

## **Implementation of the Quality Management Concept in Improving Services at the Investment and One-Stop Integrated Services Service of North Penajam Paser Regency**

**Nuri Ariwibowo<sup>1</sup>, Hasniaty<sup>2</sup>, Sadly Abdul Djabar<sup>3</sup>**

*<sup>1,2,3</sup> Fajar University, Makassar*

### **Abstract**

Study This aim For analyze How implementation quality management to improve services at the North Penajam Paser Regency Investment and One-Stop Integrated Services Service . Focus main from study This is For evaluate extent of management quality implemented in context service public and how its implementation can impact on improvement quality service .

Research methods used is approach qualitative with interview deep to a number informant key , incl head of DPMPTSP, Secretary , Head Field Planning , Climate Development , Promotion and Control Implementation Capital Investment , Head Field Maintenance Service Licensing and Non- Licensing , Head Field Complaints , Policies , Data and Reporting Service as well as Head of General Subdivision . Data is collected through interviews and studies documentation For get deep understanding about processes , procedures and obstacles faced in implementation management quality . Data analysis was carried out with use technique analysis interactive model for evaluate How elements management quality can integrated in a way effective in structure and culture organization .

Research result show that implementation management quality own impact real For increase quality services at the District DPMPTSP Penajam Paser Utara, however there is a number of necessary challenge resolved . Findings show necessity commitment strong managerial skills , training and involvement employees , as well continuous process improvement For reach optimal results . Study This recommend approach structured For overcome obstacles it and improve efficiency as well as satisfaction service public in the DPMPTSP environment .

**Keywords : Management Quality ; Service ; Capital Investment Service ; PTSP; Regency North Sharpener Paser**

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✉Corresponding author:

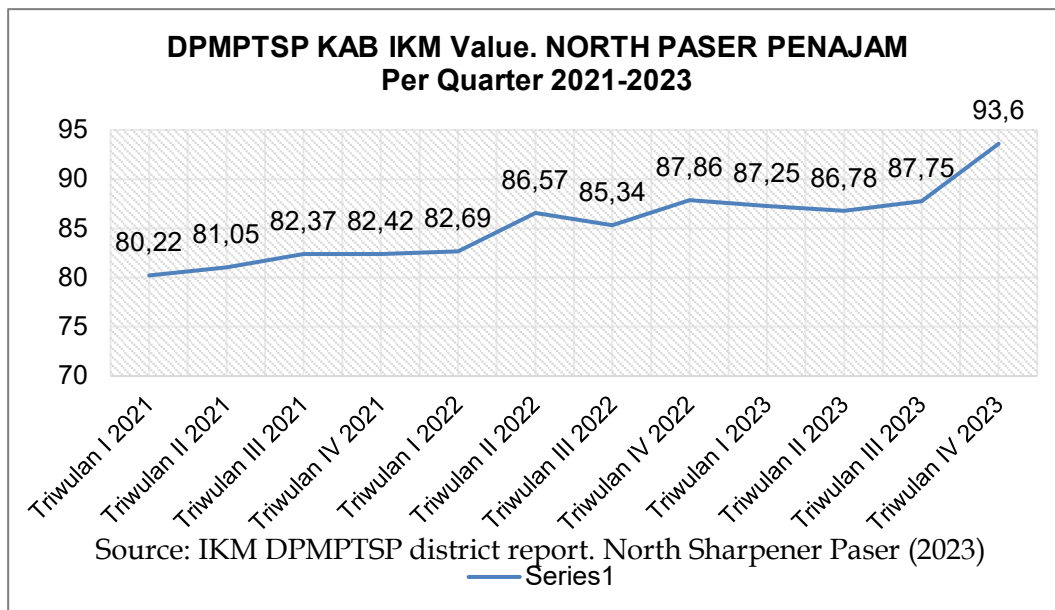
Email Address: [nitahasniaty@gmail.com](mailto:nitahasniaty@gmail.com)

### **INTRODUCTION**

The North Penajam Paser Regency Investment and One-Stop Integrated Services Service (DPMPTSP) was formed based on Regional Regulation Number 3 of 2016 and is tasked with leading and managing integrated investment and licensing services in the area. With the support of 32 ASN and 22 freelance daily workers, DPMPTSP strives to provide maximum service to the community and investors, but faces challenges in terms of complex bureaucracy and lack of integration between agencies.

