



Optimizing Policy for Online Seaman Book Services at the Class III Gorontalo Port Authority and Harbor Master's Office

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ABSTRACT: This study aims to evaluate and analyze the development of online Seafarer Book services at the Port Authority and Syahbandar Class III Gorontalo Office, focusing on various aspects of public service theory indicators such as tangibles, empathy, reliability, responsiveness, and assurance. This research uses a qualitative approach with a case study design, focusing on implementing the online Seafarer Book service. Data is collected through interviews, observations, and document reviews from various stakeholders involved in providing services. The findings show that the online Sailor Book service has improved service efficiency but faces challenges regarding system reliability, user education, and infrastructure support. The study identifies key areas for improvement, including improving the reliability of online systems, better training for users in using the system and improving the physical and technical infrastructure to support services. The study concluded that while online Seafarer's Book services have the potential to significantly improve seafarers' documentation processes, ongoing improvements and adjustments are needed to address the challenges identified. Improving system reliability and user support is critical to the success of the online service model.

KEYWORDS: Online Seafarer Book, Public Service, Port Authority, Online Service Effectiveness

INTRODUCTION

The success of services in a government organization in achieving its goals can be seen from the quality of services provided [1]. Public organizations play an important role in carrying out all activities in the organization. In the organization there are planners, implementers and controllers who always play an active role in realizing a goal [2]. Likewise, in the organization of the Gorontalo class III port authority office (KSOP), success and success in service is an expected goal. One type of service available at the Gorontalo Port Authority (KSOP) is the online publication of seafarers' books.

The Sailor Book is an official document of the State that records various records or track records of seafarers (the experience of a seafarer while sailing). The Seafarer's Book is also known as the Seaman Book, this is because it can also be used for international seafarers. In order for Indonesian seafarers to be protected their rights and obligations, Law Number 17 of 2008 concerning Shipping was passed which became the basis for regulations. This Seafarer's Book Administration System is a form of structured cooperation in an integrated system to facilitate the service process for the community in one office. This integrated collaboration is carried out between UPT units in the region and the head office which is in service to publish the Seafarer's Book. For this reason, the central government's policy is to place offices in each province that has a port. Thus the Ministry of Transportation has the authority to publish the Seafarer's Book.

To meet the need for fast, practical, and accurate services, the Directorate General of Sea Transportation of the Ministry of Transportation continues to innovate and strive to provide the best service to service users in the sea transportation sector. One of these efforts is to provide convenience for seafarers who want to make a sailor's book. The Ministry of Transportation has currently implemented an innovation in the form of seafarer book services that can be accessed online. Previous research explained that in the online publication of seafarers' books, it is possible to speed and delay the completion of service time, which is highly dependent on several supporting aspects. The small number of service users who register online and the proper running of the server or network as well as the activeness of service users in completing the seafarer's book registration process and payment allow the speed of online-based seafarer's book issuance [3]. According to [4] many seafarers face difficulties in adopting an online seafarer's book system as part of digitalisation. These weaknesses include a lack of understanding in the operation of the system, the completeness of the file that is not fulfilled, and other factors that hinder seafarers in facing the online seafarer book system. This has an impact on the level of satisfaction of seafarers and the public with the digitization of the online seafarer book system.



As a technical implementation unit under the auspices of the Ministry of Transportation, the Office of Municipal Affairs and the Class III Port Authority of Gorontalo has the task of carrying out supervision and law enforcement in the field of shipping safety and security as well as coordinating government activities at the port. Based on the data obtained, the number of seafarer books that have been published by the Gorontalo Class III Port Authority and Municipal Office in a period of 5 years from 2019 to 2024 is as follows table 1:

Table 1: Online Seafarer's Book Capture at the Gorontalo Class III KSOP Office

No.	Year	Number of Sailor Books Online	
		Request	Realization
1.	2019	23	19
2.	2020	68	56
3.	2021	54	50
4.	2022	33	26
5.	2023	38	29

Source: Gorontalo Port Syahbandar Office 2024

It can be seen from table 1 above that there has been a decrease from the year of making the seafarer's book that has been published by the Gorontalo Class III Port Authority Office, the highest is in 2020 for online seafarer books both for applications and realization, while the lowest is in 2019. In this table, it can be seen that the number of applications and the realization of the number of seafarers' books varies quite a bit every year. As the data obtained, the realization that all applications can be realized is due to several requirements that cannot be fulfilled by the applicant.

