

STRATEGY IMPROVING THE QUALITY OF PUBLIC SERVICE IN THE CAPITAL INVESTMENT AND SERVICE SERVICE INTEGRATED ONE DOOR OF THE BANJAR CITY WEST JAVA PROVINCE

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***ABSTRACT---**There is still the view of the community that considers that the delivery of public services is still very slow and inefficient in responding to changes and does not adjust to changes in the development paradigm. The many complaints made by the public, especially the business community in receiving public services from the government bureaucracy, include: convoluted procedures, no clarity about the time to resolve the problem, and no clarity about how much the cost must be incurred, plus the poor quality of service.*

The method used in this study is a qualitative research method, while the type of approach in this research is descriptive analysis. Analysis of the data used is the analysis of data according to Miles and Hubberman with a qualitative approach.

The results showed that the gap between the quality of public services and community expectations still occurred, therefore there must be improvements in service performance related to the elements of service procedures, cost certainty, staff certainty, and speed of service. In the service that is currently considered good by the community is able to encourage investment activities in the City of Banjar, because it is able to create services that are cheap, fast and transparent. Transparency in public services has increased

Based on the results of the study it can be concluded that the DPMPTSP of Banjar City must continue to improve the quality of service with high commitment, consistency, and legal certainty. Improving the quality of service needs to be accompanied by a simplification program of 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 Services.*

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I. Research Background

The implementation of wide-ranging, 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 overcome the problems of the region. 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.

Efforts to improve public services, local governments are given greater flexibility to design and determine the types of services needed by the community. Along with that the demands of the community to get quality services continue to increase from time to time. The demand is 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 government that plays the role of service provider needs to improve the quality of service by prioritizing the needs of the community as users. Therefore, the government must strive to provide understanding and knowledge and invite the public to be able to play an active role, for example by giving opinions, submitting aspirations, or giving suggestions for improvements in the delivery of services and can provide satisfaction in obtaining services.

For operational and institutional licensing service operations, the Minister of Home Affairs (Permendagri) Regulation No. 138 of 2017 concerning Integrated One-Stop Service Delivery requires each local government to form an integrated licensing service unit, so that it is expected to answer the needs of the public who want public services transparent, efficient, and timely in the licensing field. The policy provides direction for public services within the framework of the welfare of the community and improving public services. The scope of public services is very broad, including the implementation of public good and public regulation and is carried out based on the principles of good governance.

Efforts to improve the quality of bureaucratic services in licensing services have basically been attempted before the birth of Presidential Instruction Number 3 of 2006, through a policy on the establishment of One-Stop Integrated Services (PTSA) as outlined in the Circular Letter of the Minister of Home Affairs 1997 Number 503/125 / PUOD concerning Establishment of One-Stop Integrated Services (PTSA) and Instruction of the Minister of Home Affairs Number 25 of 1998 concerning Integrated One-Stop Services. However, until now the expectation of the simplification of licensing through PTSA is felt to be less than optimal so that there must be various improvements.

II. Literature Review

The essence of public service is the provision of excellent service to the community which is an embodiment of the obligation of government employees as public servants. In addition, an 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. To carry out these functions local government employees must be able to describe in the delivery of services to the community in accordance with the functions of each service unit. To create good public services, various innovations are needed.

