

Analysis of Service Quality of Investment and One Door Integrated Service Department of Penajam Paser Utara Regency

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Abstract. *This research aims to analyze community perceptions of the quality of services provided by the Investment and Integrated One-Stop Service Agency of Penajam Paser Utara Regency. The research focuses on five key dimensions of service quality: tangible, reliability, responsiveness, assurance and empathy, with the goal of understanding how each dimension affects public satisfaction with the provided licensing services. The research offers a comprehensive overview of community experiences and identify things that need improvement to enhance overall service quality. The methods used in the research is a descriptive qualitative approach, utilizing in-depth interviews with 50 respondents to collect data. The gathered data were analyzed using an interactive model, which involves categorization and interpretation to identify major themes in community perceptions of the service. This technique provides a deeper understanding of the factors influencing service quality and how these aspects are perceived by the public. The results indicate that, overall, the community has a positive perception of the services provided by the Agency is mean DPMPTSP, particularly in terms of reliability and the professionalism of the staff. However, there are things requiring improvement, such as inadequate facilities and a lack of efficient digital resources. Responsiveness to community feedback is also noted as a things that need enhancement. The research provides concrete recommendations for improving facilities, enhancing responsiveness, and developing digital information systems to increase the overall quality of services.*

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INTRODUCTION

The mandate of Law Number 25 of 2019 concerning Public Services emphasizes that the state is obliged to serve every citizen to fulfill their basic rights and needs within the framework of public services. The basic definition of Public Services is an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. Among the administrative services that must be provided by the state/government are administrative services for business/non-business licensing as a concurrent affair between the Central Government and the Province, Regency/City. At the Regency/City government level, the Investment and One-Stop Integrated Service Office is the leading sector in implementing the authority of integrated licensing services that have been stipulated in Government Regulation Number 96 of 2012 concerning the Implementation of Law Number 25 of 2009 concerning Public Services (Wollmann et al., 2016; Munzhedzi, 2016; Akhmaddhian, 2014). Currently, in line with the presence of the National Capital in East Kalimantan, which administratively borders directly

with Penajam Paser Utara Regency, it is an opportunity as well as a challenge to accelerate the quality of business/non-business licensing services to the Community as an effort to balance the dynamics of economic development opportunities with the presence of the new National Capital (Surya et al., 2020).

The DPMPTSP of Penajam Paser Utara Regency has tried to provide maximum service. However, based on the results of the evaluation of the implementation of public services at the DPMPTSP by the Ministry of Empowerment of State Apparatus and Bureaucratic Reform in 2022, the value obtained was 3.25 or category B- (good with notes) (Herianto & Ahmad, 2022). One of the performance index values is related to the availability of facilities and infrastructure. The Ministry of Empowerment of State Apparatus and Bureaucratic Reform assessed that the Investment and Integrated One-Stop Service Office of Penajam Paser Utara Regency still needs improvements related to: Parking officers to be able to better guarantee the security and smooth flow of vehicles in and out. Facilities in the waiting room in the form of: air conditioning/room air circulation, queue machines equipped with monitors, communication device battery chargers/booth chargers, drinking water. Complete trash bins in the toilets of service users. Monitor and evaluate the intensity of officers cleaning the toilets. Providing infrastructure for vulnerable group service users, in the form of: special counters, special waiting rooms, children's play areas, and guiding blocks (Marwandianto, 2018). Providing supporting infrastructure in the form of: canteens, evacuation routes/gathering points, trash bins. IKM Assessment.

Based on the public satisfaction index at the Investment and One-Stop Integrated Service Office, there has been an increase in the last 3 years (Meriyani et al., 2022; Kholis et al., 2021). The complete IKM data for the Investment and One-Stop Integrated Service Office can be seen. IKM Data from the Penajam Paser Utara Regency DPMPTSP (2023) provides information that there are indications that the Penajam Paser Utara Regency DPMPTSP provides good service, but there are several components that still need to be improved. High-quality service is one of the main components in creating a conducive investment environment (Naor et al., 2008). Based on the Detailed Results of the Compliance Assessment of the Implementation of Public Services of the Penajam Paser Utara Regency Government in 2023 by the Republic of Indonesia OMBUDSMAN, the total compliance score was 92.03.

