

STRATEGY OF THE INVESTMENT AND ONE-DOOR INTEGRATED SERVICES DEPARTMENT IN IMPROVING THE QUALITY OF PUBLIC SERVICES, ESPECIALLY LICENSING AND NON-LICENSING SERVICES IN TANJUNGPINANG CITY IN 2025

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Abstract

Keywords :

Public Service Strategy,
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This study aims to analyze the strategy of the Tanjungpinang City Investment and One-Stop Integrated Service Office in improving the quality of public services, especially in the licensing and non-licensing sectors in 2025. The background of the study is based on the importance of bureaucratic reform and improving the quality of public services as part of the state's responsibility in meeting the basic needs of citizens. The method used is a descriptive qualitative approach with data collection techniques in the form of in-depth interviews, documentation, and literature studies. The results of the study indicate that the DPMPTSP strategy is divided into three main aspects according to Van Kooten's theory, namely Organizational Strategy which includes establishing a vision, mission, and institutional structure, Program Strategy consisting of innovative programs such as Risk-Based OSS, Jemput Bola, and One-Day Service, and Resource Strategy through HR training, improving service facilities, and strengthening information technology systems. Despite many achievements, DPMPTSP still faces challenges such as limited competent HR and suboptimal digital infrastructure. This study recommends strengthening cross-agency coordination, increasing HR capacity, and modernizing the public service system as further strategic steps.

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INTRODUCTION

The Tanjungpinang City Government established a One-Stop Integrated Service institution with the nomenclature of the Tanjungpinang City Investment and One-Stop Integrated Service Office as stated in Tanjungpinang City Regional Regulation Number



11 of 2016. The establishment of the Tanjungpinang City Investment and One-Stop Integrated Service Office is a form of implementation of the Minister of Home Affairs Regulation Number 24 of 2006 concerning Guidelines for the Implementation of One-Stop Integrated Services. The Mayor of Tanjungpinang City issued Mayoral Regulation Number 40 of 2023 concerning the Description of Main Duties, Functions, Work Procedures and Organizational Structure of the Investment and One-Stop Integrated Service Office.

The Minister of Home Affairs Regulation Number 24 of 2006 concerning Guidelines for the Implementation of Integrated One-Stop Services is considered no longer in accordance with the dynamics of the development of laws and regulations and therefore needs to be replaced. The Ministry of Home Affairs reissued the Minister of Home Affairs Regulation Number 138 of 2017 concerning the Implementation of Regional Integrated One-Stop Services as a reference in the implementation of integrated one-stop services in the field of licensing. According to the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, the state is responsible for fulfilling the basic rights and needs of every citizen and resident in the context of public services which is a mandate of the 1945 Constitution of the Republic of Indonesia.

Moenir in Fiona Dwi Yanti (2019) states that service is an activity carried out by a person or group of people based on material factors with certain systems, procedures, and methods to realize the interests of others according to their rights. Public service is the fulfillment of the desires and needs of the community by state administrators, and the state was founded by the community to improve the welfare of the people (Suhartoyo, 2019). Public service according to Pasolong in Danamik (2023) is every government activity aimed at many people, each of which is beneficial to a unit or group and provides satisfaction even though the results are not physically related to the product. Kurniawan in Karso (2021) says that public service is the provision of services for the needs of others or people who have an interest in the organization in accordance with established basic rules and procedures.

The One-Stop Integrated Service is one of the government's foremost tools for the public in providing public services. The Department of Investment and One-Stop Integrated Services has three main tasks: managing and increasing investment in Tanjungpinang City, handling public complaints, and providing licensing services. Public services will be effective if the service bureaucracy can provide service inputs, such as costs and service times, that ease the burden on service users. Ideally, the bureaucracy should be able to deliver quality service products, especially in terms of costs and service times.

The Government of the Republic of Indonesia through Presidential Regulation Number 89 of 2021 concerning the Establishment and Implementation of Public Service Malls aims to improve the quality of public services. Public Service Malls as a place for the implementation of public service activities for goods, services, and administrative services which are an expansion of the integrated service function both central and regional as well as services of State-Owned Enterprises, Regionally-Owned Enterprises, and the private sector in order to provide fast, easy, affordable, safe and comfortable services. Regulation of the Minister of Administrative and Bureaucratic Reform Number 23 of 2017 Article 2 concerning the Implementation of Public Service Malls aims to provide convenience, speed, affordability, security and comfort to the public in

obtaining services and increase global competitiveness in providing ease of doing business in Indonesia.

