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## QUALITY OF LICENSING SERVICES FROM THE INVESTMENT AND INTEGRATED ONE-STOP SERVICES AGENCY OF NGANJUK REGENCY

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### Abstract

The Investment and Integrated One-Stop Services Agency of Nganjuk Regency is one of the regional government agencies in Nganjuk Regency which is an agency specifically tasked with providing licensing services that directly relate to the community. The Investment and Integrated One-Stop Services Agency of Nganjuk Regency is required to improve the quality of its services. The research method used by researchers is qualitative research with a descriptive research type. The results of the research show that based on Parasuraman's theory, measuring the quality of public services can be viewed from five main dimensions, namely 1) Tangible, 2) Reliability, 3) Responsiveness, 4) Assurance, and 5) Empathy shows that the quality of public services in The Investment and Integrated One-Stop Services Agency of Nganjuk Regency in general it is good. Even though there are deficiencies in the timeliness of services, the provision of service times and there is still discrimination in services to the community.

**Keywords:** Service Quality; Public Service; Licensing

### PENDAHULUAN

The Preamble to the 1945 Constitution of the Republic of Indonesia mandates that the purpose of establishing the Republic of Indonesia, among other things, is to advance general welfare and make the nation's life intelligent. This mandate states that the state is obliged to meet the needs of every citizen through a government system that supports the creation of excellent public services in order to fulfill the basic needs and civil rights of every citizen regarding public goods, public services and administrative services (Setyobudi, 2013).

Service to the community is important and must be paid attention to. In the current era of regional autonomy, regional governments are given the freedom to manage their

own regions. Regional autonomy means that the regional government is more aware of the various problems that exist in districts/cities where the people are in direct contact with the regional government (Guntoro, 2021).

This regional autonomy also has various impacts on society. One of them is opening up communication between the regional government and the community, which so far seems not to be going well (Latjuba, 2017). On the one hand, regional governments are becoming more open to the community regarding the government administration process, while on the other hand, the community's bargaining power is increasing (Iskandar, 2017). Their wishes and demands are more listened to and paid attention to by the regional government, where one of the community's desires and demands is to improve public services for the community.

Regional government in relation to an autonomous government administration system gives rise to the independence of the region itself in managing better governance (Berman, 2019). Good governance includes how to provide excellent service to the public so that what is felt is a form of service that increasingly satisfies the public (Denhardt & Denhardt, 2003). The impact is that one region and another increasingly competes in providing good, cheap, fast, comfortable and transparent services to the public.

Improving service quality is a very important issue where this happens because on the one hand, society's demands for service quality are getting bigger from year to year (Zeithaml et al., 1996). Meanwhile, service delivery practices are considered to have not experienced significant improvement. The public always demands quality public services, even though these demands often do not meet expectations because of the reality of the services that have occurred so far (Salsabila Firdausy dan Ummu Nur Hanifah, 2018).

Such tendencies occur because society is still positioned as those who "serve" rather than those who are "served" (Osborne, 2007). Therefore, basically there is a need to reform public services by bringing "servants" and those "served" into their true meaning. Services that should be aimed at the general public are sometimes turned into public services to the state even though the state was actually established for the benefit of the community. This means that bureaucrats must actually provide the best service to the community (Strokosch & Osborne, 2016).

In order for this ideal service to be realized, there are several factors that support it, according to (Moenir, 2008) said that: "In public services there are several important supporting factors, including awareness factors of officials and officers who are involved in public services, regulatory factors that form the basis of service work, organizational factors which are tools and systems that enable service activity mechanisms to run, factors income that meets minimum living needs, officer skill factors and facility factors in carrying out service tasks."

Talking about public services, it cannot be separated from bureaucracy because the government uses bureaucracy to provide services to the community, but the reality proves that since the bureaucratic reform agenda was launched, the public has not experienced significant changes in public services (Septiana & Tohopi, 2021). Public services by government officials today still have many weaknesses so they cannot meet the quality expected by the public. This is indicated by the fact that there are still various public complaints conveyed through the mass media, which can give rise to an unfavorable image of the government and its officials. Considering that the main function of the government is to serve the community, the government needs to continue to strive to improve the quality of services (Nawawi, 2012).

To create a good bureaucracy with government officials who are good at serving the community is not easy, the opposite is true, namely the practice of officials who are not oriented towards the community, but towards themselves. This kind of apparatus does not understand the nature of the position and duties they are carrying out, namely as public servants. As a result, we often find officers who actually "serve themselves." (Kandil, 2016).