The performance assessment of the Penajam Paser Utara Regency PTSP from the Ministry of Investment / Investment Coordinating Board (BKPM) in 2023 was 58.237 (not good) with details that the assessment is an accumulation of the assessment of 2 indicators, namely the PTSP independent assessment of 81.500 (very good) but the PPB independent assessment of 19.100 (not good). Several assessment results by several Institutions as described, show that there are still several aspects of the assessment that are still below the public service standard. Therefore, further analysis is needed regarding DPMPTSP services using the perspective of service recipients / the community directly so that a factual picture of the quality of DPMPTSP services can be obtained.

METHODS

This study will use a qualitative approach, because this study will focus on an in-depth understanding of the experiences, perceptions, and views of stakeholders on the quality of services of the Investment and One-Stop Integrated Service Office. The type of this research is descriptive research. Descriptive research is suitable for use in this study because this study aims to evaluate the quality of services of the Investment and One-Stop Integrated Service Office of Penajam Paser Utara Regency. Therefore, the type of descriptive research will be appropriate to provide a clear picture of the current conditions or situations. Research on the evaluation of the quality of services of the Investment and One-Stop Integrated Services Office in Penajam Paser Utara Regency, the researcher acts as an insider. This is because the researcher has had in-depth access to the environment that is the object of the study. As an insider, it can increase additional credibility in understanding and interpreting data. This research was conducted at the

Investment and Integrated One-Stop Service Office of Penajam Paser Utara Regency. This office is located at Jl.Negara Km.09 Nipah Nipah, Penajam Paser Utara, East Kalimantan – 76141.

The research data was obtained through primary and secondary sources. Primary sources refer to data or information collected directly from the original source, without interpretation or modification. In the context of this study, primary sources can include interviews conducted by researchers to collect data directly from individuals, groups, or events being studied. The data were obtained through interviews with 50 people who had taken care of permits at DPMPTSP. The research data was collected using interview techniques. Interviews refer to the process of interaction to gather information involving the exchange of dialogue between two individuals through a series of questions and answers. The result of the dialogue is information that provides an in-depth understanding of the topic being discussed. In the context of the research mentioned, the interview approach used is a data collection method.

RESULTS AND DISCUSSION

Public Perception of Service Quality at DPMPTSP

Based on the results of the interviews that have been conducted, public perception of the ease of service provided by the Investment and One-Stop Integrated Service Office (DPMPTSP) of Penajam Paser Utara Regency shows a very positive tendency. Most of the informants stated that the requirements needed to process various types of permits, such as Business Permits (PBS), Business Identification Numbers (NIB), and Building Construction Approvals (PBG), are considered quite easy to fulfill. This can be seen from various statements from informants who consistently expressed their satisfaction with the permit processing process which is not too complicated. This convenience includes several aspects, such as the number of documents required, processing procedures, and support from service officers who help provide direction and explanations to the public (Chan et al., 2021).

The ease of fulfilling permit requirements at the DPMPTSP of Penajam Paser Utara Regency is not only limited to the number of documents that must be prepared by the public, but also includes aspects of understanding these requirements. For example, a 34-year-old informant who processed the NIB stated that the permit requirements were very easy to understand, while another 26-year-old informant stated that the requirements were easy to understand and follow. A good understanding of these requirements is one of the important factors in increasing the public's positive perception of the quality of service, because the public feels that they have no difficulty in fulfilling the required documents and are not confused during the permit processing process.

The capacity of service officers at the Penajam Paser Utara Regency DPMPTSP also received positive assessments from the public (AGENG, 2022). Several sources highlighted that service officers provide good and clear directions, so that the public feels more helped in processing the permits they need. A 46-year-old source, for example, stated that service officers provide very good directions, so that the NIB processing process becomes very easy. In addition, the ease of completing files is also one of the reasons why the public is satisfied with the services provided by the Penajam Paser Utara Regency DPMPTSP. A 51-year-old source said that the permit requirements only require an ID card, which makes the processing process simpler and more efficient.

In terms of the type of permit being processed, be it NIB, PBS or PBG, the public tends to give a similar assessment regarding the ease of the permit processing process. A 52-year-old resource person who took care of PBS and NIB permits, for example, stated that the requirements for both types of permits were quite easy to complete. The same thing was also conveyed by another resource person who took care of NIB and PBG, who revealed that they did not experience significant difficulties in completing the requested requirements. This shows that the service standards implemented by the DPMPTSP of Penajam Paser Utara Regency have succeeded in creating a uniform and consistent permit processing process, so that it can provide satisfaction

to various levels of society. Overall, the results of this interview illustrate that the DPMPTSP of Penajam Paser Utara Regency has succeeded in providing services that are easily accessible and understood by the public. Ease in fulfilling permit requirements, support from professional service officers, and straightforward procedures are the main factors that support positive public perceptions of the quality of services provided. This of course has positive implications for the DPMPTSP of Penajam Paser Utara Regency in an effort to continue to improve the quality of services, as well as maintain public trust in their performance in providing efficient and friendly public services.