The Tanjungpinang City Government, through the Investment and One-Stop Integrated Services Agency, in accordance with the Decree of the Minister of Administrative and Bureaucratic Reform Number 42 of 2020 concerning the Determination of Locations for the Implementation of Public Service Malls in 2020, has determined that one of the locations for the Public Service Mall is the Tanjungpinang City Government. The Public Service Mall in Tanjungpinang City is the 75th in Indonesia and the second in the Riau Islands Province. The Public Service Mall was inaugurated directly by the Minister of Administrative and Bureaucratic Reform Abdullah Azwar Anas together with the Governor of the Riau Islands Ansar Ahmad on Wednesday, October 26, 2022. The MPP is expected to transform the old, convoluted bureaucracy into a new, more modern and humane bureaucracy that provides convenience to the public. As seen in table 1 below, the MPP in Tanjungpinang City includes several affiliated agencies:

Table 1. Agencies that are members of the Tanjungpinang City Public Service Mall

No. Agencies that are members of the Tanjungpinang City Public Service Mall

1. Tanjungpinang City Investment and One-Stop Integrated Services Office
2. Tanjungpinang City Population and Civil Registration Service
3. Department of Public Works and Spatial Planning of Tanjungpinang City
4. Tanjungpinang City Health, Population Control and Family Planning Service
5. Tanjungpinang City Environmental Service
6. Tanjungpinang City Regional Tax and Retribution Management Agency
7. Department of Manpower and SMEs of Tanjungpinang City
8. Regional Technical Implementation Unit (UPTD) for Drinking Water Supply System (SPAM)

Source: DPMPTSP Tanjungpinang City, 2024

In line with the increasing demands of the public and businesses for professional, technology-based services, the Central Government, through Presidential Regulation Number 89 of 2021, encouraged the establishment of Public Service Malls in various regions, including Tanjungpinang City. The MPP represents a concrete form of service integration from various agencies in one location to provide convenience and efficiency to the public. The Tanjungpinang MPP, inaugurated in 2022, is now a hub for public service activities encompassing more than 30 agencies, both vertical and regional. Despite various policies and innovations, public service challenges in Tanjungpinang City have not been fully resolved. According to the 2023 evaluation report by the Indonesian Ombudsman, the Tanjungpinang MPP still faces various obstacles such as a lack of competent service officers, a suboptimal online queuing system, and limited supporting facilities, especially for vulnerable groups such as people with disabilities.

A comprehensive strategic analysis is needed to improve the quality of public services. One approach used is Van Kooten's strategic theory, which divides strategy into three main components: organizational strategy, program strategy, and resource

strategy. The urgency of this research is even higher considering that Tanjungpinang City is the capital of the Riau Islands Province, which has a strategic position as a gateway for regional investment and trade. Low quality public services will directly impact investor confidence and public satisfaction. The strategy implemented by the DPMPTSP must be able to address the challenges of modern services that are responsive, digital, and based on community needs. This study aims to analyze the strategy of the DPMPTSP of Tanjungpinang City in improving the quality of public services, especially licensing and non-licensing services, by 2025.

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Strategy

In general, strategy is a process that determines the existence of planning directed at long-term goals, accompanied by the preparation of systematic operational steps to achieve these goals (Rauf, 2018). Strategy not only describes the direction and goals, but also includes methods, resources, and comprehensive decision-making so that the desired goals can be achieved effectively and efficiently. The word strategy comes from the Greek, namely *strategos*, which is a combination of the words *stratos* (army) and *ago* (lead), so etymologically strategy means the art or science of leading troops which in the development of management science is interpreted as the art of formulating plans and actions in facing challenges or achieving certain goals. According to David (2017: 3), strategy is a potential action that requires top management decisions and the allocation of large amounts of resources that have a significant impact on the long-term direction of the organization.

