

## Quality Of Service And Control Governor's Recommendation Utilization Of Northern Bandung Area In The Office Of Capital Investment And One-Stop Integrated Service The Province Of West Java

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### ABSTRACT

Government is an organization that has full responsibility for the improvement of public service quality. Consequently, service becomes the prior task of the organization's officials as civil and public servants. There are 197 licenses and non-licensed public services. Therefore, it is important to maintain and improve service quality continuously. Meanwhile, the existing service quality hasn't shown significant results. It can be viewed from public complaints on the publication process of the governor's recommendation of land use in the North Bandung Region. Yet, there was a lot of field control that its implementation was irrelevant to the recommendation. Complaints, indictments, and inappropriateness recommendations in the field need to be minimized in order to optimize service quality and control conducted by the West Java Provincial Government on the publication process of the governor's recommendation of land use in the North Bandung Region. Accordingly, the researcher would like to conduct further study on how Service Quality and Control of Governor's Recommendation of Land Use in North Bandung Region performed by the West Java Provincial Government, as well as to study strategies that can be applied in order to improve service quality. This research applied qualitative study using the snowball technique to objects of study, i.e. public service administrators; public service customers; public service observers, primarily those who are involved in the legalization of the governor's recommendation of land use in the North Bandung Region. The data were obtained through interviews and deep analysis using triangulation observers. The research of the study reveals that the inconsistency of service quality is influenced by 10 dimensions, i.e. tangibles, reliability, responsiveness, courtesy, credibility, security, access, communication, and understanding of the consumer. On the other hand, environment control, risk assessment, control activities, information, and communication, yet monitoring control are determinant factors in controlling the governor's recommendation of land use in the North Bandung Region. It is done by applying strategies that implement technology, innovation, and operation approach. From the research, it is found new dimensions, are: institutional coordination, supervision, collaboration, prosecution, and policy diversification through GSMALL Collaboration Model (Government, Society, Media, Academic, and Law Enforcement).

**Keywords:** Service Quality

### INTRODUCTION

The government is an organization that is fully responsible for public services for the benefit of the wider community. Public services indicated by recommendations for the use of space in the North Bandung area are included in the type of administrative service. This type of public service is monopolized by the state; and therefore must be implemented by the state. Efforts to improve the quality of this service must of course be implemented in a one-stop-shop as mandated in Government Regulation of the Republic of Indonesia Number 96 of 2012. The concept of one-stop integrated service has been implemented by the Provincial Government of West Java. This is stated

in the service procedure, which in the whole process of permitting the Recommendation for Utilization of KBU must be completed/ there is a definite decision for 14 working days. The existence of the procedures and time limits of the service in question, is expected to improve the quality of service and good and optimal control of the community and can run in a professional, responsive, innovative, and friendly manner according to their respective duties and functions.

However, in its journey in the field, it seems that it has not run optimally. We can observe this from the many complaints related to the issuance of recommendations for the use of KBU, it can be seen from the data records (from 2016-2017), as follows:

Table 1.1  
Recapitulation of Permit Data for the North Bandung Area Spatial Planning Sector  
2016 s.d. 2017

No.	Month	Application Status		Complaint	Total Application
		Accepted	Declined		
1	January	40	-	1	40
2	February	28	-	4	28
3	March	53	-	1	53
4	April	61	36	7	61
5	May	82	31	4	113
6	June	110	35	5	145
7	July	50	54	7	104
8	August	97	35	7	132
9	September	73	13	3	86
10	October	69	32	12	101
11	November	90	21	5	111
12	December	78	12	2	90
13	Pengaduan Advokasi			63	63
	<b>Total</b>	<b>831</b>	<b>269</b>	<b>121</b>	<b>1100</b>

Source: Report of the Complaints and Advocacy Section of the Controlling Division of West Java Province in 2016 s.d. 2017.