In the service of Making Online Seafarer Books at the KSOP Class III Gorontalo office, there are many various shortcomings and limitations that often become obstacles in the service process, from various problems and phenomena. There are several problem phenomena that often occur, namely due to the disruption of internet network devices that are often down, the lack of supporting equipment in the form of sailor book printers. Another phenomenon that is often faced by service users is the lack of education from officers about the difficulties experienced. Likewise, information both on the website and in the office service area is in the form of pamphlets containing instructions or *Standard Operating Procedures* (SOPs) for services to make it easier for service users to meet the requirements for managing seafarers' books. Another obstacle that is a problem is that there are still complaints from service users is the slow process starting from registration to the issuance of seafarers' books. This gives rise to their assumption of uncertainty about when they can obtain or obtain sailors' books. Based on the description that has been mentioned, the author would like to raise the theme of this thesis with the title "Policy Development of the Online Seaman Book Service Model at the KSOP Class III Gorontalo Office".

LITERATURE REVIEW

Public Service Concept

Service as an activity carried out by a person or a group of people on a certain basis where the level of satisfaction can only be felt by the person serving or being served, depending on the ability of the service provider to meet user expectations [5]. The government as a public institution seeks to fulfill and protect the interests of the public in public services or community-oriented services. Quality public services are expected to create and foster public trust in the government [6]. Public services are efforts to meet the needs of the community in accordance with their rights carried out by individuals, groups of people based on a number of material factors through a procedure or special method or method, where this service also aims to prepare services to the community quickly and appropriately to the community about the choice of their needs and how to get them in accordance with the planning carried out and provided by the government.

Quality of Public Services

The quality of public services is an important aspect in increasing public satisfaction. According to [7], the quality of public services includes elements such as reliability, responsiveness, empathy, and ability. Ensuring that the services provided meet the



expectations of the community is the key to achieving good quality. Several dimensions of service quality have been identified in the literature. [9] stated that the quality of service can be measured through the following dimensions:

1. Tangible, namely the availability of physical facilities, equipment and communication facilities, and others that can and must exist in the service process;
2. Emphaty, including the attitude of contacting personnel and companies to understand the needs and difficulties of consumers, good communication, personal attention, and ease of communication or relationships;
3. Reliability, including the ability to provide the promised service accurately and the ability to be trusted (dependably), especially to provide services on time, in the same way according to the promised schedule, without making mistakes every time.
4. Responsiveness, including the willingness or desire of employees to help and provide the services that consumers need. Letting consumers wait, especially without a clear reason will create a negative impression that shouldn't happen. Unless this mistake is responded to quickly, it can be something memorable and a pleasant experience. For example, due to the delay in the departure of the plane, passengers are given food and drinks.
5. Assurance, includes the knowledge, ability, friendliness, courtesy, and trustworthy nature of personnel contacts to eliminate the nature of consumer hesitancy and feel free from danger and risk.

Meanwhile, [8], there is a positive correlation between service quality and public service user satisfaction. This research shows that people tend to be more satisfied when the services they receive are in line with their expectations.

In relation to the ministry of Cashmere [6] stated that good service must meet the following criteria:

1. Good facilities and infrastructure are available because the community wants excellent service, so to serve the community one of the most important things to consider is the availability of facilities and infrastructure.
2. There are good employees, the comfort of the community depends on the officers who serve them. It requires friendly, polite and attractive officers, in addition to being responsive, articulate, funny and understanding.
3. Responsibility to the community served from start to finish. In carrying out service activities, every employee must be able to serve from start to finish.
4. The ability to serve quickly and precisely, in serving the community, needs to be carried out by employees according to procedures. Of course, the service is in accordance with the schedule and work, and there is no mistake in the sense that the services offered meet the wishes of the community.
5. Employees with communication skills must be able to talk to each community and understand the wishes of the community, meaning that employees must be able to communicate in clear and easy-to-understand language without using terms that are difficult for people to understand. To understand the needs of the community, officials must be quick to respond to the needs of the community, understand and understand the wants and needs of the community.

