

## Strategies of Improving The Quality of Public Service at The Investment and Services Office Integrated One Door of Banjar City West Java Province

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### ABSTRACT

*There are still people's views that think that the implementation of public services is still very slow and inefficient in responding to changes and does not adapt to changes in the development paradigm. The number of complaints submitted by the community, especially the business community in receiving public services from the government bureaucracy, among others: complicated procedures, no clarity about the time to solve problems, and no clarity about the amount of costs to be incurred, coupled with low quality of service. The method used in this study is a qualitative research method, while the type of approach in this study is descriptive analysis. Analysis of the data used is data analysis according to Miles and Hubberman with a qualitative approach. The results of the study indicate that the gap between the quality of public services and public expectations still occurs, therefore there must be improvement in service performance related to elements of service procedures, cost certainty, officer certainty, and service speed. In services that are currently considered good by the community, they are able to encourage investment activities in Banjar City, because they are able to create cheap, fast and transparent services. There has been an increase in the transparency of public services. Based on the results of the study, it can be concluded that the Banjar City DPMPSTP must continue to improve the quality of services with high commitment, consistency, and the need for legal certainty. Improving service quality needs to be accompanied by a program to simplify service procedures so as to increase the speed of service, create a conducive work environment, and strengthen institutions as providers of licensing service activities can run effectively and efficiently through strengthening information and communication technology.*

**Keywords:** *Quality of Public Service.*

### INTRODUCTION

The implementation of broad, real, and responsible regional autonomy at the beginning of the reform cannot be separated from the desire to create a democratic governance structure, a governance structure that gives more authority to the regions and the people to manage and solve their regional problems. Since the issuance of Law Number 22 of 1999 concerning Regional Government, which was later revised by Law Number 32 of 2004 and now revised again with the issuance of Law Number 23 of 2014 concerning Regional Government, continuously improving public services.

In an effort to improve public services, local governments are given greater flexibility to design and determine the types of services needed by the community themselves. Along with this, people's demands for quality services continue to increase from time to time. These demands are growing along with the growing awareness that citizens have the right to be served and the obligations of local governments to be able to provide services.

The challenges faced in public services are not only creating an efficient service, but also how services can be carried out without discriminating against the status of the people served. One of the philosophies of regional autonomy is to bring services closer to the community, therefore to be able

to provide good service to the community, it is necessary to first know the problems faced by the community. After the public service problems are inventoried and analyzed, it is necessary to implement an effective service strategy and in accordance with the characteristics of the region and its population.

Efforts to improve the quality of licensing services at the Banjar City DPMPTSP are an important agenda and are expected to be able to answer problems in terms of licensing services, one of which is by making innovative breakthroughs in bringing services closer to the community, as well as simplifying the flow or licensing procedures. This is to support the realization of the Banjar City Vision, namely "With Faith and Taqwa We Create Religious, Independent and Prosperous People of Banjar City Towards An Agropolitan Banjar" as stated in the Banjar City Regional Regulation Number 4 of 2014 concerning the City's Medium-Term Regional Development Plan (RPJMD). Banjar 2014-2018. One of the missions to achieve this vision is to increase awareness and legal compliance and professional governance to ensure the creation of good governance and clean government.

The essence of public service is the provision of excellent service to the community which is the embodiment of the obligations of government employees as public servants. In addition, the important thing that is often used as an argument for the need for regional autonomy is that the dimensions of public services are increasingly decentralized at the local level. This is in line with the main functions of local government, namely, first, the public service function which consists of environmental services and personal services. Second, the function of implementing development. Third, the protection function. To carry out these functions, local government employees must be able to describe the implementation of services to the community according to the functions of each service unit. To create good public services, various innovations are needed. Five types of innovation according to Prasajo et. al. , (2007:88) includes innovations related to:

- a). Strategies or policies such as new missions, goals, strategies and considerations;
- b). Services/products, for example changes in service features and design;
- c). Service delivery, for example changes or new ways of delivering services;
- d). Processes, such as internal procedures, policies and new organizational forms;
- e). Interaction systems include new or knowledge-based improvements in interacting with other actors as well as changes in the way government is run.

In relation to quality service, customer or community satisfaction as the key to getting long-term results and still giving pleasure to customers is everyone's business. The quality of services provided by the government in the eyes of the community as consumers can be seen from the accuracy of production (services produced, hospitality, attention and responsiveness provided as well as facilities/performance). Meanwhile, according to Sugiarto (2006:99), the service is said to be of high quality if it fulfills the following elements:

- a). Fast; This means that the fulfillment of needs is carried out quickly
- b). Appropriate; what is given or done is right about what is needed
- c). Inexpensive; people get what they want at a low cost
- d). Friendly; the service or relationship between the apparatus and the community is carried out in a polite and friendly manner.