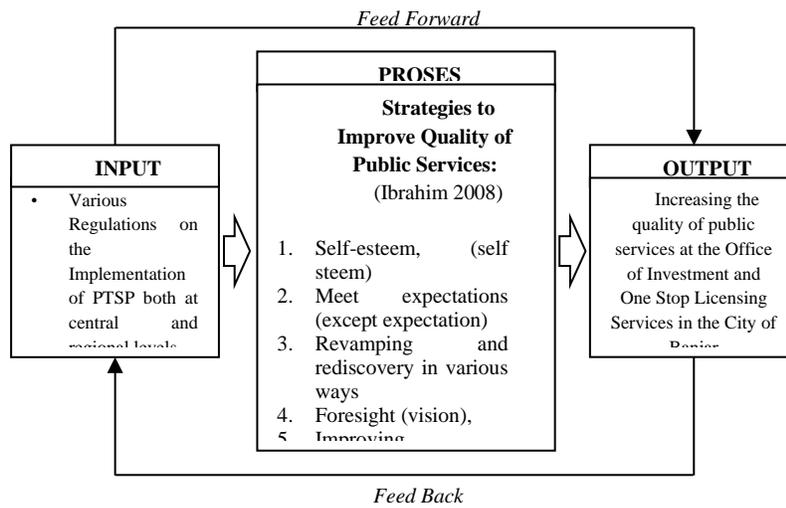


Image 1: Research Thinking Paradigm

III. Research Methods

The research method used is descriptive analysis, while the type of approach in this study is qualitative. According to Moleong (2009: 3) that "qualitative research as a research procedure that produces descriptive data in the form of written or oral words from people and observable behavior". The qualitative approach was chosen with the consideration that this method is expected to obtain true data and be able to study the research problem in depth so that it can obtain the expected results. The use of this qualitative research approach is felt to be very appropriate in the study of public administration, especially research that tries to study and understand a society. Through this approach, the research problem wants to link an event with other events and can provide important information in the form of scientific descriptions for decision makers/ policies relating to the quality of public services at the Investment and One Stop Integrated Services Office in Banjar City, West Java Province

IV. Discussion of Research Results

Factors in Improving the Quality of Public Services at the Investment and Integrated One Stop Service Office

Based on the service strategy theory above, researchers can explain the research results of researchers from various information that researchers obtained from the 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, judging by leadership and example, the placement of officers or service officials in accordance with their expertise, assigning service tasks that reach the future (futurist) based on success on tomorrow instead only today.

a. Exemplary in providing public services

Based on these results it can be explained that every bureaucracy of public servants must have a mental attitude and behavior that reflects the superiority of character, nobility and ethical principles., namely: the value of truth (truth), goodness (goodness), freedom (liberty), equality (equality), and justice (justice). In social life, a person is often judged by his speech, attitudes and behavior in line with these values or not. Likewise with the provision of public services, said, attitudes and behavior of service providers are often used as an object of evaluation in which these great values are used as a measure.

b. Expertise in providing public services

Professionalism is a reflection of the skills and expertise of the apparatus that can run effectively if supported by the suitability of the level of knowledge on the basis of educational background with the workload that is its responsibility and also as a reflection of the potential self-possessed apparatus, both in terms of ability and aspects of behavior that includes loyalty, innovation, productivity and creativity. One of the biggest challenges faced by the government apparatus is the effort to display professionalism, high work ethic, competitive advantage and the ability to uphold bureaucratic ethics in carrying out their duties and functions in accordance with the aspirations of people who are free from the nuances of corruption, collusion and nepotism (KKN).

c. Guided by success in providing public services

Communities in the reform era like today want all arrangements to be faster, effective, and efficient. To provide good public services for the community, an orderly system is needed. In addition to impacting on the speed of service, a good public service system can reduce extortion and not corruption. Clear service requirements, time limits, procedures, and transparent service rates can encourage the level of public confidence in government services. In order to provide better services, many public services are now integrated into one door.

Supervision or control contains components; an activity carried out by looking at, checking, assessing, correcting, matching the activities carried out with a predetermined plan and making improvements if the work done is not in accordance with the plan. Thus, the object of surveillance activities is regarding errors, deviations, defects and negative things such as fraud, violations and corruption, to then be made improvements with the control of superiors, the output in the form of service to the public can be controlled, as stated by the Head of DPMPSTP Services Division.

2). Meet expectations (except expectation)

a. The public services provided are in line with the expectations of a changing community

The government as a state apparatus must be able to provide good public services to the community. The government, which is familiarly called the bureaucracy, including the regional government, has so far tended to get negative ratings from the public. Licensing in its development must be played as an instrument to balance proportional interests. Predicate Indonesia as a licensing country (een vergunning geland), the position of the licensing sector is a key sector.

The requirements set by the Banjar City One-Stop Investment and Integrated Services Office are considered to be easily fulfilled by the community. The requirements set by DPMPTSP of the City of Banjar are not too many, on average only 8-10 requirements if you want to take care of licensing at the DPMPTSP of the City of Banjar, with not too many requirements, making it easy for the community to fulfill them.

The website facilitates requirements and also disseminates information on easy access to the public to find out accesses that have been given by DPMPTSP Banjar City, even though in reality access to licensing information is still not entirely known to the public. This is as a result of the lack of socialization to the public about the dissemination of information about the access to the slave Related to licensing requirements that the requirements in DPMPTSP Banjar City have been easily met and followed by the community, dissemination of information about the requirements and ease of access has also been done / provided by the DPMPTSP of the Banjar City when related to the dimensions of the quality of public services. lack of socialization.