Assauri and Sofian (2013) state that strategy functions as a managerial communication tool that explains the organization's main objectives, how to achieve them, and the parties involved in the process. Marrus (2002) defines strategy as the process of determining plans by top management that focuses on achieving the organization's long-term goals accompanied by planning the efforts needed to realize them. Quinn (1999) states that strategy is a pattern or plan that integrates main objectives, policies, and a series of actions that form an integrated whole. Strategy theory according to Jack Kooten states that strategy is a consistent, unified, and integral pattern of decisions in achieving organizational goals consisting of organizational strategy, program strategy, and resource strategy.

Public Service

Public services as an integral part of governance have a central role in efforts to meet the basic needs of the community and strengthen public trust in the state. The main objective of public services is to ensure the fulfillment of the community's rights to obtain quality, fair, and transparent services as mandated in Law Number 25 of 2009 concerning Public Services. According to Dwiyanto (2006), public services aim to meet the needs of the community in accordance with the established basic rules and provide satisfaction to service recipients. Sinambela (2014:5) defines public services as the fulfillment of the desires and needs of the community by state administrators where the state was founded by the public to improve the welfare of the community.

One-Stop Investment and Integrated Services Agency

The Investment and One-Stop Integrated Services Agency (DPMPTSP) is a regional government agency tasked with providing administrative services related to investment, as well as licensing and non-licensing services. These duties and functions

are regulated in Tanjungpinang Mayoral Regulation Number 34 of 2021 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Investment and One-Stop Integrated Services Agency (DPMPTSP). The DPMPTSP is at the forefront of bureaucratic reform, particularly in providing fast, easy, and transparent public services. Several strategies used include the implementation of digital technology and a risk-based OSS system, integrated one-stop services, improving human resource quality through excellent service training, and regular monitoring and evaluation of service performance.

RESEARCH METHODS

The method used in this research is a qualitative research method with a descriptive approach. Qualitative research methods are research methods used to research natural objects as opposed to experiments, the researcher is the key instrument, the data collection technique is inductive, from the results of qualitative research emphasizes meaning rather than conclusions (Sugiyono, 2014). This type of qualitative research is used to explain, map, know and describe how the DPMPTSP strategy in improving the quality of public services, especially licensing and non-licensing services in Tanjungpinang City in 2025. The object of this research is the DPMPTSP of Tanjungpinang City in an effort to improve public services, especially licensing and non-licensing services. Primary data comes from interviews, documentation, and direct communication with related information sources, especially the Tanjungpinang City Investment and One-Stop Integrated Service Office, while secondary data is obtained from books, journals, archives, notes, and online sources. This study uses a purposive technique in determining informants where the determination of informants is considered based on diverse roles so that they can obtain access to information according to research needs. The following is a list of research informants:

Table 2. Research Informants

No Informant	Amount
1. Complaints, Policy and Reporting Division of Licensing Services	1
2. Reporting and Service Improvement Section	1
3. Licensing and Non-Licensing Services Sector	1
4. Licensing and Non-Licensing Services Section	1
5. Public	2

Source: Data processed by researchers, 2025

RESULTS AND DISCUSSION

DPMPTSP Organizational Strategy in Improving Public Services

Organizational strategy is a comprehensive approach that reflects how an organization defines its vision, mission, values, and institutional structure in achieving long-term goals. The organizational strategy implemented by the Tanjungpinang City DPMPTSP demonstrates alignment with the agency's vision and mission. The DPMPTSP's vision, "Realizing Excellent and Competitive Licensing and Investment Services," explicitly emphasizes the importance of superior service and the ability to compete at the regional and national levels. The DPMPTSP has made various structural and institutional adjustments, such as restructuring the organizational structure to be

more responsive to the dynamics of community needs and the development of modern service systems. The implementation of more integrated Standard Operating Procedures, the establishment of technical units based on service functions, and the optimization of the management of Public Service Malls are concrete forms of organizational strategy aimed at realizing excellent service.

Through the implementation of organizational strategies, DPMPTSP has developed various program plans and implemented a number of programs aimed at improving the quality of public services. The program to improve the investment climate and investment realization includes increasing monitoring, guidance, and supervision of investment implementation, preparing general investment plan documents, preparing general investment plan evaluation documents, preparing investment databases, and providing guidance and counseling for LKPM Online for business actors. Although this program has been designed and implemented with a comprehensive approach, DPMPTSP Tanjungpinang City still faces several obstacles such as limited competent human resources in the investment sector, low levels of business actor compliance with LKPM reporting, limited technological infrastructure and system integration, less than optimal implementation of an integrated investment database, and limited reach of investment policy socialization and education.