If the service received or perceived is in accordance with what is expected, the quality of service is perceived as an ideal quality but on the contrary if the service received is lower than expected, then the service quality is perceived as bad, for that the quality of service depends on the ability of the service provider to meet the expectations of its customers. accurately and quickly. To measure the quality of services in the public sector according to Tjiptono (2012: 70) there are 5 (five) dimensions, namely:

- a). Direct evidence, including physical facilities, equipment, employees, and means of communication.
- b). Depth, namely the ability to provide the promised service promptly, accurately, and satisfactorily.

c). Responsiveness, namely the desire of staff to help customers and provide responsive service.

d). Assurance, covering the knowledge, ability, courtesy and trustworthiness of the staff free from danger, risk or doubt.

e). Empathy, including the ease of making good communication relationships, personal attention, and understanding the needs of customers.

In a good public service quality strategy, there is coordination of work teams, having a vision and mission, to identify supporting factors that are in accordance with the principles of implementing ideas rationally, efficiently in funding and having tactics to achieve goals effectively. Without a strategy, the quality of public services will not run optimally. According to Ibrahim (2008:79), a successful public service quality strategy contains 7 important factors:

- a). Self-esteem, (self-steem)
- b). Meet expectations (except expectations)
- c). Improvement and rediscovery in various ways
- d). Foresight (vision),
- e). Continuous improvement (improving)
- f). Attentive (care, empathy)
- g). Empowerment

Strategy is distinguished by tactics that have a narrower scope and shorter time. Without a strategy, the quality of public services will not run optimally. Researchers in measuring problems related to the strategy of the quality of public services at the Office of Investment and One Stop Integrated Services in Banjar City use Ibrahim's theory (2008:79) with consideration of the parameters that exist in the theory according to the characteristics of the problems that occur in the field, besides that theory This is still considered not widely used by other researchers.

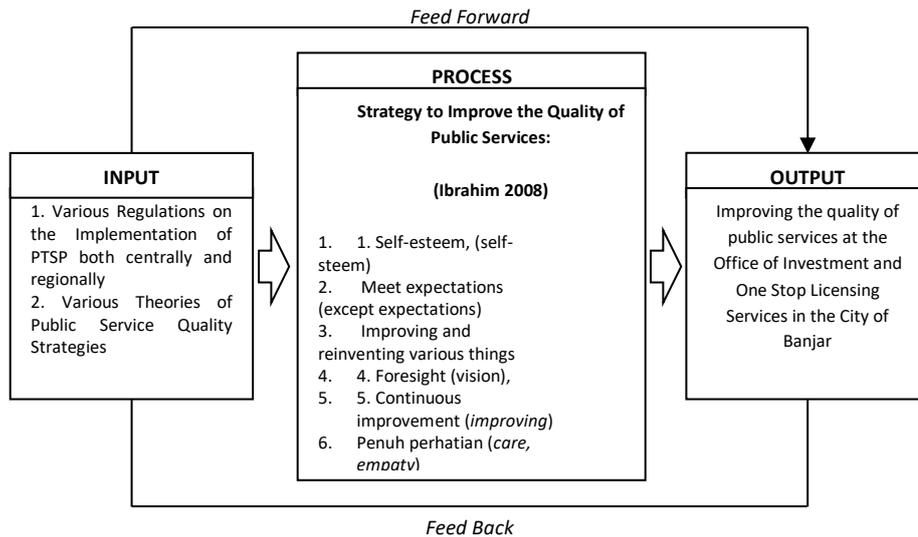


Figure 1 Research Thinking Paradigm

## METHODS

Metode penelitian yang digunakan adalah deskriptif analisis, sedangkan jenis pendekatan dalam penelitian ini adalah kualitatif. Menurut Moleong (2009:3) bahwa "penelitian kualitatif sebagai prosedur penelitian yang menghasilkan data deskriptif berupa kata-kata tertulis atau lisan dari orang-orang dan perilaku yang dapat diamati". Pendekatan kualitatif dipilih dengan

pertimbangan bahwa metode ini diharapkan dapat diperoleh data yang sebenar-benarnya dan mampu mengkaji masalah penelitian secara mendalam sehingga dapat diperoleh hasil yang diharapkan. Penggunaan pendekatan penelitian kualitatif ini dirasakan sangat tepat dalam studi ilmu administrasi publik, terutama penelitian yang mencoba untuk mengkaji dan memahami suatu masyarakat. Melalui pendekatan ini, permasalahan penelitian ingin menghubungkan suatu peristiwa dengan peristiwa lainnya dan dapat memberikan informasi penting dalam bentuk deskripsi ilmiah bagi pembuat keputusan/kebijakan berkaitan dengan kualitas pelayanan publik pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu di Kota Banjar Provinsi Jawa Barat