The real impact of this problem, as we all know, is that bureaucracy is often a commodity for government officials so that public services become slow, expensive, complicated and unclear, even for small things such as making ID cards (Prabowo, 2022). Based on this reality, it is necessary to develop a new system and mechanism that will enable public services to run better. A system that is faster, more precise, cheaper, easier, clearer and more transparent so that the function of government officials as public servants can truly be realized.

<sup>1</sup> The Investment and Integrated One-Stop Services Agency of Nganjuk Regency <sup>12</sup> is one of the regional government instruments in Nganjuk Regency that implements a one-stop service system as an agency specifically tasked with providing licensing services that directly relate to the community. Where <sup>8</sup> The Investment and Integrated One-Stop Services Agency of Nganjuk Regency <sup>8</sup> is required to improve the quality of its services related to licensing while still referring to the main tasks and functions as well as existing regulations in improving the quality of its services.

## RESEARCH METHODE

<sup>22</sup> The research approach used by the author is a qualitative research approach. According to (Gunawan, 2013), qualitative research aims to develop the concept of sensitivity to the problems faced, explain the reality related to exploring theories from below and develop understanding of one or more of the phenomena faced. Meanwhile, (Moleong Lexy, 2000) <sup>16</sup> define qualitative methods as research procedures that produce descriptive data in the form of written words spoken by people and observable behavior.

Data collection techniques in this research used various techniques, namely interviews, observation and documentation. These three techniques are used to obtain mutually supporting and complementary data and information about the quality of licensing services at the Nganjuk Regency Investment and One-Stop Integrated Services Service. <sup>22</sup> The data used in this research is qualitative data. The data source in this research is employees at the Nganjuk Regency Investment and One Stop Service.

Meanwhile, for data analysis, the technique used in this research is qualitative techniques, namely interactive analysis techniques. Put forward by (Miles et al., 2014) <sup>2</sup> activities in interactive data analysis are: Data Condensation, Data Display, Conclusion Drawing/Verification. Researchers test the validity of the data in order to obtain valid data with consistent/persistent observation, triangulation and peer examination.

## RESULT AND DISCUSSION

### a. Public Service Quality

#### 1. Tangibles

Tangibles are one of the important instruments for measuring the services provided (Parasuraman et al., 1985). As we know, one way people will use their sense of sight to assess the quality of service. Good physical facilities will influence people's opinions because good physical facilities make people's expectations higher. Among them are the physical condition of the office building, equipment, employees and other supporting facilities owned by the service provider, in this case The Investment and Integrated One-Stop Services Agency of Nganjuk Regency.

Another means of supporting the tangibles dimension that influences the views of permit applicants in assessing service quality is the availability of easy-to-understand application forms, booklets, leaflets, self-contained queuing platforms (touch screens) and posters regarding service instructions. Permit applicants will be disappointed if when they come to need service, the officers are not there, so the availability of service staff is one of the tangible aspects that service providers must pay attention to. From the description above in this research, tangibles are measured by the availability of service facilities, service supporting facilities and service personnel.

Based on research data, the tangible aspect when viewed from the service facilities and infrastructure indicators at the Nganjuk Regency at the Nyawiji Public Service Mall is adequate for service and in accordance with what is needed and is still in good condition. Meanwhile, the appearance indicator of The Investment and Integrated One-Stop Services Agency of Nganjuk Regency employees who always wear neat uniforms every day is one manifestation of service that is able to make people sympathetic towards their services.

This fact is in line with Parasuraman's statement as quoted by (Darwin, 2014) This dimension describes the form of appropriate services both physically and the services received by the community. These include office facilities, cleanliness and comfort of the space used for transactions and the neat appearance of service staff.

## 2. Reliability

Reliability namely the ability to provide promised services promptly, accurately and satisfactorily according to what is offered. The services provided must be in accordance with the expectations of service users, which means punctuality, the same service for all users without errors, a sympathetic attitude and high accuracy.

The reliability of The Investment and Integrated One-Stop Services Agency of Nganjuk Regency in serving permit applicants is demonstrated by trying to provide fast and timely service in accordance with minimum service standards. The Investment and Integrated One-Stop Services Agency of Nganjuk Regency even tries to speed up the completion time for licensing services. Providing services in accordance with what has been promised is the most important part of the entire service process.

Licensing procedures that are easy and in accordance with what has been previously promised are a commitment to carrying out professionalism and increasing service user satisfaction. The Investment and Integrated One-Stop Services Agency of Nganjuk Regency implements simple procedures so that service users can easily understand and apply them in processing the necessary permits and avoid complicated bureaucracy. Apart from simple procedures, the requirements required to obtain a business permit are also adjusted to the needs and applicable regulations.