The results of interviews with the community regarding licensing procedures at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Penajam Paser Utara Regency showed that most of the informants considered the existing licensing procedures quite easy to follow. The informants who took care of various types of permits, such as Business Permits (PBS) (Mahzar & Syahbandir, 2019,) Business Identification Numbers (NIB), and Building Approvals (PBG), gave positive responses to the procedures implemented by the DPMPTSP of Penajam Paser Utara Regency. For example, a 52-year-old informant who took care of the PBS permit stated that the existing procedures were quite easy to follow. This was also expressed by other informants who took care of the NIB, who stated that they had no difficulty in following the established licensing procedures. The ease of following these licensing procedures was also evident from the statements of other informants. A 34-year-old informant, for example, said that the licensing procedures were easy to follow and that there were no difficulties at all. This informant gave a positive assessment of the ease offered by the DPMPTSP of Penajam Paser Utara Regency in taking care of the NIB permit. A similar thing was also conveyed by a 43-year-old resource person, who took care of the NIB and stated that the permit issuance procedure was very easy to follow and not difficult. The uniformity in the ease of this procedure shows that the DPMPTSP of Penajam Paser Utara Regency has succeeded in creating a friendly and efficient system for the public who want to take care of permits.

Support for the ease of this procedure also came from several other sources. A 46-year-old resource person stated that the licensing procedure implemented by the DPMPTSP of Penajam Paser Utara Regency was good and easy to understand. This statement reflects public satisfaction with the clarity and regularity of the procedures applied, so that the public does not experience confusion or obstacles during the permit processing process. In addition, another 36-year-old resource person also emphasized that the established procedure was very easy to follow, quite simple, and not complicated. This shows that the procedure designed by the DPMPTSP of Penajam Paser Utara Regency is able to provide convenience and efficiency for the public.

Several other sources also emphasized that the licensing procedure at the DPMPTSP of Penajam Paser Utara Regency did not cause significant difficulties. For example, a 50-year-old source stated that they had no difficulty in following the existing licensing procedures. A similar statement also came from a 51-year-old source, who stated that the procedures were easy to follow. This shows that the public has a positive perception of the licensing procedures that are enforced, and the procedures are considered straightforward and can be followed easily by various groups in society.

Overall, the results of this interview indicate that the people of Penajam Paser Utara Regency have a positive perception of the licensing procedures implemented by the DPMPTSP of Penajam Paser Utara Regency. The licensing procedures are considered easy to follow, do not cause difficulties, and are simple and efficient. It can be said that the DPMPTSP of Penajam Paser Utara Regency has succeeded in creating a licensing procedure that is friendly to the community, which is able to provide convenience in processing various types of permits, thereby increasing community satisfaction with the services provided.

Based on the interview results, the public's response regarding the time required for services at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Penajam Paser Utara Regency showed that the majority of informants were satisfied with the speed of the permit

processing process. Informants who processed various types of permits, such as Business Permits (PBS), Business Identification Numbers (NIB), and Building Approvals (PBG), gave very positive responses to the duration of time required to complete the permit process. For example, a 52-year-old informant who processed the PBS permit said that the permit process did not take long, and the permit was even processed immediately after payment at the bank. This indicates efficiency in the service time provided by the DPMPTSP of Penajam Paser Utara Regency. The ease and speed of permit processing time were also felt by other informants. A 34-year-old informant who processed the NIB stated that the time required to complete the permit was quite short.

Another informant, aged 50, also expressed the same thing by stating that the permit processing process was fast. This shows that the procedures implemented by the Penajam Paser Utara Regency DPMPTSP are able to reduce the time usually required for processing permits, so that people do not have to wait long to get the permits they need. Several other sources also expressed their satisfaction with the efficiency of the service time provided by the Penajam Paser Utara Regency DPMPTSP. A 51-year-old source said that the issuance of permits was carried out quite quickly, even at the same time as the permit application was made. This shows that the Penajam Paser Utara Regency DPMPTSP has succeeded in implementing a responsive and fast system in serving the community.