## RESULTS

Factors in Improving the Quality of Public Services at the Investment Service and One Stop Service. Strategy is an overall approach related to the implementation of ideas, planning, and execution of an activity within a certain period of time. A good strategy consists of coordinating work teams, having a vision and mission, to identify supporting factors that are in accordance with the principles of implementing ideas rationally, efficiently in funding and having tactics to achieve goals effectively. Strategy is distinguished by tactics that have a narrower scope and shorter time. Without a strategy, services will not run optimally. Thus, a strategy in an organization is needed.

Based on the service strategy theory above, researchers can explain the results of research researchers from various information that researchers obtain from informants as follows:

### 1). Self-esteem (Self Steem)

Self-esteem is the first parameter of a public service quality strategy which means that service does not mean submission, judged by leadership and exemplary, placing officers or service officials according to their expertise, setting service tasks that reach the future (futurist) guided by tomorrow's success instead of tomorrow. only today. The indicators of this parameter are having exemplary, service officers according to their expertise and guided by success.

#### a. Exemplary in providing public services

Based on the results of this study, it can be explained that every public service bureaucracy is required to have mental attitudes and behaviors that reflect the superiority of character, nobility and ethical principles. They are obliged to develop themselves so that they truly understand, appreciate and apply various ethical principles that are rooted in moral virtues, especially justice in the actions of their positions. In general, moral values can be seen from the six great values known as the six great ideas (Denhardt, KG. 1988), namely: the value of truth (truth), goodness (goodness), freedom (liberty), equality (equality), and justice. (justice). In social life, a person is often judged from his speech, attitudes and behavior in line with these values or not. Likewise with the provision of public services, the words, attitudes and behavior of service providers are often used as objects of assessment where these great values are used as a measure.

Ethics is defined as a moral philosophy or value and is called professional standards (code of ethics) or right rules of conduct (rules of right behavior) that should be obeyed by public service providers. ideas (Denhardt, KG. 1988). A code of ethics defines what actions, which behaviors, and what attitudes must be carried out or avoided by service providers. The application of ethics and morals in practice can be seen from the code of ethics owned by the public bureaucracy. The code of ethics is still limited to some circles, such as legal and medical experts. There is still no code of ethics for other professions, although many argue that the religious values and moral ethics of Pancasila are actually sufficient to guide their work or behavior and the real problem is how to implement these values. This opinion is not wrong, but it must be admitted that the absence of this code of ethics provides an opportunity for service providers to override the public interest. The presence of the code of ethics itself functions more as a direct control of attitudes and behavior at work, considering that not all aspects of work are fully regulated through rules or regulations that exist in a public service organization.

b. Expertise in providing public services

Bureaucratic professionalism is an absolute requirement to realize good governance (Tjokowinoto, 2001:3). Efforts to realize good governance require an element of professionalism from government officials in providing public services. Professionalism here emphasizes the ability, skills and expertise of government officials in providing responsive, transparent, effective and efficient public services.

In order for the bureaucracy to provide good services, among the ten principles of good governance, there are 3 (three) basic administrative and managerial values, namely: effectiveness, efficiency and professionalism (Widodo, 2005:315). However, good governance can become a reality, if it is supported by highly professional apparatus that prioritizes the fulfillment of transparency, accountability and public responsibility, namely by suppressing as little as possible the waste of the use of government (state) financial resources and at the same time strengthening the government's financial resources. applicable laws and regulations as the foundation for carrying out tasks (Islami, 1998:3).

c. Guided by success in providing public services

People in the reform era like today want all management to be faster, more effective, and efficient. That is why the implementation of public services is required to be able to provide excellent service. To realize this, the government is required to improve as a form of responsibility to the community. However, this change, it turns out, cannot change instantly, it takes time for the government to implement it. This is because the quality of public services is influenced by several things. To find out more, the following factors affect the level of quality of public services:

2). Meet expectations (except expectations)

a. Public services are provided according to the changing expectations of society

The government as a state apparatus must be able to provide good public services to the community. Governments who are familiarly called bureaucracies, including local governments, have tended to get negative evaluations from the public. Licensing in its development must be played as an instrument to keep the balance of interests proportionally. With the predicate of Indonesia as a licensing country (een vergunning gelland), the position of the licensing sector is a key sector.