Seaman Book

A seafarer's book is an official State document issued by the Government that contains the physical identity of a seafarer that is not based on biometric fingerprints and is not a travel document and cannot replace a passport. A seafarer is any person who has the qualifications or skills of a crew member. Therefore, a seafarer is obliged to have a sailor's book. and how has been explained. The definition of a seafarer's book is an official state document issued by the government that includes complete and valid information about the personal and working relationship of the seafarer's bookkeeper with the ship's entrepreneur, the seafarer's book can be valid as a travel document with the requirement that the seafarer's bookkeeper has a valid Seafarer Work Agreement (PKL). In the past year, sailors' books were often forged by certain individuals to gain profits or the sailors themselves wanted to find a fast process (the express process). Considering the case of counterfeiting sailors' books where the National Police did not confiscate fake sailors' books, counterfeit tool makers and detained suspects [3].

According to Sunarto [10], online-based seafarer's book issuance services certainly have an SOP as a description or a series of stages that must be fulfilled by service users to obtain online-based seafarers' books. To obtain a seafarer's book, service users must meet the procedures set by Syahbandar, namely:

1. The service user enters the website <https://pelaut.dephub.go.id> then selects the desired application menu (new book, renewal or replacement and others)
2. Service users fill in the forms that have been provided by the online seafarer book application



3. Choose the nearest Syahbandar location to print the sailor's book
4. Print proof of payment
5. Seafarers/agents come to the Syahbandar Office to verify the application documents of service users
6. Syahbandar officers verify service user application documents
7. OK Verification
8. The sailor/agent then takes a photo of the sailor's book
9. Syahbandar's office approves seafarer's book application
10. Service users can check their email to further obtain information on PNB (Non-Tax State Recipient) bills that must be paid
11. If the service user has received a payment invoice email, then the service user is asked to pay PNB according to the billing code to the intended bank
12. Furthermore, the service user submits proof of PNB payment to the Syahbandar officer
13. The officer then printed the sailor's book
14. The authorized official further legalizes the seafarer's book
15. After all procedures have been met, the service user is entitled to obtain a seafarer's book.

METHOD

This study uses a qualitative approach with a descriptive method. With the qualitative descriptive method, it is hoped that more in-depth and definitive data will be obtained, so that it has high credibility. In the research on conditions/phenomena/social situations observed, the Effectiveness of Online Seafarer Book Service at the Gorontalo Class III KSOP Office. The analysis technique carried out in this study is qualitative analysis, which is a method that uses the researcher's point of view as the main analysis tool. Data analysis in qualitative research is carried out before entering the field, and after completing in the field. The step to take before the field is to analyze the preliminary data, or primary data, which will be used to determine the focus of the research. However, the focus of this research is still temporary, and will develop after the researcher enters and during the field.

RESULTS AND DISCUSSION

RESULTS

Tangible

The physical facilities at the Gorontalo Class III Port Authority and Municipal Office (KSOP) are generally adequate, including desks, chairs, and work tools that support daily operations. However, there is room for improvement, especially when it comes to waiting room capacity. It is known that the waiting room often feels crowded when the number of users increases at certain times. This not only creates inconvenience but also reduces the efficiency of the services that can be provided, so the expansion of space and the addition of facilities such as more seating are very important. In addition, ventilation and air conditions in the service room need more attention. Ventilation conditions that are not optimal make the service space feel stuffy, especially when attended by many users at the same time. This situation not only reduces comfort but also has the potential to affect the health of visitors and staff, so improving the ventilation system is a must.

When viewed from an aesthetic perspective, the service space at KSOP is still considered too monotonous and less attractive. An attractive and professional appearance is important to improve the user's perception of the quality of the services provided. Therefore, the addition of more modern and aesthetic decorations and designs will go a long way in creating a more fun and inviting atmosphere. Likewise, the provision of effective information is also an area that needs to be improved. The lack of information boards often makes new users feel confused when using the service for the first time.