Another 43-year-old source who took care of the NIB also gave a similar assessment, stating that the time required to complete the permits was not long, which was one of the main factors in increasing their satisfaction with the services provided. The time efficiency in service at the Penajam Paser Utara Regency DPMPTSP was also felt by a 46-year-old resource person who took care of the NIB. This resource person revealed that the permit completion process was very efficient and completed quickly. The same thing was also conveyed by a 36-year-old resource person, who emphasized that the completion of permits through the Online Single Submission (OSS) system was very short and did not take a long time. These statements indicate that the OSS system implemented by the Penajam Paser Utara Regency DPMPTSP has succeeded in accelerating the licensing process and providing a better experience for the community who are taking care of permits.

Finally, a 43-year-old resource person who took care of the PBG permit also emphasized that the time needed to process the permit is not long, especially after making a payment at the bank, the permit is immediately processed. A similar thing was conveyed by a 26-year-old resource person who took care of the NIB, stating that the permit completion time is not long. This reflects that the procedures implemented by the Penajam Paser Utara Regency DPMPTSP have been designed in such a way as to minimize waiting time, so that the community can immediately get the permits they need without having to face excessive time constraints.

Based on the interview results, it can be concluded that the people of Penajam Paser Utara Regency have a very positive perception of the service time provided by the DPMPTSP of Penajam Paser Utara Regency. Speed and efficiency in the licensing process are one of the main factors that drive public satisfaction with this service. The DPMPTSP of Penajam Paser Utara Regency has succeeded in implementing a system that is able to accelerate the licensing process, both through simple procedures and through the use of technology such as OSS, so that the public can immediately get the permits they need without having to experience significant delays.

The results of the interview study on licensing service fees at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Penajam Paser Utara Regency showed that the majority of people were satisfied with the absence of additional fees charged during the licensing process. Sources who took care of various types of permits, such as Business Licenses (PBS), Business Identification Numbers (NIB), and Building Construction Approvals (PBG), consistently stated that they were not charged additional fees or other fees outside those that had been set. A 52-year-old source who took care of the PBS permit stated that there were no other fees that had to be paid other than those stipulated in the official provisions. This shows that the DPMPTSP of Penajam Paser Utara Regency has succeeded in implementing the principle of transparency in

terms of licensing service fees. Satisfaction with the licensing service fees was also expressed by other sources. A 34-year-old source who took care of the NIB stated that there were no fees paid during the licensing process. A similar statement was also made by a 50-year-old source who took care of the NIB, who firmly stated that there were no fees charged. This shows that the community feels calm and is not burdened by additional costs that may be an obstacle in processing permits. The certainty of the absence of additional costs also increases public trust in the integrity of the services provided by the Penajam Paser Utara Regency DPMPTSP.

In addition, there are also sources who stated that licensing services at the Penajam Paser Utara Regency DPMPTSP are completely free. A 46-year-old source stated that the licensing services they received were free of charge, or in other words, free. The same thing was conveyed by a 36-year-old source, who emphasized that they were not charged any fees during the permit processing process. This statement strengthens the view that the Penajam Paser Utara Regency DPMPTSP is committed to providing affordable licensing services for all levels of society, without any illegal levies or hidden costs.

The absence of additional costs in the permit processing process was also expressed by another source who took care of PBG. A 43-year-old source stated that there were no other costs that had to be incurred during the permit processing process, except those that had been officially regulated. This statement is consistent with the responses of other informants, who also stated that they were not charged any fees during the NIB processing process. This shows that the Penajam Paser Utara Regency DPMPTSP has succeeded in maintaining consistency in implementing the no-additional-fee policy, so that the public can take care of permits without worrying about unexpected costs.

Consistency in implementing the no-additional-fee policy is also reflected in the response of a 26-year-old informant, who stated that they were not charged any fees during the NIB processing process. This indicates that licensing services at the Penajam Paser Utara Regency DPMPTSP are not only easily accessible, but also not burdensome in terms of costs. The certainty regarding the absence of additional costs also supports the public's positive perception of the Penajam Paser Utara Regency DPMPTSP, as well as strengthening public trust in the services provided by this institution.

Based on the interview results, it can be concluded that the people of Penajam Paser Utara Regency have a very positive perception of the cost of licensing services at the Penajam Paser Utara Regency DPMPTSP. The majority of people stated that they were not charged additional fees or other fees outside of those that have been officially regulated, some even stated that this service was completely free. Transparency and consistency in the implementation of this no-additional-fee policy have succeeded in increasing public satisfaction and trust in the licensing services provided by the Penajam Paser Utara Regency DPMPTSP, as well as supporting the efforts of the local government in providing affordable public services that are free from illegal levies (Cities & Governments, 2010; Wedeman, 2000).