The procedure carried out by the Banjar City DPMPTSP has provided convenience to the service recipients/community, where in the established procedure the community only needs to come 2 times to the Banjar City DPMPTSP. People only come to register, then come back to take the permit issued by the Banjar City DPMPTSP.

b. Public services provided according to the expectations of today's society

The provision of public services to the community that has been carried out by DPMPTSP in terms of facilities is in accordance with the expectations of the community. The problem is if the submission requirements must include a recommendation from another technical agency or service, the making of this recommendation cannot predict the completion time, in this case an SOP is needed submission of complete recommendations with completion of recommendations from DPMPTSP for technical services in Banjar City.

For services at the sub-district level, according to the Secretary of the Langensari Sub-district, he stated that: Breakthroughs or innovations created by the Banjar City DPMPTSP must pay attention to regional characteristics, taking into account different topography and geography. The point is that the community wants public services, in this case licensing services, to be in their respective sub-districts by optimizing the PATEN (Sub-District Integrated Administrative Service) program, so as to save costs and time.

3). Improvement and rediscovery in various ways

a. Community complaints as a challenge

Next, improvement and rediscovery in various ways is the third parameter, meaning that customer complaints are considered as challenges, overcome them, gather information about the development of customer desires, arrange trials of the latest service standards, listen to 360-degree

feedback for further improvements. The indicator for this parameter is to make community complaints a challenge and overcome community desires and collect information on the development of community desires.

The Regional Spatial Plan will have an impact on the licensing process issued by the DPMPTSP. Licensing documents issued by DPMPTSP are very much determined by the Regulation on RTRW, so the permits issued by DPMPTSP are in accordance with the Regional Regulation on RTRW. The Complaint Mechanism for the implementation of Licensing services as stated in the Banjar Mayor Regulation Number 65 of 2009 concerning the Complaint Mechanism at the Banjar City Integrated Investment and Licensing Agency, complaints that are often faced by Banjar City DPMPTSP service officers are regarding making recommendations for licensing.

b. Addressing people's wishes

Standard Operating Procedures (SOPs) for each technical team are needed to maintain work consistency for each officer, employee, team, and all work units, clarify the flow of duties, authorities, and responsibilities of each work unit and facilitate the process of assigning tasks and responsibilities to employees who run it. People express their opinions about their wishes and expectations.

Based on the information from the DPMPTSP employee who explains the mechanism or process for the TDP and SIUP services, they must be able to see and understand what and how the people want as applicants, both at the front office and at the back office. The unclear mechanism for the licensing service process at the DPMPTSP office has an impact on the community of applicants who will carry out the licensing application process. The flow or SOP for making permits at DPMPTSP still requires improvement and rediscovery of various things, so that it can overcome community complaints and wishes by collecting information on the development of community desires, not much different from other people who also have opinions:

c. Gathering information on the development of people's desires

In order to collect information on the development of people's desires and overcome the wishes of the community, it is necessary to build an emotional relationship between the user community and the licensing officer, so that good communication is built. who came to ask for service.

Good communication is a skill that must be possessed by every employee, because it will affect the process of completing the work of an employee. Because every employee will try to understand, serve, and appreciate the various people they meet every day. So that this will help in improving the quality of services provided to the community.

4). foresight (vision)

a. Future ideal planning

Vision is the next parameter, namely imagining the ideal future planning, utilizing technology as much as possible, providing services that are in accordance with the demands of the future. The indicators for this parameter are the ideal future planning, the use of technology and services according to future demands, in responding to the statement. The plan for reactivation of the Banjar - Pangandaran Railway will have a positive impact on investment in Banjar City. This will increase regional income from the licensing sector which of course also has a positive impact on the community's economy. The investment potential, which is supported by the Banjar City Investment Forum, is a step by the Banjar City Government in opening up investment opportunities that are beneficial to the residents of the City of Banjar.

One of the purposes of planning is to see programs that will be implemented to increase the possibility of achieving development goals in the future. Organizational planning must be active, dynamic, sustainable and creative, so that management does not only react to its environment, but is more of an active participant in looking ahead. One of the ideal plans for the future is the provision of services by utilizing technology.

The licensing process can be accelerated by utilizing the OSS Online Single Sub Mission application, and already has a help desk, so that the public can access the licensing process faster.