Table 1.1 data as described above, it can be seen that from 2016 to In 2017, there were 1,100 applications for Recommendations for Space Utilization Permits for the North Bandung Area, of the total, 831 or 75.55% of the recommendations were approved and 269 or 24.45% of applicants were rejected. However, there are several applicants for the Recommendation Service for the Space Utilization Permit for the North Bandung Region who expressed dissatisfaction with the service recipients, namely: 121 applicants or 10.6% of the total applicants. The complaint data, of course, needs to be minimized again in order to further optimize the service quality of the West Java Provincial Government towards the granting of Recommendations for Utilization Permits for the North Bandung Area. It can be seen several testimonials of dissatisfaction with the service recipients in question based on data from the Complaints Report on the Implementation of Licensing for the Complaints and Advocacy Section for the Controlling Division of West Java Province in 2016 s.d. 2017, as follows: "The licensing process in West Java Province is extraordinary, the PERFORMANCE is the worst, since November 2016 we have only been suspended from an unclear licensing process, until now we have not received the results of the permits. Please, note all procedures have been followed. (Complaint of the petitioner from Ms. Henry Hanindia); "Typical error in written manuscript 1 floor should be 2 Floor. (Complaint of the Petitioner from Mr. Wardi Setiawan); "In the receipt of the registration file for the application for RECOMMENDATIONS FOR THE UTILIZATION OF THE BANDUNG UTARA AREA (KBU), that: registration date: January 30, 2017 completion date: March 13, 2017 but until now on April 17 2017, the KBU recommendation that was requested was NOT FINISHED, and when contacted by the West Java provincial BPMPT office, there was no response at all. Disappointing public service, not in accordance with the general principles of good governance. (Complaint of the applicant from Mr. Taufan Wizart Lufthansa);"

At the same time, based on data from control activities in the field, it can be seen that there were 211 recommendations or 25.39% of the 831 recommendations for permit applications that were approved but the conditions in the field did not match the requirements of the recommendations given. If categorized, there are 5 causes of non-compliance with KBU permit recommendations, where the largest number is development plans in areas exceeding the limits of the Coefficient of Built-up Areas, weak coordination between Provinces and Cities/Regencies, so that IMBs are not accompanied by Provincial Recommendations, Buildings exceed the building height limits and coefficients Building Floors, Buildings that are not in accordance with their designation and the existence of Land Function Transfers.

From the many complaints and expressions of dissatisfaction with the service recipients and the suboptimal control related to the recommendation for the KBU Space Utilization Permit mentioned above, it is indicated that the quality of service and control of the recommendation for the KBU Space Utilization Permit organized by the West Java Provincial Government is still not optimal in meeting needs and expectations. service recipient.

In addition, it can also be seen that real impacts in the field that arise, one of which is related to a number of environmental problems, such as irregularities in the use of space in the North Bandung area which causes floods and landslides that often occur in the city of Bandung. With the omission and uncontrolled practice of violations of various permits, environmental permits, Amdal/UKL/UPL, especially in KBU areas that must be carried out by developers, it also causes an imbalance in the ecosystem, especially related to the presence of water reserves in the soil, some of which are marked by a large number of residents' wells are slowly drying up, coupled with the loss of several springs, which have been used by local residents.

Along with the many complaints and demands of the community regarding these services, it is a challenge as well as an opportunity for the apparatus in carrying out its role in the main tasks and functions of each, which is carried out through efforts to improve service quality. Efforts to understand the needs, expectations and satisfaction of service recipients have been carried out by Zeithaml et.al. namely identifying ten general criteria or dimensions, namely: tangibles, reliability (reliability), responsiveness (responsiveness), competence (competence), courtesy (courtesy), credibility (credibility), security (security), access (access), communication (communication), and understanding the customer. The control dimensions used in this study refer to the description of the internal control dimensions described by COSO (2013:4) in the Internal Control-Integrated Framework (ICIF). The dimensions used are: 1) Control Environment, 2) Risk Assessment, 3) Control Activities; 4) Information and Communication; and 5) Internal Control Monitoring.