The procedures carried out by the DPMPTSP of the Banjar City have made it easy for the recipient of the service / community, where in the procedure set by the community, it is only enough to come twice to the DPMPTSP of the Banjar City. The community only came to register, then came back to get the permit issued by DPMPTSP Banjar City.

b. The public services provided are in line with current public expectations

The provision of public services to the community that has been carried out by DPMPTSP in terms of facilities is in line with the expectations of the community. The problem is that if in the requirements for submission there must be recommendations from other technical agencies or offices, making these recommendations which cannot be predicted when the resolution is completed, in this case SOP is needed Submitting recommendations that are complete with the completion of recommendations from DPMPTSP for technical services in the City of Banjar.

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

3). Revamping 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, compile the latest service standards, listen to 360 degree feedback for further improvement. Indicators for this parameter are making community complaints a challenge and overcoming community desires and gathering information on the development of community desires.

The Regional Spatial Plan will have an impact on the licensing process issued by DPMPTSP. Licensing documents issued by DPMPTSP are highly determined by RTRW Regulations, so permits issued by DPMPTSP are in accordance with RTRW Perda. Complaints Mechanism for the administration of Licensing services as stated in the Banjar Mayor

Regulation Number 65 of 2009 concerning Complaints Mechanisms at the Banjar City Integrated Investment and Licensing Services Agency, a complaint that is often faced by DPMPTSP service officials in Banjar City is regarding making recommendations for licensing.

b. Overcoming community desires

Standard Operating Procedure (SOP) for each technical team is needed to maintain the work consistency of every officer, employee, team, and all work units, clarify the flow of tasks, authority, and responsibilities of each work unit and facilitate the process of assigning tasks and responsibilities to employees who run it. The public expressed their opinions about their desires and hopes.

Based on information from DPMPTSP employees explaining the mechanism or process of TDP and SIUP services, they should be able to see and understand what and how the community wants as the applicant both in the front office and in the back office. The unclear mechanism of the licensing service process at the DPMPTSP office has an impact on the community of applicants who will carry out the licensing application process.

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

In order to gather information on the development of community desires and overcome the desires of the community, it is necessary to build an emotional connection between the user community and licensing officers, so that good communication is developed, as the core of community service performed by public services is learning to communicate properly and correctly with each community who come want to ask for service.

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

4). Foresight (vision)

a. Ideal future planning

The foresight (vision) is the next parameter that is to imagine the ideal future planning, the maximum use of technology, to provide services in accordance with the demands of the future. The plan to reactivate the Banjar - Pangandaran Railroad will have a positive impact on investment in the City of Banjar. This will increase regional income from the licensing sector which will certainly have a positive impact on the community's economy. The investment potential supported by the Banjar City Investment Forum, is the Banjar City Government's step in opening investment opportunities that are beneficial to the citizens of the Banjar City community.

The licensing process can be accelerated by utilizing the OSS Online Single Sub Mission application, and already has a help desk, so that people can access the licensing process faster. Some people in the Banjar City who came to the DPMPTSP Office have utilized the Online Single Sub Mission technology so that the licensing service process can be processed faster.

b. Utilization of technology

The Online Single Submission System (OSS), the implementation of which is regulated in Government Regulation Number 24 of 2018, is an effort by the government to simplify business licensing and create an integrated licensing service model that is fast and inexpensive, and provides 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 in all Ministries, Institutions and Local Governments throughout Indonesia, which so far have been carried out through the One Stop Integrated Licensing (PTSP).

Some communities in the City of Banjar who have applied for a licensing process for business or public administration, still use the manual process. It is considered that the manual process is more effective than the digital process which cannot guarantee the certainty of the completion of the licensing process. So it is also necessary to have off line licensing services that are closer to rural communities.

c. Services according to future demands

The information conveyed also developed, but the development with online media has negative and positive sides. It can be seen that the use of Information Technology has not been able to convince the public of the licensing service process that is fast, precise, and easy. The obstacle is the interest of the public to use the application which is still not optimal. Most people who use licensing services still use the human licensing process which is considered more effective and efficient.

Apart from the many negative impacts of the use of IT, furthermore related to the development of Information Technology today, the Banjar City government must not remain silent in the face of the scarcity of IT Human Resources as explained above. Although it is realized that Information Technology on the one hand can be a disaster given the many negative impacts carried by Information Technology, but on the other hand is an opportunity. Nevertheless, this opportunity must be observed because every country in the world also wants to use this opportunity.