Some people in Banjar City who come to the DPMPTSP Office have utilized the Online Single Sub Mission technology so that the licensing service process can be processed faster.

b. Technology utilization

The Online Single Submission (OSS) system, whose implementation is regulated in Government Regulation Number 24 of 2018, is the government's effort to simplify business licensing and create an integrated licensing service model that is fast and inexpensive, as well as providing certainty. The Electronically Integrated Business Licensing Service (PBTSE), which is more easily referred to by the generic name OSS, is present in the context of business licensing services that apply to all Ministries, Institutions, and Local Governments throughout Indonesia, which so far have been carried out through One Stop Licensing (One Stop Integrated Licensing). PTSP).

c. Services according to future demands

The development of human civilization is accompanied by the development of ways of delivering information (hereinafter known as Information Technology). Starting from the meaningless pictures on cave walls, laying milestones in the form of inscriptions to the introduction of the world of information flow which became known as the INTERNET. The information conveyed is also growing, but the development with the existence of this online media has its negative and positive sides. It can be seen that the use of Information Technology has not been able to convince the public of a fast, precise, easy licensing service process. The obstacle is the public's interest in using the application which is still not optimal. Some people who use licensing services still use the human licensing application process which is considered more effective and efficient.

Based on the description above for licensing management by looking ahead, the service user community at DPMPTSP Banjar City has not fully used licensing management by utilizing online technology even though the services provided by DPMPTSP are in accordance with future demands by using OSS but seeing the heterogeneity For the people of Banjar City, the parameters of the future view can still not be implemented optimally because there is still a lot of data that must be signed directly by service users.

5). Continuous improvement (improving)

a. Continuous improvement/creative

The fifth parameter of the quality of this public service is continuous improvement (creative), adapting to changes, involving all members of the organization in the pulse of change (creativity), investing in human resources on an ongoing basis (learning organization training, benchmarking and so on) creating a conducive environment ( good organizational work climate), creating excellent service standards that are always responsive. The indicator of this parameter is continuous/creative improvement, adapting to changes and creating excellent service, many things have been done by DPMPTSP in providing quality services.

b. Adapting to changes

Continuous improvements made by DPMPTSP to provide licensing services that satisfy the service user community have been carried out by issuing several programs even though their implementation is not as expected because they conflict with the SOP of the technical team needed as a recommendation provider, relating to recommendations.

Based on the information provided by one of the community leaders, it can be seen that the existing SOP in DPMPSTP has become a permanent process that must be carried out by all employees within the scope of the Banjar City DPMPSTP, so that the behavior of people who ask for help in the licensing application process can be served well, even though the public do not understand and know what and how things should be prepared and implemented. Some people who come to the DPMPSTP Banjar City still do not understand what and how things must be prepared and implemented. Looks like a person who does not understand at all about the licensing process with a one-door service mechanism.

c. Creating excellent service

The statement above shows that the improvements made by the Banjar City DPMPTSP in providing licensing services have been good, only in their implementation they encounter

difficulties so that the results are not optimal. So that it can be said that a good public service has prepared everything, so it is not an excuse when the leader is not there, the licensing process is hampered. All forms of negligence in the licensing process must be anticipated by the entire community. In the licensing process at the Banjar City DPMPSTP, people under certain conditions sometimes have not completed all stages of the licensing process. This is due to the element of leadership being negligent in anticipating.

6). Attentive (care, empathy)

a. Prioritizing community satisfaction

Next is the attentive parameter (care, empathy) of the service system that reflects customer or community satisfaction, always maintains a positive image and excellent quality, applies benchmarks that are always right, the indicators of this parameter are always prioritizing community satisfaction, maintaining a positive image of prime quality and apply benchmarks that are always right.

It can be seen that all employees in DPMPSTP have professional employees, have sufficient education. Employees at DPMPSTP, both civil servants and non-civil servants, have their own work professionalism. Overall, they have had their respective work professionalism. Paying attention to the statement submitted by the Secretary of the DPMPSTP Service, there are still many honorary workers who help in the service, but the working principle of officers is to prioritize community satisfaction by maintaining a positive image of prime quality, only in applying benchmarks that are always right, especially in terms of issuing recommendations, DPMPSTP is still facing challenges. obstacles.

b. Maintain a positive image of prime quality

Standard Operating Procedures (SOPs) are documents related to procedures carried out chronologically to complete a job that aims to obtain the most effective work results from workers at the lowest possible cost. From this description, we can see that the licensing process at DPMPSTP involves all Technical SKPDs involved in the licensing process. DPMPSTP has coordinated with all relevant stakeholders contained in the licensing process as proposed by the applicant.

c. Applying benchmarks that are always right

There are several events that make the licensing process awkward due to the lack of good coordination as conveyed by the service user community.

According to this information, the community hopes that in improving public services in the licensing sector, they always carry out socialization to the entire community as permit applicants, so what and how important is the licensing service and the conditions that must be followed. DPMPSTP has coordinated with various parties or related technical agencies as organizations that have technical authority to provide recommendations for the licensing process.