The results of the study through interviews regarding licensing services in accordance with the provisions at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Penajam Paser Utara Regency showed that the majority of the community felt that the services provided had met the established standards. Sources from various backgrounds who took care of permits, such as Business Licensing (PBS), Business Identification Number (NIB), and Building Approval (PBG), consistently expressed that they felt that the services received were in accordance with existing provisions (Saggaf et al., 2018).

For example, a 52-year-old source who took care of PBS stated that the services provided were in accordance with the provisions. This shows that DPMPTSP has carried out its duties well in accordance with applicable regulations (Bagas, 2020). This positive perception was also expressed by other sources who took care of NIB. A 52-year-old source stated that the services received were in accordance with existing provisions. A 34-year-old source also gave a similar response by stating that the services provided were in accordance. This indicates that the

community feels confident that DPMPTSP Penajam Paser Utara Regency has followed the procedures and standards that have been set in providing licensing services. Compliance with these provisions is not only important in maintaining public trust, but also in ensuring that the licensing process runs smoothly without any deviation from applicable procedures (Molinuevo & Sáez, 2014).

In addition, there were also sources who expressed that the services provided by the Penajam Paser Utara Regency DPMPTSP were not only in accordance with the provisions, but also satisfactory. A 50-year-old source, for example, stated that the service received was very satisfactory. This indicates that in addition to meeting existing standard provisions, the Penajam Paser Utara Regency DPMPTSP has also succeeded in providing high-quality services, so that the public is satisfied with the experience they get during the licensing process. This good quality of service is an important factor in increasing public satisfaction and trust in the Penajam Paser Utara Regency DPMPTSP.

The success of the Penajam Paser Utara Regency DPMPTSP in providing services in accordance with the provisions was also acknowledged by other sources. A 43-year-old source stated that the service received was in accordance with the provisions or applicable Standard Operating Procedures (SOP). Another source, aged 46, also expressed that the service provided was very much in accordance with the provisions. This shows that the DPMPTSP of Penajam Paser Utara Regency has succeeded in ensuring that the entire licensing process is carried out in accordance with established procedures, so that the public can experience consistent and reliable service. Several sources also emphasized that the results of the services received were in accordance with what was expected. A 36-year-old source who took care of the NIB stated that the results provided were in accordance with applicable provisions.

A similar thing was also expressed by a 43-year-old source who took care of the PBG, who stated that the services provided were in accordance with existing provisions. This shows that the DPMPTSP of Penajam Paser Utara Regency not only follows the correct procedures, but also ensures that the results of the services provided are in accordance with the expectations and needs of the community. The results of the interview showed that the people of Penajam Paser Utara Regency have a very positive perception of the licensing services provided by the DPMPTSP of Penajam Paser Utara Regency. The majority of people feel that the services provided are in accordance with the applicable provisions and procedures, and are satisfactory in terms of quality and results. The DPMPTSP of Penajam Paser Utara Regency has succeeded in carrying out its duties well in accordance with applicable regulations, and providing high-quality services, thereby increasing public trust and satisfaction with the services provided. Consistency in implementing these provisions is very important in ensuring that the entire licensing process runs smoothly and in accordance with public expectations.

The results of the study on the ability of officers in providing licensing services at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Penajam Paser Utara Regency showed that the majority of the public gave a very positive assessment. Sources from various backgrounds who take care of permits, such as Business Licensing (PBS), Business Identification Number (NIB), and Building Approval (PBG), assessed that officers had good abilities in explaining licensing procedures and requirements. A 52-year-old source who took care of PBS stated that the explanation of the permit given by the officer was easy to understand. This shows that officers not only have adequate knowledge, but are also able to convey information in a way that is clear and understandable to the public. In addition, other sources who took care of NIB also gave similar assessments. A 52-year-old source assessed that the officers' abilities were very good, while a 34-year-old source stated that the officers were very good at giving explanations. This view shows that officers at the DPMPTSP of Penajam Paser Utara Regency have good communication skills, which enable them to provide the information needed by the public in a way that is easy to understand. This communication skill is very important in ensuring that the public can follow the licensing procedures correctly and without difficulty.

Furthermore, several sources also revealed that officers at the Penajam Paser Utara Regency DPMPTSP have high competence. A 50-year-old source assessed that the officers were competent in carrying out their duties, while a 51-year-old source stated that the explanations given by the officers were quite good and easy to understand. This shows that officers at the Penajam Paser Utara Regency DPMPTSP not only understand the applicable procedures and provisions, but also have the skills to convey this information in an effective manner. The competence of these officers is one of the important factors in increasing public trust in the services provided by the Penajam Paser Utara Regency DPMPTSP.