Referring to the phenomenon of public service delivery, the researcher views that these dimensions can actually be implemented, but have not had a real impact on being able to improve service quality and better control, this can be seen from the initial observations and review of existing documents as shown in the figure. previously described. Thus, researchers are interested in re-examining comprehensively how to control and what strategies the West Java Provincial Government can do in an effort to improve service quality and control, especially in issuing recommendations for permits for the use and control of space in the North Bandung area. This study examines the problems that occurred in 2016 s.d. 2017. For this reason, the research title was chosen as follows: "Service Quality and Control of Recommendations for Spatial Utilization Permits for the North Bandung Area at the West Java Provincial Government"

## METHODS

This research method selected a qualitative paradigm or a qualitative research approach. The data collection techniques and the determination of informants were taken from secondary and primary data sources, library research and observation and using interview techniques. The technique of determining Research Informants consists of the public service providers; public service recipients; and observers of the performance of public services, especially public services related to the granting of Recommendations for Space Utilization Permits for the North Bandung

Area in West Java Province. The representation of data sources and data classification is integrated with a triangulation approach. The interview material was designed by compiling an Interview Guide which contains the main points of open-ended questions. The interview guide in question was prepared according to the Servqual Theory from Zeithaml et.al. (1990:20).

## RESULTS

This study has described the quality of service carried out by the West Java Provincial Government on the recommendation for spatial use permits in the North Bandung area based on the 10 (ten) dimensions stated by Zeithaml, et. al. (1990), along with control based on the 5 (five) dimensions stated by COSO (2013). The results of the exposure of research data, although in general the West Java Provincial Government has been able to increase community satisfaction, there are still several dimensions and indicators of service quality that must be improved. Several aspects related to the Tangible Dimension are the use of communication and information technology that has not been comprehensive in every service process so that it hinders the coordination process between related leading sectors and the number of officers is lacking; Reliability dimension is a network that has not been fully integrated under one roof, inefficient coordination between lines and work procedures with the Technical Team that require improvement; Responsiveness dimension is the lack of speed in solving the problems that are complained of; Competence dimension, namely there are still employees who are not in accordance with the field of work; Courtesy dimension, namely the absence of standardization of ethics and service culture in SOPs; Credibility dimension, namely the lack of internal and external control and supervision in the field related to the issuance of the recommendation permit; Security dimension, namely the lack of certainty in law enforcement against licensing violations and guarantees for the certainty of service duration; The Access dimension is the availability of back office employees in carrying out administrative tasks that are not in accordance with the needs; while in the Communication Dimension, the performance of supervision and socialization counseling is less than optimal.

The results of the analysis found that the quality of service related to a unified system that contains all aspects of administrative services from the application process, document verification and field surveys, technical studies/analysis, issuance of recommendations to supervision has not been optimal. In accordance with the context of one-stop integrated licensing services, the performance of other regional apparatus organizations (both vertically and horizontally) also contributes to the quality of services provided. This is because the one-stop integrated licensing system used has not fully integrated all organizational lines of the regional apparatus into a new organization, but is still in the form of inter-institutional coordination.

Therefore, the assessment of the service quality of the application for a space utilization permit at the KBU must be connected with the elaboration of the system, governance and coordination procedures between institutions. In this case, how the West Java Provincial Government builds synergy with the Technical Team from the West Java Provincial Highways and Spatial Planning, local governments at the city and district levels, to law enforcement agencies and regional regulations. In addition, the supervision aspect is also important to provide certainty in law enforcement in the field of licensing, guarantee to the public that they will receive quality services in accordance with applicable standard procedures, and minimize the emergence of potential violations and misuse of the recommendations or permits that have been determined. Based on this, the researchers found a new dimension in measuring the quality of service recommendations for space utilization permits in KBU, namely institutional coordination and supervision.

