respondents who stated that they quite agreed with the statement.

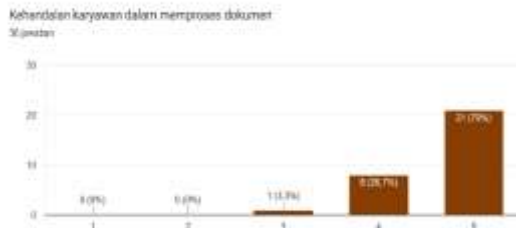




**Fig. 9.** Customer Satisfaction Questionnaire Results regarding employee reliability in receiving guests.

Source: Servqual Concept, Reworked by Author, Year 2023.

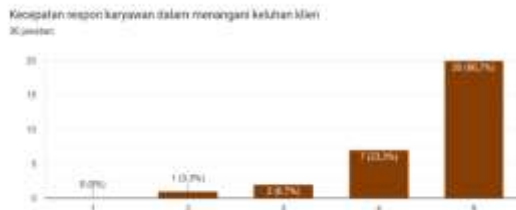
in the chart there are 30 respondents' answers consisting of 15 (50%) respondents who stated strongly agree, there were 11 (36.7%) respondents who stated they quite agreed, 3 (10%) respondents who agreed, and there were 1 (3, 3%) of respondents who disagreed with the statement of employee reliability in receiving guests.



**Fig. 10.** Customer Satisfaction Questionnaire Results regarding employee reliability in processing documents.

Source: Servqual Concept, Reworked by Author, Year 2023.

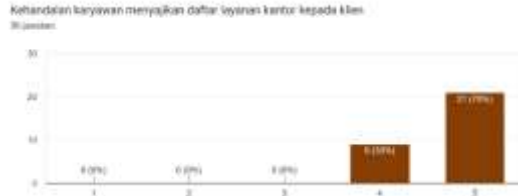
in this section there were 30 respondents' answers consisting of 21 (70%) respondents who stated strongly agreed, there were also 8 (26.7%) respondents who stated they quite agreed and there was 1 (3.3%) respondent who agreed with this statement.



**Fig. 11.** Customer Satisfaction Questionnaire Results regarding the speed of employee response in handling client complaints.

Source: Servqual Concept, Reworked by Author, Year 2023.

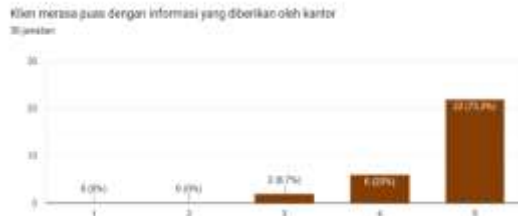
in the chart there is data from 30 respondents' answers consisting of 20 (66.7%) respondents who stated strongly agreed, there were 7 (23.3%) respondents who stated they quite agreed, 2 (6.7%) respondents who agreed, and there was 1 (3.3%) of respondents who disagreed with the statement of employee reliability in receiving client complaints.



**Fig. 12.** Results Chart of the Customer Satisfaction Questionnaire regarding employee reliability presents a list of services to clients.

Source: Servqual Concept, Reworked by Author, Year 2023.

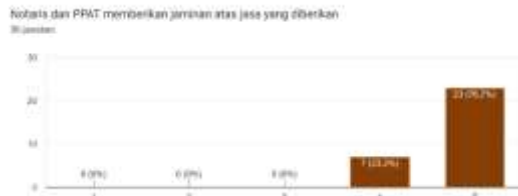
in the chart there are 30 respondents' answers consisting of 21 (70%) respondents who stated that they strongly agreed with the statement and there were 9 (30%) respondents who stated that they quite agreed with the statement.



**Fig. 13.** Chart of Customer Satisfaction Questionnaire Results regarding the information provided by the office.

Source: Servqual Concept, Reworked by Author, Year 2023.

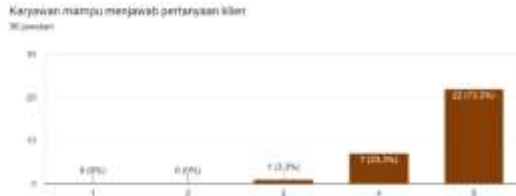
In this chart there are 30 respondents' answers consisting of 22 (73.3%) respondents who stated that they strongly agreed, there were also 6 (20%) respondents who stated that they quite agreed and there were 2 (6.7%) respondents who agreed with this statement.



**Fig. 14.** Chart of Customer Satisfaction Questionnaire Results regarding guarantees for services

Source: Servqual Concept, Reworked by Author, Year 2023.