7). Empowerment

a. Always learning experience

Empowerment is the seventh parameter in making a public service quality strategy, which means continuously empowering members in the service unit, always learning from experience, providing sincere recognition and appreciation stimuli, indicators of this parameter are always learning from experience, giving sincere recognition and appreciation. sincere,

Based on the explanation above, it can be seen that in developing employee knowledge at DPMPSTP Banjar City, Education and Training is always carried out as well as developing a collaborative process between employees through outbound activities to increase employee motivation so that they can further improve services to the community.

b. Give a sincere confession

DPMPSTP empowers as one of the strategies for the quality of public services, namely by always learning from previous experiences and giving sincere recognition and appreciation to officers who have assisted in providing services to people who need services.

From the description above, we can see that the professionalism of DPMPTSP employees in providing services is part of Public Service Management to increase government accountability in the field of licensing services.

**DISCUSSION**

Strategy in Improving the Quality of Public Services at the Investment and One Stop Service Office. In brief, the description of SWOT (Strength-Weakness-Opportunities-Threat), has a function to analyze the strengths and weaknesses of an organization which is carried out through a study of internal conditions, as well as an analysis of the opportunities and threats faced by an organization which is carried out through a study of the conditions external



The matching stage of the strategy formulation framework proposes a strength-weakness-opportunity-threat (SWOT) matrix technique. This SWOT matrix relies on information derived from the input stage to match external opportunities and threats with internal strengths and weaknesses.

- 1). S-O is used internal strength to take advantage of external opportunities;
- 2). W-O, namely on weaknesses by taking advantage of external opportunities;
- 3). S-T i.e. use internal strength to reduce or avoid the impact of external threats;
- 4). W-T is to reduce internal weaknesses and avoid external threats.

**Table 1 SWOT Strategy Formulation**

		<i>Strength/Kekuatan</i>		<i>Weakness/Kelemahan</i>	
		(S1)	(S2)	(W1)	(W2)
<b>Internal</b>		Lokasi kantor DPMPTSP	Ketepatan, Kecepatan dan Kepastian Proses Perizinan	Kemampuan SDM yang masih kurang	Kurangnya sarana dan prasarana
	<b>Eksternal</b>	(S3) Kebijakan dan dukungan Pimpinan		(W3) Kurangnya penyanpaian Kebijakan penanaman modal.	
<b>Opportunities/Peluang</b>		<b>STRATEGI S-O</b>		<b>STRATEGI W-O</b>	

(O1) Kedudukan Kota Banjar sebagai Kabupaten/Kota di Jawa Barat.	9. Penempatan Kantor Dinas PMPTSP yang strategis (S1, S3, O2, O3, S2,O3)	1. Peningkatan kemampuan SDM menjadi lebih responsif terhadap tuntutan investor (W1, O1, O3)
(O2) Infrastruktur yang relatif lengkap	10. Proses pelayanan perizinan semakin cepat dan mudah (S2, O1, O3)	2. Peningkatan sarana dan Prasarana penanaman modal. (W2, O1, O3)
(O3) Otonomi Daerah	11. Sinkronisasi kebijakan sejalan dengan kedudukan Kota Banjar sebagai Kabupaten/Kota di Jawa Barat (S1, S2, S3, O1, O2)	
<b>Threats / Ancaman</b>	<b>STRATEGI S-T</b>	<b>STRATEGI W-T</b>
(T1) Kurangnya rasa aman	1. Penyelesaian proses perizinan harus sesuai dengan yang dijanjikan (S2, S3, T1)	1. Sosialisasi kebijakan penanaman modal guna meningkatkan daya saing. (W3, T1, T2, T3)
(T2) Tidak ada kepastian Hukum	2. Memberikan kebijakan yang kondusif terhadap pelaksanaan penanaman modal (S3, T1, T3)	2. Memperbaiki kualitas pelayanan penanaman modal untuk melindungi investor (W1, W2, W3, T1, T2).
(T3) Kesempatan investasi di Kabupaten/Kota Lain	3. Meningkatkan kualitas pelayanan agar bisa bersaing dengan Kabupaten/Kota lain. (S2, T3)	

1). Strategy Strengths - Opportunities

Based on table 4. 2 the researcher can explain the formulation of the SWOT strategy formulation as follows: The S-O strategy is a strategy that uses internal strengths to take advantage of external opportunities to gain profits in the implementation of efforts to develop Investment and One Stop Integrated Services in Banjar City.

The resulting alternatives are:

a). Strategic placement of the Banjar City DPMPTSP office.

This strategy is formulated to use internal strengths such as the strategic location of the Banjar City DPMPTSP office with the opportunities it has, namely the position of Banjar City as a Regency / City in West Java with complete infrastructure support in line with the implementation of regional autonomy;

b). The licensing service process is getting faster and easier.