Based on research data, the reliability aspect, if seen from the punctuality indicator, according to the community, is still not on time, as indicated by officers who arrive late according to the service time. Meanwhile, the indicator of ease of service procedures shows data that the SI PENTOL application makes it easier for officers to provide information related to service procedures. Likewise, from the community's perspective, it is also easier to access it. When people come to MPP, they can immediately go to the service corner available at MPP, starting from services from the Education Service, Social Service, Health Service, Civil Registry Service, DPMPTSP, and PDAM.

This reality is in line with Parasuraman's opinion as quoted by (Darwin, 2014) states that reliability is related to the ability to provide promised services reliably and accurately. Where, reliability means that the service institution delivers its promises regarding provision, problem resolution and price. A reliable service is demonstrated

when a service officer is able to provide services as promised and help resolve problems faced by the community quickly.

### 3. Responsiveness

The responsiveness referred to here is the willingness of employees of The Investment and Integrated One-Stop Services Agency of Nganjuk Regency to respond to every community member who requests a permit. Apart from that, it is related to the responsiveness of employees in serving the community and being willing to help the community to solve problems and provide appropriate solutions.

In other words, there is a willingness of employees to be responsive to help applicants and provide services that are fast, precise and accompanied by the delivery of clear information. In this research, responsiveness is the employee's readiness to respond to requests submitted by the community and the employee's ability to serve the community.

Based on research data, the responsiveness aspect, if seen from the indicators of employee readiness in responding to public requests, shows that service officers at DPMPTSP respond well in providing services to the public who use licensing requests. Meanwhile, if we look at the indicators of employee capability in serving community permit requests, it is also quite good, as evidenced by the seriousness of The Investment and Integrated One-Stop Services Agency of Nganjuk Regency employees who try as hard as possible to provide good service to make the community feel satisfied with the services they provide.

This reality is in accordance with Parasuraman's statement as quoted by Steven Darwin et. Al (2014) stated that responsiveness is related to the ability to help citizens who use services and provide services quickly. This dimension emphasizes attention and accuracy when dealing with requests, questions and complaints from service users. Then, if we look more deeply at responsive service in a licensing service, it can be seen from the ability of licensing service officers to quickly provide services to business licensing applicants and quickly handle their complaints.

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#### 4. Assurance

Assurance namely the knowledge, ability, politeness and trustworthiness of employees, free from risk and doubt. Guarantee is an effort to provide protection to society for its citizens against risks which, if they occur, could result in disruption of the normal structure of life. This guarantee is very important for services that require a high level of trust where people will feel comfortable and assured. Assurance referred to in this research is the timeliness in providing services and guaranteeing costs in providing services to determine service quality.

Based on research data, the assurance aspect, when viewed from the service time indicator, shows that employees have not provided a time limit for providing licensing services because they do not comply with the time period set by The Investment and Integrated One-Stop Services Agency of Nganjuk Regency. Meanwhile, if we look at the service cost certainty indicator, it shows that the processing of licensing applications at The Investment and Integrated One-Stop Services Agency of Nganjuk Regency can be said to be good because licensing applications do not charge a single cent.

One form of honesty possessed by officers is the suitability of costs in accordance with established regulations. Appropriateness and cost transparency are very necessary to ensure service user satisfaction and to guarantee trust between employees and service users (the public).

This reality is in accordance with Parasuraman's statement as quoted by Steven Darwin et. Al (2014) states that assurance is related to the knowledge, courtesy and ability of service officers to inspire confidence and trust. This dimension is very important in services that require a fairly high level of trust.

#### 5. Empathy

Empathy includes relationships, good communication and understanding the needs of service users. Empathy is attention that is carried out personally or individually towards service users by placing themselves in the situation carried out by the service user. To carry out licensing services, maximum empathy is needed so that people can experience the services directly. given. Empathy in question is fair/non-discriminatory service and employee friendliness when providing service in a polite and courteous manner.

Empathy can also be seen from <sup>20</sup> the attitude of employees in providing services. Employees in serving the community must be friendly and speak polite words to the community. By speaking kind words and being respectful in serving, the community will feel appreciated.

Based on research data, the empathy aspect when viewed from the service justice indicator shows that service officers <sup>1</sup> at The Investment and Integrated One-Stop Services Agency of Nganjuk Regency in providing services to the community are not fair, with evidence that there are still employees who still apply a discriminating attitude in providing services, especially with their relatives. Meanwhile, if we look at the indicators of employee attitudes in providing services, it shows that employees in providing services to the public are polite and friendly.

This is in accordance with the statement from Parasuraman as quoted by Steven Darwin et. Al (2014) states that empathy is related to personal care <sup>4</sup> and attention given to the community as service users. The essence of the empathy dimension is to show the community through the services provided that the community is special, and their needs can be understood and met. In maintaining good relations, of course the services provided by service officers <sup>20</sup> must be able to show their concern for the community.