The addition of *signage* in the form of graphic displays designed to display information to specific audiences in clear and informative locations in strategic locations will help users get the information they need more easily and quickly, as well as increase efficiency in using the service. Finally, the cleanliness and maintenance of facilities also need to be improved, especially in waiting areas that are often dirty and poorly maintained. Problems with air conditioners (AC) that often have problems must also be dealt with immediately. This improvement in the aspect of cleanliness and maintenance will not only increase comfort but also overall user satisfaction with the online seafarer book service at KSOP Class III Gorontalo.



Empathy

Empathy is a crucial component in the evaluation of services at the Gorontalo Class III Port Authority (KSOP) Office, especially in the context of online seafarer book services. The findings show that while officers are trying to provide adequate attention to users, there are still some barriers that reduce effectiveness in delivering truly empathetic services. In situations where there are long queues, some users feel undernoticed. This emphasizes the importance of increasing the number of officers as well as the implementation of a more efficient queuing system to ensure that all users get adequate and timely attention.

In addition, while officers are generally responsive and make an effort to listen and assist users, improvements in complaint management mechanisms are urgently needed. The need for more organized and responsive complaint handling is evident, especially when officers are faced with a high volume of requests. This can help reduce feelings of neglect among users and improve the quality of interaction between agents and users. In the interview, it was also revealed that users often need more explanations about complex service systems, which can take a long time. This highlights the need for more in-depth training for officers in two-way communication, which includes not only response speed but also the ability to explain systems in a more effective and empathetic way.

Some users also pointed out that while they generally felt the attendants were quite responsive, service priorities were sometimes poorly organized, making some groups of users, such as cruise agents, feel that they had to wait longer than they should. This demonstrates the need for a more equitable and transparent needs assessment system that can more effectively accommodate and balance the needs of diverse users. Feedback from users shows the importance of additional training for officers in the aspects of empathy and personal attention. This training can help officers better understand and address the difficulties users face, guaranteeing that the user experience is not only efficient but also enjoyable and satisfying. Thus, the increase in officer training and the development of a more inclusive and empathetic service system will greatly increase user satisfaction with the online seafarer book service at KSOP Class III Gorontalo.

Reliability

The reliability of services at the Gorontalo Class III Port Authority Office (KSOP) is an important focus in user evaluation of the online seafarer book system. The findings of the study show that although this service strives to provide timely services, there are several obstacles that affect the reliability of the system. Technical issues such as internet network disruptions and slow servers are common, especially during peak hours when many users are accessing the system at the same time. This obstacle not only delays the service process, but also increases user waiting time, which has an impact on the perception of service reliability.

Users also report that often they experience delays in document processing due to unresponsive systems. In some cases, the need for manual intervention by personnel to resolve technical issues adds complexity and prolongs service turnaround times. This condition highlights the need for increased technological infrastructure and server capacity to reduce disruptions and speed up service processes. Furthermore, although the system is generally trustworthy in completing routine tasks, there is variation in service consistency when faced with complex or non-standard demands.

Service users often encounter difficulties when services require adjustment or special case handling, which indicates that officer training needs to be more intensified especially in terms of flexibility and adaptation of services to the individual needs of users. Based on the results of interviews with users, it is also emphasized that although the information provided by the system is generally accurate, sometimes errors or miscommunications occur that reduce the user's confidence in the reliability of the information. This miscommunication is often rooted in a lack of adequate coordination or training for officers in managing accurate and up-to-date information.

Based on the results of these findings, it is clear that improving the reliability of online seafarer book services at KSOP Class III Gorontalo can be achieved through several strategic steps. First, the improvement of the technological infrastructure and server capacity to handle the high volume of users and reduce technical glitches. Second, increased training of officers to improve their ability to handle various types of requests and manage information more accurately. Third, the development of a more effective mechanism to ensure the consistency and accuracy of the information conveyed to users. The implementation of these measures is expected to increase user trust in the reliability of online seafarer book services and overall increase user satisfaction.

Responsiveness

The responsiveness of services at the Gorontalo Class III Port Authority and Municipal Office (KSOP) is very important to ensure user satisfaction. Although officers strive to quickly respond to requests for help or questions, the high volume of requests,



especially during peak hours, often slows down this process. This indicates the importance of strengthening human and technical resources to ensure an effective and efficient response, especially in situations that require quick handling. In practice, technical constraints such as network outages or slow servers are also major bottlenecks that affect response times.

