

IMPROVING THE QUALITY OF LICENSING SERVICES THROUGH DIRECT SERVICES TO THE PUBLIC AT THE INVESTMENT AND PTSP SERVICE OFFICE OF KOLAKA REGENCY

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Abstract

This study aims to evaluate improvements in the quality of licensing services provided directly to the public by the Kolaka Regency Investment and One-Stop Integrated Services Agency (DPMPTSP). This research was conducted because several issues persist in licensing services, such as complicated procedures, limited access, and the ineffectiveness of direct service delivery. This study used a qualitative approach and collected data through interviews, direct observation, and documenting relevant documents. Informants were selected using a purposive sampling method, including the head of the agency, secretary, service officers, and members of the public who use the service. Data analysis was conducted using the Miles and Huberman model, which consists of three stages: data reduction, data presentation, and conclusion drawing. This study focused on five aspects of service quality: physical presence, trustworthiness, responsiveness, confidence, and empathy. The study shows that providing direct service to the public can improve the quality of licensing services, particularly in terms of ease of access and time savings. However, implementation remains inadequate due to inadequate information dissemination, inadequate facilities and infrastructure, and uneven distribution of services across all regions. In terms of service quality, responsiveness and empathy are quite good, while physical aspects and reliability still need impro.

Keywords: Community, Licensing, Quality, Service.

A. INTRODUCTION

Public service is one of the main indicators used to assess government performance. Along with the development of the times and increasingly complex public demands, the government is required to continuously improve service quality to make it more effective, efficient, transparent, and accountable (Mendrofa et al., 2025). This is in line with the mandate of Law Number 25 of 2009 concerning Public Services, which emphasizes that every public service provider is obliged to deliver quality services oriented toward public satisfaction. Public service can also be regarded as one of the approaches or breakthroughs to overcome bottlenecks and respond to the needs of government organizations (Haqie et al., 2020).

One aspect of public service that requires particular attention and often faces visible obstacles is licensing service. This is because licensing is closely related to business activities, ranging from small and medium enterprises to large-scale businesses. In addition, licensing is

considered important because regional progress can be reflected, among other things, in the amount of investment made in the region, which subsequently enables the region to become more independent in managing its natural and human resources (Mahendrati & Ardiyansah, 2022).

Along with changing times and increasingly complex public demands, public services are required to continuously adapt and undergo sustainable improvement (Rizky et al., 2025). Particularly in the era of digitalization and bureaucratic reform, the public expects services that are not only fast and accessible but also capable of reaching all segments of society without exception (Marwiiyah, 2023). Therefore, various strategic efforts are needed from the government to improve service quality, particularly in the field of licensing, which has become one of the essential needs of society and business actors. High-quality public service has become a major concern for public organizations, making service improvement one of the ways to increase efficiency in public administration.

Licensing service is a form of public service that plays a strategic role in encouraging economic growth, particularly by facilitating ease of doing business for the community (Muliawati & Hendryawan, 2020). However, in practice, licensing services still frequently face various problems, such as complicated procedures, limited service access, low public understanding of licensing mechanisms, and geographical barriers that make it difficult for people in certain areas to access services directly at service offices. Business licensing services are implemented in an integrated, fast, and risk-based manner through the Online Single Submission system (Saputro, 2023).

Service quality is an important aspect in assessing an institution. In service quality, several factors must be considered so that services can run properly and optimally. The quality of service in an institution can be observed from public assessment and satisfaction with the services provided by that institution, thereby indicating the overall quality of service within the institution (Puspitasari & Marefanda, 2023).

To address these problems, one effort that can be undertaken is the direct service approach to the community. This approach is a service strategy that brings services closer to the public, so that people do not need to come directly to the service office. Direct service is expected to reduce access barriers, improve service efficiency, and provide convenience for the public in managing licensing matters (Marwiiyah, 2023).

However, in reality, direct service to the community as an effort to improve the quality of licensing services has not been optimally implemented in the Investment and One-Stop Integrated Service Office, or Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP). Existing services are still dominated by conventional patterns, in which people must come directly to the office to handle various licensing needs. This condition becomes an obstacle for the community, particularly for those living far from service centers and for those who have limited understanding of procedures and the use of digital-based service technology (Hastuti & Sulandari, 2018).