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

5). Continuous improvement

a. Endless / creative improvement

The fifth parameter of the quality of public services is continuous improvement (creative), adjusting to changes involving all members of the organization in the pulse of change (creativity) investment in human resources in a sustainable manner (education learning organization training, benchmarking, etc.) creation of a conducive environment (good organizational work climate), creating excellent service standards that are always responsive. Indicators of this parameter are continuous / creative improvement, adjusting to changes and creating excellent service, a lot of what DPMPTSP has done in providing quality services.

Public service innovation to reach all elements of society through various FORTUNER, CURHAT, PUPITASARI, and TRUST programs is a form of public service innovation in the licensing sector. But in its implementation these programs have not run optimally, this is because there are several SOPs for licensing that require recommendations from the technical team of technical agencies in the City of Banjar.

b. Adjust to changes

Continual improvements made by DPMPSTP to provide licensing services that satisfy the service user community have been carried out by issuing a number of programs even though the implementation is not as expected because it clashes with the technical team's SOP that is 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 SOP that already exists in DPMPSTP has become a permanent process that must be carried out by all employees in the DPMPSTP area of Banjar City, so that the behavior of the community asking for help in the permit application process can be well served, even though the community do not understand and know what and how things should be prepared and implemented. There are still some people who come to DPMPSTP Kota Banjar who do not understand what and how things should be prepared and implemented. Looks like a person who does not understand about the licensing process with a one-door service mechanism.

c. Creating excellent service

The statement above shows that the improvements made by the DPMPSTP Banjar City in providing licensing services are already good, only in the implementation encountered difficulties so that the results were not optimal. So that it can be said that good public service has prepared everything, so that it does not become a reason when the leadership is not available, the licensing process is hampered. All forms of negligence in the licensing process must have been anticipated by the whole community. In the licensing process in Banjar City DPMPSTP, communities in certain conditions sometimes have not yet completed all the stages of the licensing process. This is due to negligent leadership elements in anticipation.

Improvements made by the DPMPSTP of Banjar City include making improvements without stopping, adjusting to changes that occur to create excellent service, improvements made by issuing programs aimed at maximizing service to the community.

6). Attentive (care, empathy)

a. Prioritizing community satisfaction

It can be seen that all employees at DPMPSTP have professional employees, have sufficient education. Employees at DPMPSTP both civil servants and non civil servants have their professional work. As a whole have had the professionalism of each work. Noting the statement delivered by the Secretary of the DPMPSTP Office, there are still many honorary staff assisting in the service, but the principle of the work of the officers is to prioritize community

satisfaction by maintaining a positive image of prime quality, only in applying measures that are always right, especially in the case of issuance of recommendations, DPMPTSP still faces obstacles.

The explanation above can be seen that the implementation of the licensing process is sometimes hampered when going to carry out the field survey process. The existing human resources as a technical team is inadequate so they still rely on people who have very limited technical competence in each SKPD. In terms of quantity, HR at DPMPTSP is still lacking or limited, the recommendation process that needs to be followed up is often hampered because the technical team has no competence or the number is very limited.

b. Maintain a positive image of prime quality

Standard Operating Procedure (SOP) is a document relating to procedures carried out chronologically to complete a job aimed at obtaining the most effective work from workers at the lowest possible cost. We can know that description in the licensing process at DPMPTSP involves all Technical SKPDs involved in the licensing process. DPMPTSP has coordinated with all relevant stakeholders contained in the licensing process as requested by the applicant.

Coordination is an activity carried out by various parties that are equal to provide information to each other and jointly arrange or agree on something, so that on the one hand the process of carrying out the tasks and the success of one party does not interfere with the process of carrying out the tasks and the success of the other party. Coordination is also needed so that the licensing process is completed quickly.

Based on the explanation above, coordination and consultation of the management and licensing process will be optimal if there is coordination between relevant stakeholders as the permit application. DPMPTSP Banjar City has coordinated and consulted with relevant stakeholders to accelerate the licensing process in Banjar City.

c. Implement benchmarks that are always right

The statement said that the community hopes that in improving public services in the field of licensing, it is always necessary to carry out socialization to the whole community as applicants for licensing, so that what and how important licensing services and conditions must be taken. DPMPTSP has coordinated with various parties or relevant technical agencies as organizations that have technical authority to provide recommendations for the licensing process.

The optimal service quality strategy is carried out attentively, and this has not been optimally carried out by DPMPTSP, this is due to a lack of coordination in applying appropriate benchmarks in terms of licensing issuance.