#### **b. Supporting and Inhibiting Factors for Public Services**

In this section, data will be displayed related to supporting and inhibiting factors for public services <sup>2</sup> at the Nganjuk Regency Investment and One-Stop Services Service. The presentation of research data still refers to the four main <sup>5</sup> dimensions of public service quality from Parasuraman as quoted by Steven Darwin et. al (2014) which includes <sup>5</sup> tangible, reliability, responsiveness, assurance and empathy.

Based on research data, the supporting factors for the quality of public services in the Nganjuk Regency Investment and One-Stop Services Service include aspects of service facilities and infrastructure, appearance of service employees, ease of service procedures, readiness to respond to requests, ability to serve the community, certainty of service costs, and employee attitudes in service. Meanwhile, the inhibiting factors include aspects of punctuality of service, fixed service times, and fair service. <sup>Article Error (ETS)</sup>

**Table 1.**  
**Research Results Matrix**

Pt.	Research focus	Result
1. Service Quality		
A	Tangible	<p>a. <b>The service facilities and infrastructure</b> available at the <b>Nganjuk</b> Regency or the <b>Nyawiji</b> Public Service Mall are adequate for service and in accordance with what is needed and are still in good condition.</p> <p>b. <b>The appearance of employees</b> who always wear neat uniforms every day is one manifestation of service that is able to make the public sympathetic to their services.</p>
B	Reliability	<p>a. According to the community, <b>the punctuality of service is still not on time</b>, as indicated by officers who arrive late according to the service time.</p> <p>b. <b>The ease of service procedures</b> shows data that the SI <b>PENTOL</b> application makes it easier for officers to provide information related to service procedures. Likewise, from the community's perspective, it is also easier to access it</p>
C	Responsiveness	<p>a. <b>The readiness of employees to respond to public requests</b> shows that service officers respond well in providing services to the public who use licensing requests.</p>

		<p>b. <b>The ability of employees</b> to serve public permit requests is also quite good, as evidenced by the seriousness of service employees who try as hard as possible to provide good service to make the public feel satisfied with the services they provide.</p>
D	Assurance	<p>a. <b>The service time period</b> shows that the employee has not provided a time limit for providing licensing services because it does not comply with the time period set by the office.</p> <p>b. <b>The certainty of service fees</b> shows that the processing of licensing applications at office can be said to be good because licensing applications do not charge a single cent fee.</p>
E	Empathy	<p>a. <b>Service fairness</b> shows that service officers in the Department in providing services to the community are not fair, with evidence that there are still employees who still apply a discriminating attitude in providing services, especially with their relatives.</p> <p>b. <b>The attitude</b> of employees in providing services shows that employees in providing services to the public are polite and friendly.</p>
2. Supporting and inhibiting factors		

A	Supporting factors	<ul style="list-style-type: none"> <li>a. Service facilities and infrastructure and the appearance of service employees.</li> <li>b. Ease of service procedures</li> <li>c. Readiness to respond to requests and ability to serve the community</li> <li>d. Certainty of service costs</li> <li>e. Employee attitude in service.</li> </ul>
B	Inhibiting factors	<ul style="list-style-type: none"> <li>a. Service is not on time</li> <li>b. Service times are unclear</li> <li>c. Discriminatory service</li> </ul>

## CONCLUSION

It is recommended that the Nganjuk Regency Investment and One-Stop Integrated Services be expected to further improve the quality of its services, especially improving the timeliness of services according to the provisions/service standards/SOPs that have been provided and also increasing employee understanding of the ASN code of ethics by sending Nganjuk Regency Investment and One-Stop Integrated Services employees to attend education and training to have high discipline and a good professional attitude in providing services to the community.

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**Missing ", "** Review the rules for using punctuation marks.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Article Error** You may need to use an article before this word.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**P/V** You have used the passive voice in this sentence. You may want to revise it using the active voice.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.

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**P/V** You have used the passive voice in this sentence. You may want to revise it using the active voice.



**Confused** You have used either an imprecise word or an incorrect word.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Prep.** You may be using the wrong preposition.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.

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**Missing ", "** Review the rules for using punctuation marks.



**Article Error** You may need to use an article before this word.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**P/V** You have used the passive voice in this sentence. You may want to revise it using the active voice.



**Sentence Cap.** Review the rules for capitalization.

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**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Prep.** You may be using the wrong preposition.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Article Error** You may need to remove this article.

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**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Proofread** This part of the sentence contains an error or misspelling that makes your meaning unclear.

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**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Prep.** You may be using the wrong preposition.

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**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**P/V** You have used the passive voice in this sentence. You may want to revise it using the active voice.

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