In addition, limited socialization, lack of service innovation that directly reaches the community, and the government's suboptimal efforts to bring services closer to the public are factors that also influence the quality of licensing services. This indicates that there remains a gap between the expected service conditions and the reality that occurs in the field (Hernanda et al., 2025).

The Investment and One-Stop Integrated Service Office, or DPMPTSP, as the institution responsible for administering licensing services, plays an important role in improving service quality for the community. Therefore, more optimal and innovative efforts are needed, one of which is direct service to the community as a strategy to improve the quality of licensing services (L. D. Noviyanti et al., 2025).

A number of previous studies have examined public service quality, particularly in the field of licensing services, from the aspects of efficiency, public satisfaction, and the implementation of digital-based systems (Absori et al., 2025; Hastuti & Sulandari, 2018; Puspitasari & Marefanda, 2023). In addition, several studies have highlighted the importance of public service innovation as an effort to improve accessibility and service quality (S. Noviyanti & Agustin, 2025; Rindasari, n.d.). However, several research gaps remain insufficiently addressed in a comprehensive manner.

Most previous studies tend to focus on service quality in general or on the implementation of digital systems such as Online Single Submission (OSS), without examining in depth the direct service approach to the community as an alternative strategy for improving the quality of licensing services. In fact, this approach has great potential to reach people who experience access limitations, both geographically and in terms of digital literacy.

Research examining the effectiveness of direct service in the context of licensing services remains relatively limited, particularly studies that relate it to dimensions of service quality such as speed, convenience, accessibility, and public satisfaction. Most studies place greater emphasis on procedural and administrative aspects, without considering the direct experiences of the community as service users.

Studies specifically conducted on the Investment and One-Stop Integrated Service Office, particularly at the regional level, are still limited. In fact, each region has different characteristics in terms of geographical, social, and institutional capacity conditions, all of which may affect the successful implementation of service innovation.

There are also limited studies that integrate the direct service approach with the context of digital transformation in public services. Some studies tend to separate digital-based services from conventional services, without considering the possibility of integrating both as a more inclusive and adaptive service strategy.

Based on these gaps, this study is important to conduct in order to provide a more comprehensive understanding of efforts to improve the quality of licensing services through a direct service approach to the community. This study does not only focus on service quality aspects but also examines how this approach can overcome access limitations and improve service effectiveness at the regional level, particularly within the Investment and One-Stop Integrated Service Office.

Therefore, this study aims to analyze the improvement of licensing service quality through direct service to the community at DPMPTSP by identifying existing service conditions, the obstacles encountered, and the strategies that can be formulated to improve service quality more effectively and efficiently.

B. LITERATURE REVIEW

Service Quality Theory

Service quality is a theory that explains the extent to which services provided by an organization are able to meet the expectations, needs, and satisfaction of service users. In the

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context of public service, service quality is not only measured by the final outcome of the service, but also by the service process, employee attitudes, clarity of information, comfort of facilities, and certainty of procedures received by the public. This theory is relevant to the study because licensing services at the DPMPTSP of Kolaka Regency are assessed through the experiences of the public as service users. Quality service can be seen when the public receives services that are easy, fast, clear, reliable, and delivered in a friendly and responsive manner. Parasuraman et al. explain that service quality can be measured through five main dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). Indicators:

- Tangibles or physical evidence of service.
- Reliability or service dependability.
- Responsiveness or employee responsiveness.
- Assurance or service guarantee.
- Empathy or attention to the public.

Public Service Innovation Theory

Public service innovation is a theory that explains renewal efforts in service delivery so that services become more effective, efficient, accessible, and aligned with public needs. In the context of local government, service innovation may take the form of simplifying procedures, utilizing technology, changing work patterns, or providing direct services that bring services closer to the public. This theory is relevant to the study because direct service to the public can be understood as a form of service innovation aimed at reducing access barriers and improving the quality of licensing services. Service innovation does not only emphasize the presence of new ideas, but also requires tangible benefits for the public as service recipients. Innovation in public organizations is basically directed toward improving service performance, increasing government responsiveness, and producing greater public value for society (Rogers, 2003; De Vries et al., 2016). Indicators:

- Novelty in service patterns.
- Ease of access for the public.
- Simplification of service procedures.
- Efficiency of service time and processes.
- Direct benefits for service users.
- The ability of services to respond to public needs.