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 experience, providing stimulation of sincere recognition and appreciation, 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 in DPMPTSP Banjar City Education and Training is always carried out as well as developing the process of collaboration between employees through outbound activities to increase employee work motivation so as to further improve services to the community.

DPMPTSP Banjar City always routinely conducts education and training as a form of capacity building for apparatus resources, as well as supporting activities to increase employee motivation through capacity building activities.

b. Give sincere acknowledgment

DPMPTSP is empowering as one of the public service quality strategies, namely by always learning from previous experiences and giving sincere recognition and appreciation to the officers who have helped in providing services to the people who need services.

The above description can be seen that the professionalism of DPMPTSP employees in providing services is part of Public Service Management to improve government accountability in the field of licensing services.

DPMPTSP of Banjar City has absorbed the aspirations of various sectors, the community that provided critical suggestions and improvements in licensing services will greatly assist the government in improving licensing service sectors so that the licensing service process can be faster, more precise, accurate, and not complicated.

Strategies for Improving the Quality of Public Services at the One Stop Investment and Integrated Services Office

Strategy is a unified, comprehensive and integrated plan that results in organizational excellence with environmental challenges to ensure that objectives can be achieved. To achieve these goals, an organization needs to be drawn up by interacting with factors that support success so that synergy in achieving its goals and objectives.



Figure 2: SWOT Analysis Quadrant

The matching phase of the strategy formulation framework presents the strength-weakness-opportunity-threat (SWOT) matrix technique.

Table 1: SWOT Strategy Formulation Formulation

Internal	Strength/Kekuatan (S1) DPMPTSP office location	Weakness/Kelemahan (W1) HR capabilities are still lacking
	(S2) Accuracy, Speed and Certainty of the Licensing Process	(W2) Lack of facilities and infrastructure
	(S3) Leadership policy and support	(W3) Lack of capital investment policies.
Eksternal		
Opportunities/Peluang	STRATEGI S-O	STRATEGI W-O
(O1) Position of Banjar City as Regency / City in West Java.	9. Strategic PMPTSP Office Placement (S1, S3, O2, O3, S2, O3)	1. Increased HR capabilities become more responsive to investor demands (W1, O1, O3)
(O2) Relatively complete infrastructure	10. The licensing service process is faster and easier (S2, O1, O3)	2. Improvement of capital investment facilities and infrastructure. (W2, O1, O3)
(O3) Regional autonomy	11. Policy synchronization in line with the position of the City of Banjar as a Regency / City in West Java (S1, S2, S3, O1, O2)	
Threats / Ancaman	STRATEGI S-T	STRATEGI W-T
(T1) Lack of security	1. Completion of the licensing process must be as promised (S2, S3, IT)	1. Investment policy socialization in order to increase

		competitiveness. (W3, T1, T2, T3)
(T2) There is no legal certainty	2. Provide policies that are conducive to the implementation of investment (S3, T1, T3)	2. Improve the quality of capital investment services to protect investors (W1, W2, W3, T1, T2).
(T3) Investment opportunities in other districts / cities	3. Improving the quality of service in order to compete with other Regencies / Cities. (S2, T3)	

Source: Research data, processed in 2019.

1). Strategy Strengths - Opportunities

The alternatives produced are:

- a). Strategic placement of DPMPTSP Kota Banjar offices. This strategy is formulated to use internal strengths such as the strategic location of the DPMPTSP Banjar City office with the opportunities that are owned by Banjar City as Regency 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 in the licensing process, with the opportunities they have, namely the role of the City of Banjar and also the implementation of regional autonomy towards a better direction.
- c). Policy synchronization is in line with the position of the City of Banjar as a Regency. This strategy is formulated to use internal strengths such as support from the Banjar City leadership combined with the opportunities they have, namely the Position of the Banjar City as a Regency / City in West Java Province.

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

The alternatives are:

- a). Increasing the ability of HR becomes more responsive to investor demands. This strategy is formulated to overcome existing weaknesses, namely the lack of human resource capabilities by using the opportunities they have, the position of the City of Banjar also in line with the implementation of regional autonomy.
- b). Improvement of investment facilities and infrastructure.
 This strategy is formulated to overcome the weaknesses owned by the lack of facilities and infrastructure by using the opportunities they have, namely the position of the City of Banjar also in line with the implementation of regional autonomy.
- c). Improvement of investment facilities and infrastructure.