One measure of the level of community satisfaction with the North Penajam Paser Regency DPMPTSP is to look at the community satisfaction index. In the last three years, the level of community satisfaction at DPMPTSP has increased. In the fourth quarter of 2023, the DPMPTSP IKM was 93.6, even though in the fourth quarter of 2022 the DPMPTSP only obtained an IKM of 87.86. Complete data can be seen in the following image:

Figure 1. 1DPMPTSP IKM Kab. North Sharpener Paser



Measurement of SMEs in DPMPTSP is determined using nine criteria, namely the Community Satisfaction Index which is measured using nine criteria, namely 1) requirements, 2) Systems, mechanisms and procedures, 3) Completion time, 4) costs/tariffs, 5) Product specifications, types of services , 6) Competence of implementers, 7) Behavior of implementers, 8) Handling complaints, suggestions and input and 9) Facilities and infrastructure. Even though in the fourth quarter of 2023 the IKM DPMPTSP was 93.6, not all of the nine existing criteria were satisfactory.

DPMPTSP has experienced an increase in the Community Satisfaction Index (IKM), which reached 93.6 in the fourth quarter of 2023, an increase from 87.86 in the previous year. However, there are still several aspects that are considered unsatisfactory, such as the behavior of implementers, complaint handling and infrastructure. According to Nasution (2015), good service management principles, such as focusing on customer satisfaction and continuous improvement, are very important to apply in improving service quality. Service quality according to the Zethaml-Parasuraman-Berry theory can be measured through dimensions such as Tangible, Reliability, Responsiveness, Assurance, and Empathy, which include physical aspects, reliability, responsiveness, assurance, and empathy in service.

It is hoped that improving the quality of services at North Penajam Paser DPMPTSP can create a conducive environment for investment, especially since this area was designated as the National Capital City (IKN). By implementing effective and innovative service management, local governments can increase investor confidence, accelerate economic growth and improve the welfare of local communities. This research aims to analyze the application of service management in

improving service quality at DPMPTSP, the results of which are expected to provide valuable input for increasing investment and public services in this region.

### ***Relationship Between Variables***

***Implementation of the Quality Management Concept in Improving Services at the Investment and One-Stop Integrated Services Service of North Penajam Paser Regency*** In this research, the relationship between variables in the application of the quality management concept at the North Penajam Paser Regency Investment and One-Stop Integrated Services Service (DPMPTSP) can be explained through several relevant recent theories.

**1. Service Quality Management** is a strategic effort to ensure that the organization is able to meet or exceed customer expectations through continuous improvement. According to the SERVQUAL theory developed by Parasuraman, Zeithaml, and Berry (2018), service quality can be measured through five main dimensions: physical evidence (tangible), reliability, responsiveness, assurance, and empathy. ). The implementation of service quality management at DPMPTSP is expected to improve these dimensions so as to increase public and investor satisfaction.

**2. Human Resources (HR) and Organizational Performance.** The Resource-Based View (RBV) theory updated by Barney (2019) states that internal resources, such as HR competency, are the main determining factor in achieving competitive advantage. It is hoped that trained and competent human resources at DPMPTSP can increase service efficiency, which in turn increases service quality and user satisfaction.

**3. Information Technology and Operational Efficiency.** Recent research by Davenport and Harris (2021) regarding Big Data Analytics states that the effective use of information technology in service management can increase operational efficiency and accuracy in decision making. The implementation of technology at DPMPTSP, such as online service systems and data integration, is expected to reduce bureaucracy and speed up the service process.

**4. Customer Satisfaction and Loyalty.** According to research conducted by Bolton et al. (2020), there is a positive correlation between service quality and customer satisfaction which ultimately influences customer loyalty. By improving service quality through the implementation of quality management, DPMPTSP can increase community satisfaction, which ultimately increases community loyalty and active participation in regional development.

**5. Performance Measurement and Continuous Improvement.** The Continuous Improvement (Kaizen) theory by Imai (2020) emphasizes the importance of continuous improvement in every aspect of the organization. Performance measurement through the Community Satisfaction Index (IKM) at DPMPTSP provides important feedback that can be used to continuously improve service quality.