Public Service Accessibility Theory

Public service accessibility is a theory that explains the extent to which the public can obtain services easily, affordably, fairly, and in accordance with their needs. In licensing services, accessibility is important because not all members of the public have the same ability to reach service offices, understand administrative procedures, or use digital service systems. This theory is relevant to the study because direct service to the public aims to bring services closer to users, particularly those who face limitations in distance, time, information, or digital literacy. Accessible service is not only determined by the existence of the service, but also by the public's real ability to use that service easily. Penchansky and Thomas explain that service accessibility can be understood through the fit between the service system and user needs, which includes availability, affordability, convenience, acceptability, and service suitability (Penchansky & Thomas, 1981). Indicators:

- Availability of services for the public.

- Ease of public access to services.
- Affordability in terms of service cost and time.
- Clarity of service information.
- Suitability of services to public needs.
- Equal distribution of services across regions.

C. RESEARCH METHODOLOGY

This study employed a qualitative approach with a descriptive research design. A qualitative approach refers to a methodology used to understand human phenomena from an in-depth, complex, and contextual perspective (Harahap K. et al., 2024). The research was conducted at the Investment and One-Stop Integrated Service Office in Kolaka Regency. In collecting the data, the author used observation, interviews, and documentation methods. The data analysis used in this study followed the Miles and Huberman model, which divides data analysis into three stages, namely data codification, data presentation, and conclusion drawing/verification (Pettalongi, S. S. et al., 2025).

D. RESULT AND DISCUSSION

Tangible

Tangibles

Tangibles refer to the physical evidence that can be directly observed by the public during the service process, such as service facilities, infrastructure, employee appearance, and the comfort of the service environment. According to Parasuraman, Zeithaml, and Berry, tangibles refer to the appearance of physical facilities, equipment, personnel, and communication media used in service delivery. Based on the research conducted, several aspects need to be discussed regarding tangibles in licensing services at the DPMPTSP of Kolaka Regency. In general, supporting service facilities are available, such as waiting rooms, queue chairs, photocopying equipment, service desks, air conditioning, service information boards, and loudspeakers that help the public obtain information. The availability of these facilities indicates that the DPMPTSP of Kolaka Regency has made efforts to create comfort for the public as service users. In addition, the neat, polite, and professional appearance of employees is also an important element in building public trust in service quality.

However, several obstacles were still found, such as a waiting room that feels narrow when the number of service users increases and a parking area that is not spacious enough, causing inconvenience. This shows that the tangibles aspect has been implemented fairly well, but improvements are still needed, especially in supporting facilities, so that services can run more optimally.

Reliability

Reliability refers to the ability of employees to provide services accurately, consistently, and in accordance with established standard operating procedures. According to Parasuraman, reliability is the ability to deliver promised services accurately and dependably. Based on the research conducted, several aspects need to be discussed regarding reliability in licensing services at the DPMPTSP of Kolaka Regency. Employees have made efforts to provide services in accordance with the applicable SOPs, so that the public can obtain clear information regarding the requirements and procedures for processing permits.

This can be seen from the ability of officers to explain the service flow and assist the public in completing the required documents, thereby reducing administrative errors. Services that are carried out consistently according to procedures also build public trust in the service institution.

However, there are still obstacles in the timeliness of permit completion, especially when the document verification process takes longer than promised. Such delays create the perception that the service is not yet fully reliable. Therefore, the reliability of licensing services at the DPMPTSP of Kolaka Regency can be considered fairly good, although improvement is still needed in terms of service timeliness so that services can truly meet public expectations.

Responsiveness

Responsiveness refers to the ability of employees to respond quickly to public needs, assist in solving problems, and provide services promptly and appropriately. According to Parasuraman, responsiveness is the willingness of employees to help customers and provide fast service. Based on the research conducted, several aspects need to be discussed regarding responsiveness in licensing services at the DPMPTSP of Kolaka Regency. In general, employees have shown a responsive attitude in providing services, including answering public questions, explaining licensing procedures, and handling submitted complaints. Direct service to the public is also one form of institutional responsiveness in bringing services closer to the community so that service access becomes easier and faster. This greatly helps people who have limited time or limited understanding of administrative processes. However, under certain conditions, such as when the number of service users increases, delays in employee responses still occur due to the high service workload.