These constraints point to the need for improved technological infrastructure, which can support officers in providing responsive services and reducing barriers in communication and data processing. On the other hand, less than optimal coordination between officers and other departments often prolongs the time needed to deal with problems. This makes clear the need for a more coordinated and efficient internal system, which allows officers to communicate and collaborate with each other quickly, improving their ability to respond to user needs in a timely manner.

Officers often face difficulties in adjusting their responses depending on the complexity of the problem the user is facing. While they can cope with routine requests quickly, more complex situations require more time and resources to solve. This demonstrates the importance of more in-depth training in problem-solving and procedure adaptation, which allows officers to provide more precise and personalized solutions. Users also expressed a desire for improvements in communication tools such as the use of chatbots or mobile apps that can provide automated responses to common questions. This technology can reduce the burden on officers and speed up the response process, helping KSOP Class III Gorontalo improve efficiency and overall user satisfaction. Investing in this kind of technology will also help increase user confidence in the quality and reliability of the services provided

Assurance

Assurance in the online seafarer book service at the Gorontalo Class III Port Authority (KSOP) Office is very important to foster user trust and satisfaction. Research shows that these service personnel generally have sufficient knowledge and ability to manage and answer user questions. However, there is an ever-increasing need to improve officers' ability to provide accurate and adequate information, especially in relation to procedures that are frequently updated. Although the officers are considered friendly and polite, there are several aspects that still need to be improved, such as consistency in providing services that are free from risks and dangers.

Users sometimes still feel doubtful, especially when it comes to the security of their personal data. This shows the importance of increasing transparency in data management and improving security systems to protect users' personal information from potential leaks. The study also highlights the need for more socialization and training for officers on the importance of ensuring the safety and reliability of services. Officers need to be better trained to understand and explain to users how their data is processed and protected, which will not only increase user trust but also help in reducing any doubts they may have.

In addition, users expect a service that is not only fast and efficient but also safe and reliable. This demands the implementation of stricter procedures and stronger authentication for all online transactions. The use of technologies such as two-factor authentication (2FA) can provide an additional layer of security that is much needed to protect user accounts and transactions from unauthorized access. Finally, to truly provide assurance to users, KSOP Class III Gorontalo needs to continuously assess and update their system to adapt to changing user needs and expectations. Continuous improvements to information systems and data security, along with ongoing officer training, will strengthen the foundation of trust that has been built with users of online seafarer book services. The implementation of these measures will guarantee that the service not only meets but exceeds user expectations in terms of reliability and security.

DISCUSSION

The discussion of the research results is described based on the focus of the research: Development of an Online Seafarer Book Service Model at the Gorontalo Class III Port Authority and Municipal Office which includes the following research sub-focuses:

Tangible

Hasil penelitian tentang tangible (berwujud) dalam konteks layanan buku pelaut online, berdasarkan hasil wawancara dengan informants, highlighting several important aspects, including; Physical infrastructure in the form of basic facilities such as desks, chairs, and work equipment is considered adequate, but there are shortcomings in the capacity and comfort of the waiting room which often feels crowded, especially during peak use. In terms of public service management theory, the provision of



adequate and comfortable physical facilities is essential in the creation of a productive and comfortable work environment for users, as explained by [9] who emphasizes the importance of tangible factors in customer experience.

While reviewed in terms of aesthetics and information provision, the informant emphasized the need to improve aesthetics and provide better information in the service room. According to the theory elaborated by [9] in the SERVQUAL model, the dimension of 'tangibles' includes the visual aspects of a company's facilities, equipment, and communication with customers that play an important role in the perception of service quality. Likewise, with the problem of using Technology and Infrastructure (IT), the stability and speed of the internet network are considered as major problems, especially during peak hours which slow down the service process and cause long queues. Inadequate IT infrastructure such as limited server capacity and inadequate technical support also reflects gaps in service that can reduce user satisfaction. This concept is in line with research by Ismail et al. [8] which shows a positive correlation between good IT infrastructure and public service user satisfaction.