This strategy is formulated to use internal strengths such as speed, accuracy, and certainty of the licensing process, with the opportunities it has, namely the role of Banjar City as a City in West Java Province and also the implementation of regional autonomy in a better direction.

c). Policy synchronization is in line with the position of Banjar City as a Regency/City in West Java Province.

This strategy is formulated to use internal strengths such as support from the leadership of the City of Banjar with combined opportunities, namely the position of Banjar City as a Regency / City in West Java Province.

2). Strategy Weakness - Opportunities (W - O)

The W-O strategy is a strategy that uses internal weaknesses to take advantage of external opportunities to gain advantages in implementing DPMPTSP development efforts in Banjar Regency. The alternatives are:

a). Increasing the capacity of human resources to be more responsive to the demands of investors. This strategy is formulated to overcome existing weaknesses, namely the lack of human resources capabilities by using the opportunities they have, the position of Banjar City as a Regency / City in West Java Province and also in line with the implementation of regional autonomy.

b). Improvement of investment facilities and infrastructure.

This strategy is formulated to overcome weaknesses, namely the lack of facilities and infrastructure by using the opportunities it has, namely the position of Banjar City as a Regency / City in West Java Province and also in line with the implementation of regional autonomy.

c). Improvement of investment facilities and infrastructure.

This strategy is formulated to overcome its weaknesses, namely the lack of facilities and infrastructure by using the opportunities it has, namely the position of Banjar City as a Regency / City in West Java Province and also in line with the implementation of regional autonomy.

d). Information on investment in Banjar City is available on the internet.

This strategy is formulated to overcome existing weaknesses, namely the lack of investment information with the strengths of DPMPTSP with relatively complete infrastructure support that is relatively complete and in line with the implementation of regional autonomy.

### 3). Strategy Strength – Threats (S-T)

The ST strategy is a strategy that uses internal strengths to reduce or avoid the impact of external threats for the development of PTSP investment efforts. The resulting alternatives are:

a). Completion of the licensing process must be as promised.

This strategy is formulated to use the internal strengths of accuracy, speed and certainty of the licensing process by reducing the threat of lack of legal certainty.

b). Provide a conducive policy towards the implementation of investment.

This strategy is formulated to use the internal strength of leadership support and commitment to reduce the threat of an uncomfortable investment climate and legal certainty.

c). Improving service quality that can compete with other countries.

This strategy is formulated to use the internal strengths of accuracy, speed and certainty of the licensing process completely

### 4). Weakness – Threats (W-T) Strategy

W-T strategy is a proposed strategy to reduce internal weaknesses and avoid existing external threats. The recommended alternative W-T strategies are as follows:

a). Dissemination of investment policies to increase competitiveness. This strategy is formulated to reduce the weakness of the lack of information on investment implementation by avoiding the lack of security and legal uncertainty available to be able to involve staff/officers in the framework of training/courses to improve the capacity of existing human resources;

b). Improving the quality of investment services to protect investors.

This strategy is formulated to reduce the weakness of the lack of human resource capacity and the delivery of investment information by avoiding legal uncertainty, lack of security and better opportunities in other areas. Osborne and Gaebler's ideas on Reinventing Government include 10 principles for entrepreneurial bureaucracy. The 10 principles are: First, catalytic governance: directing rather than pedaling. That is, if the government is like a boat, then the government's role should be as a driver who directs the boat, not as a rower who pedals to make the boat move. Entrepreneurial government should concentrate more on making strategic policies (directing) rather than on technical matters of service (pedaling). Second, government belongs to the people: giving authority rather than serving. That is, the government bureaucracy that concentrates on services produces dependence from the people. Therefore, the service approach must be replaced by growing their own initiative. Third, competitive governance: inject competition into service delivery. That is, trying to provide all services not only causes

government resources to be depleted, but also causes the services that must be provided to grow beyond the government's capacity. Fourth, mission-driven governance: changing rule-driven organizations. Fifth, results-oriented governance: finance results, not inputs. Sixth, customer-oriented government: meet customer needs, not bureaucracy. Seventh, entrepreneurial government: earn rather than spend. So that in this way the government is able to create added value and guarantee results. Eighth, anticipatory governance: prevent rather than cure. Ninth, decentralized governance: from hierarchy to participation and work teams. Cooperation between the government sector, business sector, and civil society sector needs to be encouraged to form work teams in public services. Tenth, market-oriented government: driving change through the market. So the strategy used is to create an environment to operate efficiently and ensure the same quality of life and economic opportunities.

