

ANALYSIS OF PUBLIC SERVICE PERFORMANCE RISK MANAGEMENT IN DPMPTSP BANDUNG DISTRICT

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Abstract

Risk management in public services, especially at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Bandung Regency, plays a key role in enhancing the effectiveness and efficiency of services provided to the community. Although the licensing system has been integrated into the online platform SAMIRINDU, there are still complaints about the lengthy licensing process, indicating room for improvement in service quality. This study aims to analyze the risks affecting public service performance and find solutions to overcome them, in hopes of assisting the DPMPTSP of Bandung Regency in achieving and maintaining high service standards. The research methodology is a qualitative case study approach, with data collection through observation, in-depth interviews, and documentation. The study results show that the application of the balanced scorecard concept in performance management analysis successfully created a balance between financial aspects, customer satisfaction, internal process efficiency, and learning and growth. The integration of risk management analysis provides a new perspective in identifying and overcoming obstacles, thus enabling the DPMPTSP to be more responsive to community needs and adaptive to operational environmental dynamics.

Keywords: Risk Management, Performance, Public Services

A. INTRODUCTION

Risk management in public service performance is a critical and strategic process, particularly for government institutions like the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) in Bandung Regency (Rusnadiyah, Sumadinata, and Sari 2021). This process involves identifying, evaluating, and mitigating risks that could impede the effectiveness and efficiency of service delivery to the public. In the context of DPMPTSP Bandung Regency, risk management analysis is crucial given its significant role in facilitating investment and licensing, which directly impacts the business climate and local economic development (Bracci et al. 2022).

The need for risk management analysis at DPMPTSP Bandung Regency is highlighted by several underlying phenomena. Firstly, there is public dissatisfaction with the lengthy licensing process, despite the implementation of the SAMIRINDU online licensing application. Secondly, the agency aims to improve the quality of public services, which requires effective risk management to achieve and maintain high service standards. The balanced scorecard concept has been effective in achieving a balance between financial, customer, internal process, and learning and growth aspects in performance management analysis (Malahim 2023).

Effective risk management analysis in public service performance offers additional insights for identifying and overcoming barriers that affect service quality. Good risk management practices are expected to make DPMPTSP Bandung Regency more responsive to community needs and adaptable to operational environment changes. The adoption of risk management in government agencies, including DPMPTSP, is supported by regulations such

as Government Regulation No. 60 of 2008, which mandates risk management implementation. Continuous oversight, competency development of human resources in risk management, and understanding of current phenomena are essential for DPMPTSP Bandung Regency to develop and apply comprehensive risk management strategies to enhance public service performance and support regional economic development objectives (Bracci et al. 2022).

A common issue at the DPMPTSP (Investment and One-Stop Integrated Service Agency) of Bandung Regency regarding performance management is the persistence of dissatisfaction data in the licensing services (Rosshad 2022), which require a long time due to the need to revert to the related government agencies, even though the licensing services have been conducted online through the SAMIRINDU application (Rusnadiyah et al. 2021). Such conditions cause confusion among the public and lead to the accumulation and long queues. The services experienced by the community should reflect high-quality standards and be responsive to the needs and expectations of the community (Trisakti et al. 2023).

Previous research has often focused on broader themes within public sector risk management, such as the importance of digital transformation in enhancing public services and the critical role of risk management in ensuring effective governance and operational success in public sector organizations (Suaedi and Zulfikar 2023). For instance, the analysis of digital transformation in public services, as seen in the Banyumas Regency Public Service Mall, underscores the potential risks and rewards associated with integrating technology into public service delivery (Ahmeti and Vladi 2017). Similarly, discussions on the critical nature of risk management in the public sector highlight the diverse risks faced by public organizations, including financial, compliance, technological, and political risks, and the necessity of a strategic risk management approach (Trisakti et al. 2023).

. The originality of this research lies in its specific focus on DPMPTSP of Bandung Regency and its comprehensive approach to analyzing risk management of public service performance in this institution. By exploring existing risks and identifying appropriate mitigation strategies, this research is expected to make a significant contribution to improving the effectiveness and efficiency of public services provided by DPMPTSP of Bandung Regency. Additionally, this research can serve as a guide for other government agencies facing similar challenges in providing public services at the local level. The urgency of this research lies in the critical need to enhance the efficiency and effectiveness of public service delivery provided by the Department of Investment and Integrated Services (DPMPTSP) of Bandung Regency. As a crucial facilitator of investment and licensing processes, DPMPTSP plays a pivotal role in shaping the local business climate and fostering economic development. However, persistent challenges such as delays in licensing procedures, technical difficulties, and customer dissatisfaction highlight the pressing need for a comprehensive analysis of risk management strategies within the context of DPMPTSP Kabupaten Bandung. Addressing these challenges is imperative in ensuring transparent, responsive, and high-quality service provision, which ultimately contributes to the overall socio-economic development of the Bandung Regency.

The primary objective of this research is to conduct an in-depth analysis of risk management in public service performance at DPMPTSP Kabupaten Bandung, with a specific focus on enhancing the efficiency and effectiveness of service delivery. Ultimately, the research aims to provide practical recommendations and guidelines that can be implemented by DPMPTSP Kabupaten Bandung to optimize its risk management practices and improve public service delivery, thereby fostering economic growth and enhancing the well-being of the community in the Bandung Regency.