Based on the analysis of the research results, several suggestions to improve the tangible aspect of online seafarer book services include; expansion of waiting rooms and increased ventilation. This will help create a more comfortable and health environment for users. Next is the issue of improving aesthetics and providing clear information by adding more attractive decorations and designs as well as improving the quality of signage and clear information to help new users navigate more easily. And finally, related to infrastructure upgrades and technology support by upgrading server capacity, stabilizing the internet network, and providing better technical support will help reduce waiting times and improve service efficiency. The findings also emphasize the importance of implementing improvements that focus on user experience based on direct feedback from them. The service quality model proposed by [9] suggests that adaptation based on user feedback can help in refining tangible elements to meet and exceed user expectations.

Observing the discussion above, it becomes clear that the tangible factor in online seafarer book services plays an important role in determining user satisfaction and service effectiveness. Investments in infrastructure, technology, and aesthetic improvements, along with an approach that focuses on user needs and preferences, will go a long way in improving the overall quality of service. This shows the importance of combining empirical insights from research results with theoretical principles in public service management practice.

Empathy

Based on previously analyzed data on the *empathy* aspect of online sailor book services, several important findings were revealed related to how these services meet or sometimes fail to meet the needs of their users. The following is a further discussion of these findings with the integration of relevant theory and research to deepen the understanding of the impact of empathy in service quality.

One of the key aspects of empathy in this service is the availability and ability of agents to respond effectively and in a timely manner. The informant highlighted that officers are often overwhelmed by high volumes of demand, especially during peak activities, leading to less than optimal handling. According to the theory of empathy in service, as explained by [9] the ability to provide appropriate and responsive attention is key in meeting user expectations and reinforcing the perception of empathy. This indicates the need for increased resources and training for officers so that they can better manage their workloads, so that the quality of services provided remains high even in challenging situations. This increase will not only increase user satisfaction, but it can also contribute to the well-being of the officers themselves, who often feel pressured by the high demands of their jobs.

The findings of the study point to a significant need for more in-depth training for officers, not only in terms of system operations but also in communication skills. The improvement of effective and empathic two-way communication capabilities will speed up the handling process and improve user comfort. The service model as proposed by [9] emphasizes the importance of ongoing training to ensure that officers can interact with users in a way that respects and understands their needs personally. The implementation of this training strategy is expected to create a more positive work environment, reduce the stress level of officers, and in turn improve the quality of service to users. Better service quality will not only improve user satisfaction, but also contribute to the organization's long-term loyalty and overall reputation.

Some users feel that the priority of the service is not always fair, which illustrates the importance of consistency and fairness in the service. Variability in officers' attitudes, from being very attentive to being hasty and impatient, also indicates variability in the quality of service that needs to be addressed. The theory of empathy in service underscores the importance of



displaying consistency in the quality of service that provides a sense of fairness and avoids discrimination or preference. Bove (2019) proposed that empathy can improve the value experience for service innovation users and reduce antisocial, revenge, discrimination, and unethical behavior in service settings. When empathy is experienced at an extreme level, it can reduce the objectivity and performance of the service provider, regardless of the potential benefits.

Stressful working conditions often affect the ability of officers to interact empathetically with users. According to theories related to work pressure, officers who are under pressure tend to be less able to show empathy, which can be detrimental to the user experience. It is important to create a supportive work environment, where officers can manage stress and focus on providing high-quality services without sacrificing their empathic abilities. [12] In his research, he argued that it is important for managers to provide frontline employees with an understanding of how empathy can increase customer trust and customer satisfaction. Thus improvements in training, support, and policy development that focus on this empathetic aspect can bring about significant changes in the way online seafarer book services meet the needs of their users. The implementation of this strategy will not only improve the effectiveness of the service but also strengthen the relationship between the service provider and the user, creating sustainable loyalty and satisfaction.