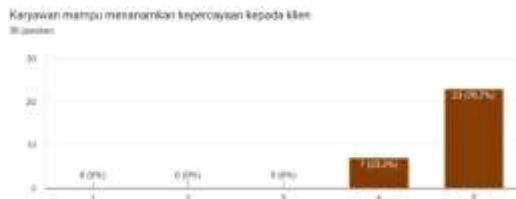
In this chart there are 30 respondents' answers consisting of 23 (76.7%) respondents who stated that they strongly agreed with the statement and there were 7 (23.3%) respondents who stated that they quite agreed with the statement.



**Fig. 15.** Chart of Customer Satisfaction Questionnaire Results regarding employee reliability in answering client questions.

Source: Servqual Concept, Reworked by Author, Year 2023.

in this chart there are 30 respondents' answers consisting of 22 (73.3%) respondents who stated strongly agree, there were also 7 (23.3%) respondents who stated they quite agreed and there was 1 (3.3%) respondent who agreed with the statement the.



**Fig. 16.** Chart of Customer Satisfaction Questionnaire Results regarding employees being able to instill trust in clients.

Source: Servqual Concept, Reworked by Author, Year 2023.

in the chart there are 30 respondents' answers consisting of 23 (76.7%) respondents who stated that they strongly agreed with the statement and there were 7 (23.3%) respondents who stated that they quite agreed with the statement.



**Fig. 17.** Chart of Customer Satisfaction Questionnaire Results regarding transaction security

Source: Servqual Concept, Reworked by Author, Year 2023.

in the chart there are 30 respondents' answers consisting of 30 (100%) respondents stated that they strongly agreed with the statement.

## **Obstacles and Constraints in the Implementation of Excellent Service Strategy**

All data generated through this questionnaire has been carried out offline and online which makes a conclusion including the category of factors that can affect customer satisfaction with excellent service quality at the XYZ Law Firm Office. The overall results of the questionnaire are the results of activities that have been carried out which in the end create a value that has been given by customers regarding perceived satisfaction. With a sense of customer satisfaction that is realized, an office has a good image that is built through the customer's view of the services that have been provided.

By conducting a client satisfaction survey at the XYZ Law Firm Office, there are obstacles and constraints in the process of taking the client satisfaction survey, as follows:

1. The survey taking process is carried out by clients who have or several times used the services of XYZ Law Firm, which makes the survey take quite a long time because clients who frequently visit have limited time.
2. Clients don't have much time, this becomes an obstacle because after the client's process or needs have been met in the office, the client immediately leaves the office.
3. Clients who often communicate with office employees don't understand how to fill out the g-form but are reluctant to ask questions, this makes surveys take longer.

After conducting a client satisfaction survey at the XYZ Law Firm Office, there were also obstacles and constraints in the strategy for implementing this excellent service. Because the office was established from 2009 - now, so several facilities are available to support employee performance, some of which must be updated. to receive guests like the bell used as a communication tool to signal guests are coming.

## **5 CONCLUSION**

Based on the results of the questionnaire at the XYZ Law Firm Office which was carried out to support the strategy of increasing human resources through improving excellent service, after distributing the client satisfaction questionnaire which is one of the important aspects of each strategy to achieve excellent service has produced a data that describes client satisfaction by involving the collection of information from clients regarding their satisfaction and experience with the services of the XYZ Law Firm Office. This the authors do through client satisfaction questionnaires or interviews with the client. With the results of the data that has been obtained, this is then analyzed and used to develop strategies to improve customer service delivery.

Based on the results of the questionnaire data that has been obtained, it can be concluded that in the implementation of excellent service at the XYZ Law Firm Office which has been measured from each value according to the chart that already has value from customers taken if the customer has expectations fulfilled from a major part in determining the quality of the office and its related human resources. This is done involving gathering feedback from clients to understand their level of satisfaction with

the services or services offered by the XYZ Law Firm Office as lessons gathered through client satisfaction research help this office to identify areas that need improvement and opportunities for development.

Overall the implementation of service standards is still not running optimally because there are still service indicators that are still in the sufficient category. The value of service implementation is still not implemented very well, namely in the aspect of employee reliability in receiving guests and aspects of customer satisfaction regarding the speed of employees in handling client complaints.

## 6 RECOMMENDATIONS

Based on the results of observations and results of data on the questionnaire that was carried out by the author while carrying out an internship at the XYZ Law Firm, the author would like to provide good advice regarding the office administration system in this office as well as several efforts to improve employee improvement strategies through several things, including:

- Prioritizing client satisfaction in improving services and remaining competitive by updating facilities that support employee performance so that they become more effective and efficient such as: Bell, HT, to support the reliability and speed of employees in receiving guests.
- Updating the computer technology system, such as using Google Drive as an alternative to storing documentation archives during the contract process. This will make it easier for employees to search for proof of contract validation.
- For other alternatives, such as using the OneDrive software on employee computers so that employee performance can run faster because files will be easily searched and stored more safely and can be accessed from connected devices anytime and anywhere. But at this point a separate budget is needed because OneDrive and Google Drive only provide 5GB of free storage.

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