This strategy is formulated to overcome the weaknesses owned by the lack of facilities and infrastructure by using the opportunities they have, namely the position of the City of Banjar as a Regency and also in line with the implementation of regional autonomy.

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

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

3). Strength Strategy - Theats (S-T)

The alternatives produced are:

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

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

- b). Provide policies that are conducive to the implementation of investment.

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

- c). Improving the quality of services that can compete with other countries.

This strategy is formulated to use the internal power of the accuracy, speed and certainty of the permit process completely.

4). Weakness Strategy - Thereats (W-T)

The recommended alternative W-T strategies are as follows:

- a). Investment policy socialization in order to increase competitiveness.

- b). Improve 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.

The 10 principles are First, the catalyst government: directing rather than pedaling. Entrepreneurial government should concentrate more on making strategic policies (directing) rather than being engrossed in technical services (pedaling). Second, the government is owned by the people: giving authority rather than serving. Third, competitive governance: injecting competition into service delivery. Fourth, a government driven by a mission: changing an organization that is driven by regulations. Fifth, results-oriented government: finance the results, not input. Sixth, customer-oriented government: meet customer needs, not bureaucracy. Seventh, entrepreneurial government: produce rather than spend. Eighth, anticipatory government: prevent rather than cure. Ninth, decentralized government: from hierarchy to participation and work teams. Tenth, market-oriented governance: boosting change through the market. So the strategy used is to shape the environment to be able to operate efficiently and guarantee the same quality of life and economic opportunities.

V. Conclusions

Based on the results of the research and discussion as what was explained 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 Banjar City Investment and One Stop Integrated Service Office (DPMPTSP):

1). Organizational structure factor, that the quality of public services in DPMPTSP Banjar City as a whole is still not optimal. This is as a result of the implementation of the tasks of the mandate of Regional Regulation 21 of 2011 that has not been carried out optimally by DPMPTSP as a result the nomenclature of regional apparatuses in the investment sector is always changing. Changes in organizational structure are also a result of changes in legislation that are too fast in the presence of new regulations related to Presidential Regulation 91 of 2017 and the fall in PP 24 of 2018 as well as other regulations regarding norms, standards, procedures and criteria in order to improve the business climate of investment in order to facilitate business activities which has not been adjusted in the regions and inter-sectoral understanding.

2) The factor of public apparatus / servants, 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 the City of Banjar runs effectively is one of them through improving the performance of management counseling counseling to the community is still low. Improving the performance of counseling management and consulting services as stipulated in Permenpan and RB No. 30 of 2014 concerning Yanlik Innovation Guidelines, Permenpan RB No. 35 of 2012 concerning SOP Guidelines for Government Administration. The results showed that the qualifications and quantity of implementing human resources were still lacking and inadequate working facilities, especially service spaces that did not fully provide comfort for investors / permit applicants or in the operational side of carrying out internal tasks in supporting the improvement of apparatus performance. This shows the lack of coordination and equalization of perceptions with central agencies, Provincial and Regency / City Technical OPD.

4) Factors of the public service system, that to provide good public services for the public needs an orderly system. The results of the study showed that not all types of permits managed could be informed because the licensing mechanism and procedures had not yet been developed, especially strategic permits. Technology characteristics of IT that are cross cutting and global, and its ability to store, trace, sort, filter, distribute and share information without limits can improve efficiency and improve communication / information exchange to strengthen and create new economic and social networks in improving the business climate conducive, and have not been used optimally in terms of promotion, partnership or other development in the field of investment.

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

1). Develop investment potentials and opportunities by involving all stakeholders;

- 2). Providing ease of investment in the City of Banjar and in West Java by increasing legal certainty and simplifying licensing and non-licensing procedures for potential investors (ease of doing business);
- 3). Increasing the effectiveness of strategies and efforts to promote investments that are more efficient and effective in order to encourage equitable investment in regencies / cities, taking into account regional characteristics and geographical conditions;
- 4). Creating an investment climate and a conducive business climate for business actors and investors by carrying out guidance, supervision and facilitation in handling investment problems for PMA / PMDN companies;
- 5). Make technical regulations on the implementation of management services for strategic permits to speed up the service process and the accuracy of sectoral control;
- 6). Implement online system patterns with assistance in providing licensing services to the public to encourage investment in applying for licenses online;
- 7). Improving the quality of the PTSP apparatus in serving the community as an effort to encourage institutional and human resources strengthening of the PMPTSP Office;
- 8). Increasing synergy with technical regional instruments so as to increase the time capacity and credibility of licensing services.

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