Reliability

In relation to the context of online seafarer book services, *reliability* is an important aspect that determines user trust in the effectiveness of the service. Based on the findings of the research results, several critical aspects of reliability have been identified as described in this discussion. The reliability of online seafarer book services is highly dependent on operational consistency and accuracy of the information provided. According to the theory of service quality developed by [9], reliability is defined as the ability to provide the promised service reliably and accurately. This includes consistent lead times, processes that don't fluctuate without adequate notice, and predictable outcomes. The findings of the study show that system reliability, especially in maintaining output consistency and minimizing errors, greatly affects user trust in the service.

Meanwhile, stability and adequate internet network speed are other critical components that also determine reliability. According to research in the field of information technology, the technical performance of information systems, such as server speed and uptime, directly affects users' perception of service reliability [8]. In online sailor book services, it is common to find problems such as slow or unstable network connections during peak hours, which creates frustration and lowers user trust. Reliability is also closely related to effective maintenance and technical support. As explained by [9], the service's ability to respond and resolve technical issues quickly is an important indicator of reliability. Increased server capacity, network stabilization, and a responsive technical support team are factors that can improve service reliability, reduce downtime, and ensure that services can operate smoothly and without interruption.

Furthermore, in the context of online seafarer book services, the system's ability to handle surge demand effectively without losing performance is an important test of reliability. Capacity theory and resource planning suggest that systems designed to scale according to demand will be more reliable and can provide a better user experience. In addition to the technical aspects, reliability also involves transparency and clear communication with users. Informing users about issues that occur and estimated resolution times can help maintain user trust despite disruptions. Organizational trust theory underscores the importance of transparency as a key component in building and maintaining user trust.

Next, continuous evaluation and improvement based on user feedback is essential to maintaining service reliability. According to the concept of total quality management, continuous improvement is the key to overcoming unsolved problems and improving the overall reliability of services. With the application of these principles in the management of online seafarer book services, it will not only increase user trust and satisfaction but also strengthen the service's reputation as a reliable and efficient provider. This demonstrates the importance of reliability as a key pillar in the development and delivery of responsive and responsible public services.

Responsiveness

Responsiveness, in the context of online sailor book services highlights the ability of service providers to respond quickly and effectively to user requests and needs. Based on the findings of the research presented, this discussion delves deeper into the implications of responsiveness in improving service quality. Responsiveness is one of the five dimensions of service quality in the SERVQUAL model developed by [9]. According to this model, the ability to respond quickly to customer needs reflects the



organization's commitment to customer service and affects the user's perception of the overall quality of service. In online sailor book services, quick responses to requests, be it questions or complaints, are vital in maintaining user satisfaction. This is as stated by the results of research [13] which states that maintaining customer satisfaction in a situation that turns into a strategic condition to gain a competitive advantage, improve customer service, reduce pressure on profitability, and achieve the company's long-term goals.

One of the challenges identified in the study is the demand density which leads to long wait times. Queue theory and operational management suggest that the implementation of an effective queuing system and technology that speeds up the service process can be significant in reducing waiting times. Research shows that the use of technology, such as digital ticketing systems or web-based applications that allow users to track the status of their requests in real-time, can improve the responsiveness of services. Responsiveness is also strongly related to the available human resources and how they are trained. Adequate training for staff on how to effectively manage workloads and communicate with users is a key aspect, as described in the literature on human resource management. Staff who are well-trained in customer service techniques can respond to user needs more efficiently and empathetically.

The use of information technology has been shown to improve the ability of organizations to respond to user needs more quickly and accurately. According to information systems theory, the integration of advanced technologies such as well-managed databases, customer relationship management (CRM) systems, and cloud-based solutions can provide staff with the necessary tools to respond more quickly and store accurate and up-to-date information about user interactions. [14] suggests that the use of the internet has an important role in the management of public organizations in daily life. This makes it easier and minimizes the time required to process data.

Responsiveness is not only limited to the speed of responding but also to how feedback from users is used for continuous improvement. The total quality theory of management states that constructive feedback from users should be routinely integrated into the service evaluation process for continuous improvement. The implementation of this feedback can be in the form of procedural changes or technical infrastructure upgrades that will ultimately improve service responsiveness.

Based on the description of the discussion above, the development of policies and practices that support the improvement of *responsiveness* in online seafarer book services can provide substantial benefits not only for user satisfaction but also for the operational efficiency of the service itself. Ensuring that responsiveness is a key focus in customer service strategy will strengthen user trust and loyalty to the service, positioning the service as the top choice for customers looking for efficiency and reliable support.