The ability of officers to provide licensing services was also recognized by other sources. A 43-year-old source who took care of the NIB stated that the officers' ability to provide explanations was very good, while a 46-year-old source assessed that the officers mastered their jobs well. This view shows that officers at the DPMPTSP of Penajam Paser Utara Regency have a deep understanding of licensing procedures and are able to provide assistance needed by the community appropriately. Mastery of this work ensures that the licensing process can run smoothly and efficiently, without any obstacles caused by a lack of knowledge or skills of officers.

Another aspect that also received a positive assessment was the friendliness of the officers in providing services. A 36-year-old resource person stated that the officers were quite friendly and their explanations were easy to understand. This shows that in addition to having good technical skills, officers at the DPMPTSP of Penajam Paser Utara Regency also demonstrate a professional and friendly attitude in serving the community. This attitude is important in creating a conducive and comfortable atmosphere for the community who are taking care of permits, so that they feel appreciated and supported during the licensing process. Based on the interview results, it can be concluded that the people of Penajam Paser Utara Regency have a very positive perception of the ability of officers in providing licensing services at the DPMPTSP of Penajam Paser Utara Regency.

The majority of people consider that officers have good abilities in conveying information, are competent in carrying out their duties, and are able to provide explanations that are easy to understand. The competence and professional attitude of these officers are very important in ensuring that the licensing process runs smoothly and in accordance with applicable provisions (Erdina & Hariani, 2017). The friendly attitude and assistance provided by officers are also important factors in increasing public satisfaction with the services provided by the DPMPTSP of Penajam Paser Utara Regency.

The results of the study through interviews regarding the ethics or behavior of officers in providing licensing services at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Penajam Paser Utara Regency showed that the public generally has a very positive perception. Sources who take care of various types of permits, such as Business Licenses (PBS), Business Identification Numbers (NIB), and Building Approvals (PBG), assessed that officers showed a polite and friendly attitude during the service process. A 52-year-old source who took care of PBS stated that the behavior of officers was quite good and polite in providing services. This shows that officers not only focus on the technical aspects of service, but also maintain a good attitude in interacting with the public. In addition, the friendly and polite attitude shown by officers was also acknowledged by other sources who took care of NIB. A 52-year-old source assessed that the ethics of officers were very good, with polite and friendly behavior. A similar view was also conveyed by a 34-year-old source, who stated that officers were always polite and friendly in providing services. This indicates that the DPMPTSP of Penajam Paser Utara Regency has succeeded in instilling strong ethical values in its officers, so that the public feels appreciated and comfortable during the permit processing process. This polite and friendly attitude is an important factor that can increase public satisfaction with the services provided (Nguyen, 2019).

Furthermore, several sources also highlighted the importance of manners and ethics in service. A 43-year-old source who took care of the NIB stated that the officers' manners were very good, while a 46-year-old source assessed that the officers had good ethics. This shows that in

addition to meeting technical standards, officers have also succeeded in maintaining high moral and ethical standards in carrying out their duties. This good ethics reflects the commitment of the DPMPTSP of Penajam Paser Utara Regency in providing services that are not only professional but also respect the social and cultural values that exist in the community.

Public satisfaction with the behavior of officers is also reflected in the responses of other sources. A 36-year-old source stated that the behavior of officers was very good and polite, while a 50-year-old source also stated the same thing, assessing that officers were always polite and friendly. This view shows that the community highly appreciates the good attitude shown by officers during the service process. Politeness in this service not only creates a positive atmosphere, but also strengthens the relationship between the community and government agencies, which in turn can increase public trust in the DPMPTSP of Penajam Paser Utara Regency.

Several other sources also stated that the behavior of officers was quite good and polite in providing services. A 43-year-old source who took care of PBG, for example, stated that the behavior of officers was very polite and good. This shows consistency in the behavior of officers in various types of services, so that people from various backgrounds feel that they are served with respect and appreciation. Consistency in maintaining ethics and behavior is an important factor in ensuring that licensing services at the DPMPTSP of Penajam Paser Utara Regency have been running well and in accordance with community expectations.