The relationship between these variables shows that the application of quality management concepts in public services, especially in DPMPTSP, can not only increase operational efficiency but also increase community satisfaction, which ultimately supports investment growth and economic development in North Penajam Paser Regency. Based on the description of the relationship between research components, a framework for thinking in this research can be built as follows:

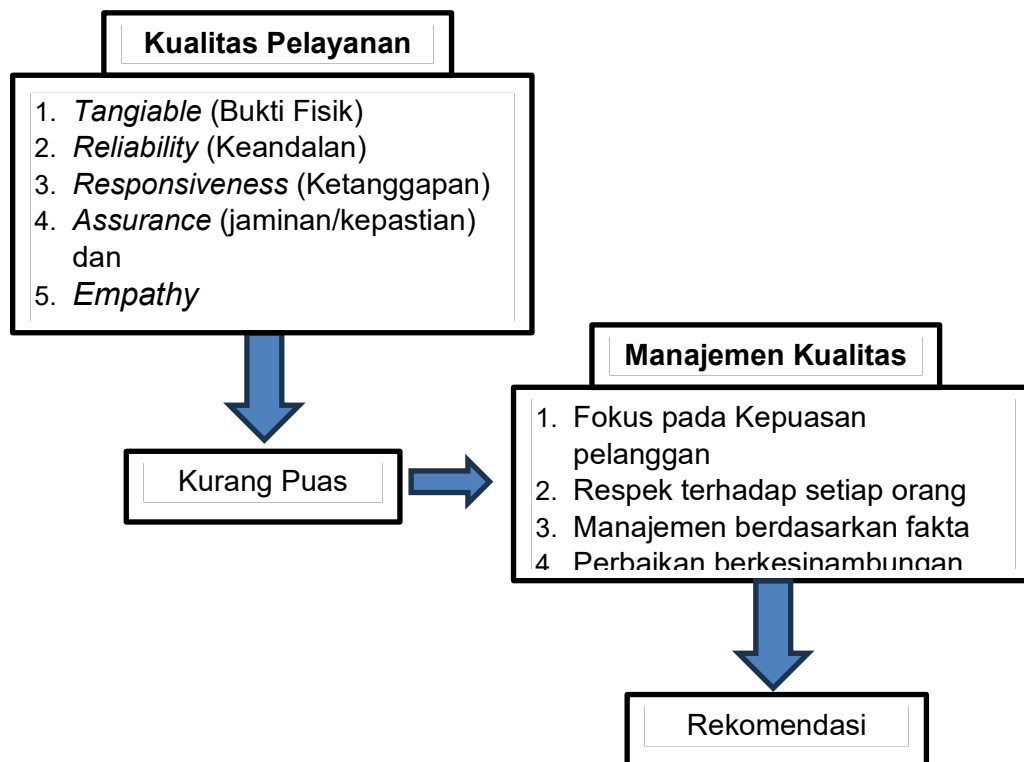


Figure 1: Framework of Thought

## METHODOLOGY

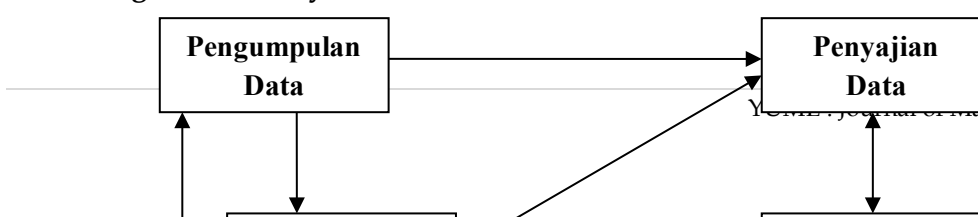
This research uses a qualitative descriptive approach. A qualitative approach was used in this research. A qualitative approach was chosen because qualitative research focuses on an in-depth understanding of the problems discussed in the research. This approach seeks to explore the meaning, perceptions, interpretations and experiences of individuals or groups regarding a phenomenon (Creswell, 2014). Interpretation of existing data to provide a clear picture of the phenomenon or variable being studied (Arikunto, 2013). Temporary That study This use type study field. Types of research field refers to research conducted on site real or field, no in a laboratory setting or arrangement experimental (Sugiyono, 2017). In context study field, researcher being in the environment experience Where phenomenon or interaction happen, it's possible observation, interaction direct with participants, and collection of relevant and contextual data.

With combine approach qualitative and type study field, research get deep understanding about implementation management quality in increase quality One Stop Integrated Investment Service services. Approach This makes it easier researcher For explore, understand, and interpret phenomenon with a thorough and comprehensive way, as well give relevant and contextual recommendations For practices and policies in the field. The informants in this research are the Head of the North Penajam Paser Regency DPMPTSP, the DPMPTSP Secretary, the Head of the Complaints, Policy and Service Reporting Division, the Head of the Licensing and Non-Licensing Service Delivery Division, the Head of Planning, Climate Development, Investment Promotion and Control, Head of General Subdivision, Service User Community.