Assurance

The assurance *aspect* in the context of online seafarer book services is crucial to build user trust and ensure that they feel safe in using the service. Assurance is closely related to the ability and competence of officers to provide accurate and reliable services. Service theory emphasizes that user trust is often rooted in their perception of officers' competence [9]. Research shows that trained and knowledgeable officers increase user trust in the service. In the context of a sailor's book service, it is important for officers to demonstrate solid technical expertise and the ability to address complex questions or issues, which directly increases the assurance to the user. In today's digital era, data security is a critical component of assurance. According to the theory of trust and cybersecurity, the use of strong security protocols and transparency about how data is stored and protected can be significant in strengthening user trust [15]. Online sailor book services must implement the latest encryption technology, two-factor authentication, and clear privacy policies to guarantee the security of user information. Assurance is also related to the overall reputation of the service provider. Trust theory in business suggests that a good reputation contributes to a higher level of trust from users [16]. In a sailor's book service, maintaining a high standard of service and consistently delivering on service promises is key to building and maintaining a credible reputation.

The responsiveness of the service in handling and resolving complaints or problems faced by users is an important aspect of assurance. Corporate responsibility theory suggests that companies that are quick and effective in resolving problems will be considered more responsible and trustworthy [17]. The sailor book service must have an efficient mechanism to receive, respond to, and resolve user issues or complaints quickly and fairly. Research in quality management shows that organizations that learn from feedback and constantly adapt are more likely to provide high assurance to their users (Deming). For online seafarer book



services, the implementation of user feedback and the continuous adaptation of the service based on such feedback will increase user trust and satisfaction.

Clear communication about the services provided, including processes, risks, and benefits, is a key aspect of assurance. Communication theory states that the delivery of clear and unambiguous information helps reduce uncertainty and build trust [18]. For seafarers' book services, providing clear information on how to use the service, what to expect, and who to contact in the event of a problem, is essential to strengthen assurance.

Based on the description of the discussion above which focuses on improving the assurance aspect, the online seafarer book service not only increases user trust and satisfaction but also strengthens the position of reliable and trusted service providers. This demonstrates the importance of integrating the principles of trust, security, and competence in the design and operation of user-oriented public services. So that the Gorontalo Municipal Health Office (KSOP) as a reliable service provider in services related to the management of social affairs administration as a whole.

CONCLUSION

Based on the results of the research and discussion, the following research conclusions can be stated; The findings of the research on *tangible* in the context of online seafarer book services, based on interviews with informants, highlight several important aspects, including; Physical infrastructure in the form of basic facilities such as tables, chairs, and work equipment is considered adequate but there are shortcomings. There is still a gap in capacity and comfort in the waiting room which often seems crowded, especially during peak hours.

Based on previous data analysis of employable aspects of online seafarer notebook services, a number of important findings have been revealed about how the service meets, or sometimes fails to meet, the needs of users. One of the key aspects of empathy in these services is the availability and ability of agents to respond efficiently and in a timely manner. The informant noted that agents often face large volumes of demand, especially during busy periods, leading to suboptimal processing. In the context of online crew notebook services, reliability is an important aspect that determines user trust in the effectiveness of the service. The results show that the reliability of the system, especially in terms of maintaining stable results and minimizing errors, greatly affects user trust in the service.

Responsiveness in the context of online crew notebook services highlights the ability of service providers to respond quickly and effectively to user requests and needs. Research shows that the use of technology, such as digital ticketing systems or web applications that allow users to track the status of their requests in real time, can improve the responsiveness of services. *Assurance* is closely related to the ability and competence of officers in providing accurate and reliable services. Research shows that well-trained and knowledgeable staff increase user trust in the service. In the context of seafarer book services, it is important for officers to demonstrate strong technical skills and the ability to solve complex questions or problems, which directly increases the supply assurance provided to users. Overall, the study identifies that improvements in all dimensions of service quality will not only improve user satisfaction but also the operational efficiency of the service itself, strengthening user trust and loyalty to online seafarer book services.

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