Based on the interview results, it can be concluded that the community of Penajam Paser Utara Regency has a very positive perception of the ethics and behavior of officers in providing licensing services at the DPMPTSP of Penajam Paser Utara Regency. The majority of the community considers that officers have a polite, friendly, and ethical attitude, which creates a comfortable and pleasant atmosphere during the licensing process. This professional attitude and good ethics are important factors in increasing public satisfaction and trust in the services provided by the DPMPTSP of Penajam Paser Utara Regency, as well as supporting the efforts of the local government in providing high-quality public services in accordance with local social and cultural values.

The results of the study through interviews regarding facilities and infrastructure in licensing services at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Penajam Paser Utara Regency revealed various views from the community. A number of informants appreciated the condition of the existing facilities and infrastructure, with the assessment that the facilities were sufficient to support good service. A 52-year-old informant who took care of Business Licensing (PBS) stated that the available facilities and infrastructure were good enough to support services. This shows that some people feel that the facilities provided by the DPMPTSP of Penajam Paser Utara Regency are able to meet basic needs in the licensing process, so that they can take care of permits comfortably and efficiently.

However, there were also several informants who considered that the existing facilities and infrastructure were still inadequate. A 52-year-old informant who took care of the Business Identification Number (NIB) stated that the facilities and infrastructure of the service room were inadequate. A similar view was also conveyed by a 34-year-old informant, who considered that the service area was still inadequate and not spacious enough. This indicates that although there are facilities that are considered good, there are still shortcomings in terms of the availability and capacity of the available space, which can affect the comfort and effectiveness of licensing services.

On the other hand, there were sources who considered the existing facilities and infrastructure to be quite good and adequate, although not completely satisfactory. A 51-year-old source stated that the existing facilities were sufficient, while a 43-year-old source considered that the service space was quite adequate, but other facilities, such as the waiting room, were still less representative. This shows that although basic facilities are available, there are certain aspects that still need improvement, especially in providing a more comfortable and representative space for the community who are waiting for the licensing process.

Several sources also highlighted the need for the addition and improvement of certain facilities, especially related to the provision of information (Barrett & Baldry, 2009). A 46-year-old source who manages NIB suggested that digital information be presented better. This shows that the community expects easy access to more modern and effective information through digital means, which can help them understand licensing procedures better and more efficiently. The provision of adequate digital information can also increase transparency and accountability in licensing services.

In addition, there were also sources who considered that the facilities and infrastructure were still inadequate because the available space was rather narrow. A 36-year-old source stated that the service room facilities needed to be expanded to provide more comfort for the community taking care of permits. This view shows that there is a need to increase the capacity of the available space and facilities in order to accommodate more people comfortably. Narrow space conditions can cause discomfort and hinder the smooth running of the service process, especially if there is a spike in the number of people coming to take care of permits. Based on the interview results, it can be concluded that the people of Penajam Paser Utara Regency have diverse views on the facilities and infrastructure in licensing services at the DPMPTSP of Penajam Paser Utara Regency. Although some people think that the existing facilities are good enough, some people feel that there are still shortcomings, especially related to the capacity of the space and the availability of additional facilities such as a representative waiting room and the provision of digital information. Therefore, improving more adequate and modern facilities and infrastructure will be very necessary to improve the comfort, effectiveness, and quality of licensing services at the DPMPTSP of Penajam Paser Utara Regency, as well as to meet the public's expectations for better public services.

Discussion and analysis of research results regarding public perceptions of facilities and infrastructure in licensing services at the DPMPTSP of North Penajam Paser Regency can be analyzed using the concept of service quality which includes five main dimensions, namely Tangible (Physical Evidence), Reliability (Reliability), Responsiveness (Responsiveness), Assurance (Guarantee/Certainty), and Empathy (Empathy). This analysis can provide a deeper picture of the quality of service received by the community.

The first dimension, Tangible or physical evidence, includes all physical aspects that can be seen and felt by the public when they interact with public services, including physical facilities, equipment, and the appearance of officers (Kadry, 2021). The results of the study showed that although there was a positive view of the existing facilities and infrastructure, some people felt that the service space was still inadequate, especially in terms of area and comfort. This deficiency shows that the existing physical evidence has not fully met public expectations. To improve the quality of service from the Tangible aspect, DPMPTSP needs to consider repairing or expanding the service space and improving other supporting facilities such as a more representative waiting room (Katharina, 2021).