This causes the public to wait longer to receive explanations or services. Based on this condition, the responsiveness of licensing services at the DPMPTSP of Kolaka Regency is fairly good, but improvements are still needed in service management so that fast responses can still be provided even during busy service periods.

Assurance

Assurance refers to the ability of employees to provide a sense of security, trust, legal certainty, and confidence to the public that the services provided are carried out in accordance with applicable regulations. According to Parasuraman, assurance includes the knowledge, courtesy, and ability of employees to foster trust and a sense of security among service users. Based on the research conducted, several aspects need to be discussed regarding assurance in licensing services at the DPMPTSP of Kolaka Regency. Employees have made efforts to provide explanations regarding procedures, costs, and estimated permit completion times transparently, so that the public feels more confident about the service process. This transparency of information serves as a guarantee that services are carried out according to regulations and do not create doubts among the public. In addition, employee competence in providing explanations also strengthens public trust in the service institution.

However, some members of the public still feel uncertain when the permit completion process takes longer than the estimated time provided. This indicates that service assurance has not been fully experienced equally by all service users. Therefore, assurance in licensing services at the DPMPTSP of Kolaka Regency is generally good, although improvement is still needed in ensuring service time certainty so that public trust can further increase.

Empathy

Empathy refers to employees' attention to the individual needs of the public, including friendliness, politeness, patience, and the ability to understand the difficulties faced by the public

in obtaining services. According to Parasuraman, empathy is the personal attention and care given to customers. Based on the research conducted, several aspects need to be discussed regarding empathy in licensing services at the DPMPTSP of Kolaka Regency. Most employees have shown a friendly, polite, and helpful attitude toward people who experience difficulties in understanding licensing administration procedures.

Direct service to the public also reflects the institution's special attention to people who need assistance in processing permits. This creates a positive impression because the public feels cared for and not burdened in the service process. However, there are still some employees who are perceived as lacking patience or appearing rushed when serving the public, which creates the perception that the service is not yet fully oriented toward public needs. Based on this condition, empathy in licensing services at the DPMPTSP of Kolaka Regency is fairly good because employees have attempted to provide humane and friendly services. Nevertheless, improvements are still needed in maintaining consistency in service attitudes so that all employees are able to provide the same level of attention to every member of the public who comes for service.

E. CONCLUSION

Based on the results and discussion regarding the improvement of licensing service quality through direct service to the community at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Kolaka Regency, it can be concluded that: In general, efforts to improve the quality of licensing services through direct service to the community at the DPMPTSP of Kolaka Regency have been implemented fairly well, although several aspects still need improvement to achieve more optimal service delivery. This can be seen through the five dimensions of service quality, namely:

Tangibles

The available service facilities are generally adequate and are able to provide comfort for the public. The employees also appear neat and professional. However, there are still shortcomings in the capacity of the waiting room and parking area, which are not sufficient to accommodate all visitors during busy service periods.

Reliability

Services have been provided in accordance with the applicable procedures, and employees are able to explain information clearly to the public. Nevertheless, there are still obstacles related to the timeliness of permit completion, particularly due to document verification processes and network disruptions.

Responsiveness

Employees are generally ready and responsive in serving and assisting the public, including answering questions and handling complaints. However, in certain situations, such as when the number of service users increases, service quality may decline due to limited personnel and available equipment.

Assurance

The DPMPTSP of Kolaka Regency has provided service assurance by delivering clear information regarding procedures, costs, and required data to the public. This helps build public trust, although improvements are still needed in terms of completion time certainty so as not to create doubt among service users.

Empathy

Most employees have shown a friendly, polite, and caring attitude toward the public, especially toward those who still have limited understanding of licensing procedures. However, some employees have not consistently provided services with full attention. In general, direct service to the community as a strategy to improve licensing service quality has had a positive impact, particularly in facilitating access to services, bringing services closer to the public, and increasing user satisfaction.

Nevertheless, in order to improve service quality further, enhancements are needed in service speed, consistency of employee attitudes, and the availability of adequate facilities and infrastructure. Thus, the services provided can become better, faster, and more equitable for all members of the commu

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