Research findings with the theory used by researchers with the emergence of new dimensions from the theory of Zeithaml, et., all, namely institutional coordination is an important element in improving the quality of one-stop service in the West Java Provincial Government, with indicators: Integration/compatibility of one-stop work mechanisms in the system services, Clarify Work Relations and Cooperation in the task. Inter-institutional coordination is a dimension that needs to be added in the one-stop integrated licensing service research, which is the development and

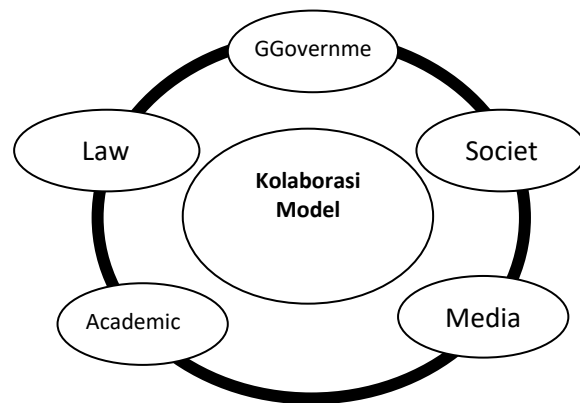
strengthening of the reliability, responsiveness and access dimensions. The quality of coordination between institutions related to licensing services will provide a comprehensive picture of how a service flow can be delivered in accordance with predetermined regulations and standards. Based on this explanation, it can be stated that the dimension of coordination between institutions is one of the important factors in assessing and improving the quality of government services.

Other findings in this study indicate the contribution of supervision factors in improving the quality of one-stop integrated licensing services, especially on recommendations for space utilization permits in the North Bandung area. This supervision must be carried out optimally, with indicators both internal and external to the institution. The supervision dimension is a development of the credibility, courtesy and security dimensions. Supervision is an integral part of a quality service, one door, supervision is a shared responsibility between the licensing agency (Dinas PMPTSP) and the technical OPD. The findings in this study indicate that the supervision of the implementation of service recommendations for space utilization permits in KBU is one of the parameters in measuring the achievement of service quality. These inherent and ongoing evaluations must continue to be carried out by the West Java Provincial Government both internally and externally, starting from the application process, front office services, document verification and field surveys, technical studies/analysis to the issuance of recommendations. This study also found data that the supervision of the Regional Government of West Java Province as well as at the city and district levels in environmental control in the North Bandung Region has an effect on public perceptions of the quality of government services carried out, especially in space utilization permits in the North Bandung area. Licensing administrative services are an integral part of the application service stage to the supervision of the permits that have been issued. Therefore, the supervision of environmental control in accordance with this regulation is related to the public perception of non-discriminatory law enforcement.

## DISCUSSION

Based on the description of the data along with the analysis of the strategy that has been described in the previous section, it is necessary to improve the design of the service system and control recommendations for space utilization permits in the North Bandung area. Within the framework of continuous improvement, it is necessary to have a more innovative licensing service model with a focus on improvement in accordance with research findings, namely to improve the performance of the West Java Provincial Government's excellent service as a leading sector, eliminate sectoralism and bureaucratism between related regional apparatus organizations (OPD), facilitate and empower stakeholders from non-government elements to take part in the process of implementing services and supervision, as well as providing legal certainty regarding the use of space in the North Bandung area.

Based on the focus of the improvement, it is necessary to have a model that can facilitate the synergy between every element of the stakeholder who has an interest in improving licensing services in West Java. The model produced in this study is a collaborative model of Government, Society, Media, Academic and Law Enforcement (GSMAL). Changes in stakeholder elements are in accordance with the research context regarding space utilization recommendation permits and research findings that improving services and control by the West Java Provincial Government requires synergy between elements of government, community, media, academics and law enforcement. Collaboration and synergy among stakeholders based on this model can be described as follows:



Picture of G-SMAL Collaboration Model in Improving Service Quality and Control of Recommendations for Permits for Utilization of KBU Space at the West Java Provincial Government

(Source: Research data processing, 2019).