The second dimension is Reliability, which refers to the agency's ability to provide services consistently and accurately as promised (Auschra et al., 2022). From the interview results, it can be seen that even though there are some shortcomings in facilities and infrastructure, many people still feel that licensing services at DPMPTSP are quite reliable and consistent. This is reflected in the assessment that most of the informants feel that the existing facilities are sufficient to support services. (Ariany & Putera, 2013) However, to achieve higher reliability, DPMPTSP needs to ensure that all facilities and infrastructure used truly support the service process effectively and efficiently, so that services can be carried out consistently without obstacles caused by lack of facilities. Responsiveness, the third dimension, is about the extent to which service officers respond to the needs and complaints of the community quickly and appropriately (Nasution, 2018). The responsiveness of officers in responding to community needs related to facilities is also important. Several sources suggested the provision of better digital information as a form of responsiveness to the community's need for easier access to information. This shows that DPMPTSP needs to be more responsive in updating and improving

existing facilities, especially in terms of information technology, to ensure that the community can easily access and understand information related to licensing (Syarifuddin et al., 2017).

The Assurance dimension includes a sense of security and confidence felt by the community towards the services provided, including the competence of officers and the security of the facilities used (Keshavarz & Jamshidi, 2018). From the interview results, it can be concluded that most people feel quite confident in the quality of the existing facilities and infrastructure, although there are some shortcomings. However, to improve this dimension, DPMPTSP needs to ensure that the existing facilities are not only physically adequate, but also provide a sense of security and certainty to the community. For example, improving or increasing the security and comfort of the service room can provide additional assurance to the community that they are in a safe and secure environment during the licensing process.

Empathy is the last dimension related to the attention and understanding of officers towards the individual needs of the community (Park & Kim, 2022). Although the empathy aspect is more related to the interaction between officers and the community, adequate facilities and infrastructure can also reflect empathy in service. For example, a comfortable and representative waiting room can show concern for the comfort of the community who have to wait during the licensing process. From the results of the study, it was seen that some people felt that the waiting room facilities were still inadequate. This indicates that improving facilities that pay more attention to community needs can help improve the empathy dimension in service (Rukayat, 2017).

Overall, the analysis of service quality dimensions shows that the facilities and infrastructure in the DPMPTSP of Penajam Paser Utara Regency still need improvement to fully meet community expectations. While some aspects, such as reliability and assurance, have been quite good, there is a need to improve other aspects such as physical evidence and responsiveness in responding to community needs. This improvement will require attention not only to technical aspects, but also to a deeper understanding of community needs and expectations, and how facilities and infrastructure can better support the achievement of quality services (Ali, 2017).

In the context of Tangible, DPMPTSP needs to invest in improving more adequate and modern physical facilities. For example, expanding service spaces and improving digital facilities will help meet community expectations for a more comfortable and informative environment. At the same time, the Reliability aspect can be strengthened by ensuring that all facilities used in the licensing process function properly and are reliable. DPMPTSP must continue to review and update existing facilities so that they are always in optimal condition and ready to support consistent services.

Responsiveness can be improved by accelerating responses to public input and complaints, especially those related to the need for additional facilities. DPMPTSP needs to be more proactive in identifying and meeting public needs, such as providing better digital information and more comfortable waiting rooms. Likewise, improving Assurance requires attention to small details that can increase the public's sense of security and comfort during the licensing process. For example, maintaining the cleanliness, security, and comfort of the service room are simple but important steps to improve service assurance. Finally, improving the Empathy dimension can be achieved by better understanding and paying attention to the individual needs of the community. Facilities and infrastructure that are designed with comfort and ease of access for all levels of society in mind will help improve empathy in service. For example, providing a comfortable and informative waiting room, and ensuring accessibility for all people, including those with special needs, are important steps to demonstrate empathy in service. Thus, improving the quality of service at DPMPTSP Penajam Paser Utara Regency can be achieved by improving all dimensions of service quality.

CONCLUSION

Based on the research results, public perceptions of the quality of services of the Investment and One-Stop Integrated Service Office (DPMPTSP) in Penajam Paser Utara Regency show varying but positive views. The public generally feels that the available facilities and infrastructure are good enough to support the licensing process, although there are some complaints regarding deficiencies in service space and additional facilities. Aspects such as service reliability and officer ethics are also considered satisfactory, with most people feeling that the services provided are consistent and professional. The research results also show that there are still several things that still need improvement, especially in terms of physical facilities, room capacity, and provision of digital information. The public hopes that there will be improvements in these aspects to increase comfort and efficiency during the licensing process. Thus, to improve the overall quality of service, DPMPTSP needs to focus on improving facilities and infrastructure and strengthening the responsiveness and empathy of officers in order to better meet the expectations and needs of the community.

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