## Data Analysis Methods

Data analysis in qualitative research will involve several steps to explore meaning, patterns, and findings that emerge from interviews, observations, and other qualitative data sources. The following are some general steps in qualitative data analysis:

Figure 3. 1 Analysis Model Interactive



Source : Sugiyono (2018)

1. Thematic Coding

After the data was collected, thematic coding was carried out. Identify units of information or phrases related to the research topic, such as efficient use of the budget, diversification of income sources, regional independence, and fiscal development. These codes can include key concepts, views, and experiences that emerge in the data.

2. Code Categorization and Classification

Organizing the codes that have been arranged into larger categories or themes. Classify the information into a conceptual framework appropriate to the research objectives.

3. Identify Patterns and Relationships

Identify general patterns or relationships between categories and themes. Then see whether there is a connection between *the implementation of quality management concepts in improving public services*.

4. Deep Investigation

Conduct in-depth investigations of interesting or complex findings. Develop a deeper understanding of the context and significance of the findings.

5. Triangulation

Using triangulation, namely comparing findings from various data sources or data collection methods to validate or support emerging findings.

6. Narrative Composition

Developing a cohesive and contextual narrative that explains qualitative findings. Connect the findings back to the research questions and research objectives.

7. Revision and Reflection

During the analysis process, continuous revision and reflection are carried out. Consider whether the findings are consistent with related literature, whether there are unanticipated patterns, and how the findings may contribute to further understanding.

8. Preparation of Conclusions and Recommendations

Finally, draw up conclusions that describe the main findings and provide policy recommendations or directions for further research if necessary.

## RESULTS AND DISCUSSION

### 1. Implementation Management Quality in District DPMPSTP North Sharpener Paser

In this research, Quality Management is measured with four components, namely a focus on customer/community satisfaction, respect for all people/society, management based on facts and continuous improvement. In quality management, quality does not only mean conformity to certain specifications, but quality is determined by the customer. The customers themselves include internal customers and external customers. Customer needs are sought to be satisfied in all aspects, including price, security and timeliness.

North Penajam Paser Regency DPMPSTP has demonstrated significant efforts in implementing the principles of inclusive and customer-oriented public services. The policies and initiatives implemented, such as special facilities and reward-punish policies, show that the

institution is not only focused on regulatory compliance, but also on improving the quality of interactions and services that respect the rights and needs of all individuals. This conclusion emphasizes the importance of a holistic approach in public services that includes respect, inclusion and justice as the main foundation.

This research also discusses the quality of public services based on the concept offered by Zethaml-Parasuraman-Berry as quoted by Pasolong (2013) which consists of five dimensions of service quality indicators:

a. *Tangibility*

Department of Investment and Services Integrated One Stop (DPMPTSP) Regency North Sharpener Paser has endeavor For maintain and improve quality facilities and infrastructure used in service public . The Head of DPMPTSP explained that routine maintenance of facility physique become priority For ensure service to public walk with fluent . The facilities in question covers room services , equipment electronic like computers , and machines queue . Maintenance efforts This done in a way periodically For guard quality service .

As part from evaluation service , DPMPTSP also performs Survey Community Satisfaction (SKM) which includes nine element services , incl quality facilities and infrastructure . Survey This used For measure how much adequate existing facilities in support service . Based on results survey , DPMPTSP can determine whether need done increase or repair to existing facilities and infrastructure . If the SKM results show that facility physique Not yet adequate , then steps For increase will quick done .

With so can concluded that the Regency DPMPTSP North Sharpener Paser has show strong commitment in maintain and improve quality service through routine maintenance of facilities and infrastructure . Survey Community satisfaction becomes tool evaluation important to use For measure quality facilities , and results made base For repair more carry on . With exists effort this , society feel impact positive from increase quality facilities and infrastructure provided by DPMPTSP

b. *Reliability* ( Reliability )

*Reliability* is the organization's ability to provide services as promised. Performance must be in accordance with customer expectations which include punctuality, equal service to all customers, sympathetic attitude, and high accuracy. North Penajam Paser Regency DPMPTSP has provided quality services. This service quality can be seen from the aspect of reliability in providing services. Reliability District DPMPTSP services Penajam Paser Utara also received support from results evaluation external , like from the Ombudsman, who assesses implementation service public in the agency the . Evaluation This done through testing base the law becomes runway service as well as visit direct to DPMPTSP office . Head of DPMPTSP General Subdivision added that all over employee has sign pact integrity and promise services published on the board information as guarantee that services provided will always consistent and appropriate standard .