Each element in the G-SMAL model has a role and function that contributes to the improvement of service quality and licensing control which is explained as follows :

- 1) Academics, Through the results of their research and expertise, academics can produce new concepts in terms of service operational system innovation and control.
- 2) The government, as a regulator, must be able to produce various legal products and innovative policies that can improve the quality of one-stop integrated licensing services. With the power it has in granting permits, the government is required to be able to formulate its authority to facilitate licensing products while at the same time improving the quality of control in accordance with the principles of good and clean governance.
- 3) Media, The role of the media is very important in the process of education and outreach to stakeholders, through the dissemination of information on various government regulations and programs. With an independent position, the media also plays a role as government partners in controlling service performance so as to further encourage accountability and transparency of services.
- 4) Community, In this case, the community through the formation of groups, organizations or communities also plays a role in supervising the implementation of space utilization. The public can provide information regarding indications of violations in the field, valuable input for improving service performance and control.
- 5) Law Enforcement, With the authority they have, law enforcement officers can take countermeasures and take action aimed at protecting and providing legal certainty for the community.

The collaboration process is structured based on the basic principles of the Innovative Model covering institutional aspects, service orientation and governance of relationships between stakeholders.

## CONCLUSION

The results of the analysis found that the quality of service related to a unified system that contains all aspects of administrative services from the application process, document verification and field surveys, technical studies/analysis, issuance of recommendations to supervision has not been optimal. In accordance with the context of one-stop integrated licensing services, the performance of other regional apparatus organizations (both vertically and horizontally) also contributes to the quality of services provided. This is because the one-stop integrated licensing

system used has not fully integrated the various OPDs into one new organization, but is still in the form of inter-agency coordination.

Therefore, the assessment of the service quality of the application for a space utilization permit at the KBU must be connected with the elaboration of the system, governance and coordination procedures between institutions. In this case, how does the PMPTSP Office of West Java Province build synergies with the Technical Team from the Office of Highways and Spatial Planning of West Java Province, local governments at the city and district levels, to law enforcement agencies and regional regulations. In addition, the supervision aspect is also important to provide certainty in law enforcement in the field of licensing, guarantee to the public that they will receive quality services in accordance with applicable standard procedures, and minimize the emergence of potential violations and misuse of the recommendations or permits that have been determined. Based on this, the researchers found a new dimension in measuring the quality of service recommendations for space utilization permits in KBU, namely institutional coordination and supervision.

In addition, there is also a need for improvements in the control system for recommendations for space utilization permits, both in the dimensions of creating an effective control environment, risk assessment, control activities, information and communication as well as control monitoring..

- a. In realizing an effective control environment, the West Java Provincial Government has not conducted an independent strategic evaluation of the organizational structure associated with changes in the dynamic strategic environment.
- b. Not all of the results of risk identification and analysis are communicated to all employees and to the team from the Technical OPD, resulting in different perceptions of the potential risks faced.
- c. Control activities have been running regularly and continuously. In this process, it is necessary to optimize the use of ICT technology, as well as a wider decentralization of authority both to the Technical OPD and technical work units from regional apparatuses to ratify several documents requested by the community.
- d. Regional apparatuses already have a communication mechanism and flow between the sections related to the service process for recommending KBU space utilization permits.
- e. Regional apparatuses have carried out continuous monitoring through inspection of reports and supervision and other actions by informal sector and section leaders related to the implementation of tasks.

Based on this, the researchers found a new dimension in measuring the quality of controlling the governor's recommendations on the use of space in the KBU, namely collaboration and enforcement.

The strategies that can be carried out in improving service quality and controlling recommendations for space utilization permits in the North Bandung area are:

- a. Technology strategy is carried out by developing an integrated licensing service system; Building permit data integration; Connecting the public complaint database with the existing information system.
- b. The Innovation Strategy is carried out by establishing a Task Force Unit in supervising the granting of space utilization permits in KBU.

Operational Strategy is carried out by conducting periodic evaluations of service SOPs in accordance with internal and external developments.

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