DPMPTSP Program Strategy in Improving Public Services

Program strategy refers to a series of steps or action plans designed to achieve specific goals in accordance with organizational policies. The investment promotion and cooperation enhancement program is a form of implementation of DPMPTSP's external strategy in attracting investors from outside the region and even abroad through promotion and participation in domestic exhibitions, coordination of investment planning and development, formulation of investment promotion strategies, preparation and distribution of investment promotion materials, as well as holding business meetings and partnership facilitation. The licensing service improvement program is the core of the DPMPTSP service quality improvement strategy carried out through the socialization of electronic-based licensing systems such as OSS, SiCantik Cloud, and SIMBG, data collection of all issued permits and non-permits, preparation and improvement of SOPs and Service Standards, active socialization to the community regarding licensing regulations, Community Satisfaction Index surveys, technical guidance and online licensing assistance, and studies on the effectiveness of MPP.

This program demonstrates that the DPMPTSP not only carries out administrative functions but also educative and adaptive to the development of information technology and the dynamics of society. The program to increase the capacity of apparatus resources is carried out through improving services and effective performance motivation, improving human resources through technical guidance and internships for OSS, SICANTIK and SIMBG, improving human resources through technical guidance and online licensing internships, as well as effective communication and personality development training. The program strategy implemented, especially the digitalization of services such as OSS and SICANTIK, has had a significant positive impact where the public no longer needs to come directly to the office to process permits, thus saving time, costs, and accelerating the bureaucratic process.

DPMPTSP Resource Strategy in Improving Public Services

The resource strategy focuses on optimizing all organizational resources to support the successful implementation of organizational strategies and programs. These

resources include human resources, financial resources, technology, information, and facilities and infrastructure. Funds from the central government are allocated to support priority programs such as human resource training, procurement of service equipment, and development of a digital licensing system. The DPMPTSP regularly conducts technical and non-technical training to improve employee competency, particularly in the operation of the OSS and SICANTIK systems, and encourages the development of a culture of excellent service through technical guidance and workshops on public service ethics.

Financial management is carried out based on program planning established in the Work Plan and Budget by prioritizing expenditures for activities that support the improvement of direct services to the public in a transparent manner and in accordance with applicable regulations. Strategic steps taken include the use of the nationally integrated OSS and SICANTIK systems, developing online consultation services, service information through websites and social media, and providing supporting devices at the Public Service Mall. The DPMPTSP has provided service counters at the Public Service Mall, comfortable waiting rooms, an electronic queuing system, and computers that the public can access to process permits independently with plans to add digital-based self-service points in strategic locations to make it easier for the public to access services.

CONCLUSION

Research on the Strategy of the Investment and One-Stop Integrated Services Agency in Improving the Quality of Public Services, Especially Licensing and Non-Licensing Services in Tanjungpinang City in 2025 shows that the organizational strategy has been implemented through the establishment of a vision and mission oriented towards excellent service, updating SOPs, strengthening the organizational structure, and aligning internal policies with national and regional regulations. The program strategy is realized through the implementation of various priority programs and service innovations such as the implementation of a risk-based OSS system, the Jemput Bola Pelayanan program, the One-Day Service program, as well as training and socialization of licensing regulations to business actors and the public. The resource strategy is focused on optimizing internal capacity through training to improve employee competency, improving service spaces with disability-friendly facilities, and developing an integrated service information system based on a website and mobile application. Despite many achievements, DPMPTSP still faces challenges such as limited competent human resources and suboptimal digital infrastructure.

The Tanjungpinang City Government, through the DPMPTSP (Directorate of Public Service Delivery and Public Service Management), needs to strengthen cross-agency coordination to ensure optimal service system integration and improve human resource capacity through ongoing training, particularly in digital technology and modern public services. The DPMPTSP must modernize its public service system by improving its information technology infrastructure to be more reliable and integrated, and expanding the reach of socialization and education on investment and licensing policies to all levels of society, including remote areas. The regional government needs to allocate an adequate budget for digital system development, procurement of service infrastructure, and improvement of staff competency to ensure more effective and efficient public services in line with community demands and changing times.



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