Evaluation from public user service strengthen that the Regency DPMPTSP North Penajam Paser indeed succeed maintain reliability in the service . They always appropriate timely , accurate and consistent in every service process . People feel that DPMPTSP does not only fulfil promise service , but also beyond hope with give efficient and sympathetic service . This matter show that DPMPTSP efforts in guard quality service has succeed give impact positive for satisfaction public .

c. *Responsiveness* or responsiveness

In an effort to ensure this responsiveness, North Penajam Paser Regency DPMPTSP involved other agencies through the formation of a complaint handling team consisting of relevant Regional Apparatus Organizations (OPD). This team aims to ensure that every complaint that comes in can be handled efficiently and in a timely manner. Apart from that, DPMPTSP also carries out service training for employees, by bringing in resource persons to improve their abilities in providing services to the community.

Furthermore, the Secretary of the North Penajam Paser Regency DPMPTSP emphasized that when the public submits complaints, the handling process has been regulated in Standard Operating

Procedures (SOP) with a maximum time limit of 17 days. This SOP is designed to ensure that every complaint is immediately followed up, so that the public does not have to wait too long to get a solution. This effort shows DPMPTSP's commitment to maintaining service quality that is responsive to community needs.

The Head of General Subdivision of DPMPTSP North Penajam Paser Regency emphasized this by stating that DPMPTSP formed a Monitoring Team involving related OPDs and vertical agencies to handle complaints from the public. Apart from that, the excellent service training held by inviting resource persons from the LAN Education and Training Center and BKPSDM of East Kalimantan Province shows the seriousness of DPMPTSP in improving the quality of responsive and professional human resources.

The community as service users also recognizes the reliability and responsiveness of the North Penajam Paser Regency DPMPTSP. They feel that the service provided is always fast and precise, with information that is clear and easy to understand. This reflects that the efforts made by DPMPTSP to increase employee responsiveness have been successful, and the public is satisfied with the quality of service received. In conclusion, the responsiveness of the North Penajam Paser Regency DPMPTSP in providing fast, precise and informative services has succeeded in building public trust in the quality of the services provided

d. *Assurance/Guarantee*

North Penajam Paser Regency DPMPTSP has succeeded in providing assurance to the public about the quality of the services they offer. Based on input from the service user community, they feel confident and confident that DPMPTSP follows the established standards and is ready to accept the consequences if they do not fulfill their service promises. Transparency in the publication of service standards and employee compliance with SOPs also contribute to a sense of security and comfort for customers. This reflects DPMPTSP's dedication in ensuring services that are consistent, safe and in line with community expectations

e. *Empathy*

DPMPTSP North Penajam Paser Regency has succeeded in integrating empathy into their services through various strategies. By carrying out special training, appointing service coordinators, and providing pick-up and drop-off services, they show deep attention to the needs of the community. Positive feedback from service users confirms that this effort has improved the quality of service and strengthened the public's sense of trust and satisfaction with the services provided

## CONCLUSION

Research result This find that the Department of Investment and Services Integrated One Stop (DPMPTSP) Regency North Sharpener Paser has apply management quality in increase quality service .

1. Management Quality in the Department of Investment and Services Integrated One Stop (DPMPTSP) Regency Penajam Paser Utara applies PDCA ( *Plan-Do-Check-Act- Analyse* ) cycle systematic For increase quality service . This process started with planning ( *Plan* ), which focuses on satisfaction public with identify needs and hopes they through survey . Implementation ( *Do* ) involves implementation action corrective in accordance plan For repair service . During the inspection ( *Check* ), DPMPTSP evaluates results change with data and feeds come back public . Action ( *Act* ) later set step repair sustainable , and analysis ( *Analyse* ) identify trends and patterns For adjustment more carry on .
2. In context management quality in the District DPMPTSP North Sharpener Paser, improvement quality service can achieved with Pay attention to five dimensions . *Tangible* ( Physical Evidence ), ie provision adequate facilities and means For supporting the service process ; *Reliability* , which emphasizes consistency and accuracy in give service in accordance established standards ; *Responsiveness* ( Responsiveness ), which includes speed and effectiveness in respond needs and

complaints public ; *Assurance* ( Guarantee / Certainty ), ie give a sense of trust to customer through competence and attitude professional staff ; and *Empathy* , which emphasizes understanding and caring to needs and situations individual customer . With integrate fifth dimensions this , DPMPTSP can ensure increase quality comprehensive and sustainable services

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