In order to improve services and answer the gap problem, the Banjar City Government is committed to how to be able to provide excellent service quality to stakeholders, namely the community, entrepreneurs, social institutions, and the world of education. The form of the Banjar City Government's commitment is to form an institution that manages all activities related to the licensing service process in Banjar City, namely the Investment Service and One Stop Integrated Service as a form of service bureaucratic reform, so that a fast, cheap, integrated form of public service will be created. , and have high accountability.

To support the creation of the above, it is necessary to implement:

- a). The existence of a technical team as permanent employees at the Banjar City DPMPTSP;
- b). Regulatory certainty from the central level;
- c). Employee recruitment is carried out periodically;
- d). Implementing capacity building for licensing administrators;
- e). Support of adequate facilities and infrastructure;
- f). Special incentives for licensing agencies;
- g). Availability of investment potential opportunities in Banjar City

## CONCLUSION

Based on the results of the research and discussion as described in the previous chapter, the researcher can provide the following conclusions:

A. There are factors that can improve the quality of public services at the Office of Investment and One Stop Integrated Services (DPMPTSP) of Banjar City, namely:

- 1). The organizational structure factor, that the quality of public services at the Banjar City DPMPTSP as a whole is still not optimal. This is as a result of the implementation of the tasks mandated by Regional Regulation 21 of 2011 has not been carried out optimally by the DPMPTSP as a result, the nomenclature of regional apparatuses in the investment sector is always changing. Changes in organizational structure are also the impact of too fast changes in legislation, new regulations related to Presidential Regulation 91 of 2017 and the issuance of PP 24 of 2018 as well as other regulations regarding norms, standards, procedures and criteria in order to improve the pro-business investment climate in order to facilitate business activities. that have not been adjusted in the regions and inter-sectoral understanding.
- 2). The apparatus/public service factor, that the implementation of activities and processes of government administration is supported by the ability of the government apparatus, because this also plays an important role in determining the level of quality of government public services.
- 3). The strategy so that the quality of public services at the Office of Investment and One Stop Integrated Services in Banjar City runs effectively, one of which is through improving the performance of management of counseling counseling to the community which is still low. Improving the performance of the management of counseling and consulting services as regulated in the Ministerial Regulation and RB No. 30 of 2014 concerning Guidelines for Yanlik Innovation, Minister of Administrative Reform and Bureaucratic Reform No. 35 of 2012 concerning Guidelines for SOPs for Government Administration. The results of the study show that the qualifications and

quantity of implementing human resources are still lacking and there are inadequate working facilities, especially service rooms that have not fully provided comfort for investors/licensed applicants as well as in the operational side of implementing internal tasks in supporting improving the performance of the apparatus. This shows that there is no coordination and equalization of perceptions with central agencies, Provincial and Regency/City Technical OPDs.

4). The factor of the public service system is that to provide good public services for the community, an organized system is needed. The results of the study indicate that not all types of permits that are managed can be informed because the licensing mechanisms and procedures have not been prepared, especially permits that are strategic in nature. The technology characteristics of IT that are cross cutting and global, as well as their ability to store, search, sort, filter, distribute and share information without limits can increase efficiency and improve communication/information exchange to strengthen and create new economic and social networks in improving the business climate. conducive environment, and has not been used optimally in terms of promotion, partnership and other developments in the investment sector.

B. The strategy to improve the quality of public services at the Office of Investment and One Stop Licensing Services in Banjar City is carried out through the following steps:

- 1). Mengembangkan potensi dan peluang investasi dengan melibatkan seluruh stakeholder;
- 2). Memberikan kemudahan berinvestasi di Kota Banjar dan di Jawa Barat dengan meningkatkan kepastian hukum dan penyederhanaan prosedur perizinan dan non perizinan bagi calon investor (*ease of doing business*);
- 3). Meningkatkan efektivitas strategi dan upaya promosi investasi yang lebih efisien dan efektif guna mendorong pemerataan investasi di Kabupaten/ Kota dengan mempertimbangkan karakter dan kondisi geografis daerah;
- 4). Menciptakan iklim investasi dan iklim usaha yang kondusif bagi pelaku usaha dan investor dengan melaksanakan pembinaan, pengawasan dan fasilitasi penanganan permasalahan investasi bagi perusahaan PMA/PMDN;
- 5). Making technical regulations for the implementation of strategic permit management services to speed up service processes and sectoral control accuracy;
- 6). Implementing an online system pattern with assistance in providing licensing services to the public to encourage investment in online licensing applications;
- 7). Improving the quality of the PTSP apparatus in serving the community as an effort to encourage institutional strengthening and human resources of the PMPTSP Service;
- 8). Increase synergy with regional technical apparatus so as to increase time capacity and credibility of licensing services.

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