B. LITERATURE REVIEW

Risk management

Risk management is indeed a structured and systematic process aimed at effectively dealing with uncertainty and associated risks and opportunities. It is a critical component of organizational governance and management, providing a framework for identifying potential threats and opportunities, assessing their potential impact, and prioritizing them based on their likelihood and significance. The process involves developing and implementing strategies to minimize the impact of negative risks while maximizing the benefits of opportunities (Fan and Stevenson 2018). The goal of risk management is to support better decision-making through a clear understanding of risks and their potential effects on organizational objectives. It helps in optimizing the allocation of resources where they are most needed to manage risks and in safeguarding the organization's assets, interests, and reputation. The process is continuous and involves several key stages (Muthuveeran et al. 2022):

1. Risk Identification
2. Risk Assessment
3. Risk Prioritization
4. Risk Treatment
5. Risk Monitoring
6. Risk Communication

Performance Management

Performance management is an activity associated with planning, execution, supervision, and control aimed at achieving optimal employee performance and managerial efforts to encourage optimal work results from employees (Susilo 2012). Performance management is the management of effective and efficient achievement of tangible results in work efforts, managers for organizational success, and desired goals achieved. Performance management system is a record of inputs, processes, outputs, and outcomes of government procedures. Performance management is the effective and efficient management of tangible results in managerial work efforts for organizational success and the manifestation of desired goals. The performance management system includes recording inputs, procedures, and outputs of government policies. Performance can be defined as a performance that makes the wheel of an organization move forward towards predetermined goals (Nugroho, Engkus, and Herabudin, 2022). Certainly, here are five indicators of performance management:

1. Goal Attainment: This indicator measures the extent to which employees or teams achieve their predetermined goals and objectives. It reflects the effectiveness of planning and execution within the organization.
2. Employee Productivity: Employee productivity assesses the output or work accomplished by individuals or teams within a specified period. It reflects the efficiency of resource utilization and workflow processes.
3. Quality of Work: This indicator evaluates the standard of work produced by employees, including accuracy, completeness, and adherence to established standards or benchmarks. It reflects the organization's commitment to delivering high-quality products or services.
4. Employee Satisfaction and Engagement: Employee satisfaction and engagement gauge the morale, motivation, and commitment of employees to their work and the organization. It reflects the effectiveness of leadership, communication, and organizational culture in fostering a positive work environment.
5. Customer Satisfaction: Customer satisfaction measures the level of satisfaction or fulfillment experienced by customers with the products, services, or experiences

provided by the organization. It reflects the organization's ability to meet or exceed customer expectations and maintain loyalty and retention.

Public Service

(Moenir, 2006) defines service as activities carried out by an individual or a group of people based on certain principles to perform tasks, where the level of detail can only be explained by the person providing the service or being served, depending on the service provider's ability to meet the user's needs. According to Law Number 25 of 2009 concerning public services, public service is an activity or sequence of activities in fulfilling basic service needs in accordance with regulations for each citizen and resident or goods, services, and/or administrative services provided by the organizer. Then, in the Indonesian language dictionary, the term "pelayanan" (service) has three meanings:

1. The act of serving or serving someone.
2. The process of providing goods or services to meet someone's needs.
3. The manner of providing goods or services, including hospitality or treatment.

C. RESEARCH METHODS

The research utilized a descriptive qualitative approach. According to Creswell (2008), qualitative approach is defined as an approach or quest to explore and understand a central phenomenon. Descriptive research is defined as a view that seeks to understand a phenomenon or situation by providing explanations related to the phenomenon or situation according to what is happening or by providing the researcher's explanation of the phenomenon or situation. Qualitative approach was chosen because it is relevant to the existing problems and to illustrate the research object related to performance management analysis at DPMPTSP Kabupaten Bandung (Sugiyono, 2007). To obtain information and facts as comprehensively as possible from the empirical conditions in this study, the author used several data collection techniques. According to Sugiyono (2007), there are several data collection techniques that can be used, namely observation, interviews, and documentation. Research observations were conducted by visiting the Department of Investment and Integrated Services of Bandung Regency. In addition, to obtain broader information, the researcher also collected information from various written sources such as books, journal articles, and other documents related to the research.

In determining informants, the researcher used purposive sampling technique. Purposive sampling is a technique of sampling data sources with certain considerations. These considerations include someone who is considered to know the most about the required information, or someone who has authority to facilitate the researcher in delving into the object/situation being studied (Sugiyono, 2007). The informants who helped provide information on the research problems were Titik Kurniati A. Md as one of the employees at DPMPTSP Kabupaten Bandung. Additionally, to support his statement, the researcher also conducted interviews with members of the public who had received services at DPMPTSP Kabupaten Bandung. For data processing and analysis, the author used Miles and Huberman's theory which explains that the data analysis stage consists of three simultaneous activities, namely data reduction, data display, and conclusion drawing/verification. Data reduction, data display, and conclusion drawing/verification as something interrelated constitute a cycle and interactive process before, during, and after data collection in parallel form to build general insights called "analysis" (Silalahi, 2006).

D. RESULTS AND DISCUSSION

The balanced scorecard (BSC) concept is a performance management framework that can be used to measure and manage organizational performance from various perspectives, namely financial, customer, internal business processes, and learning and growth. The BSC was first

introduced by Robert Kaplan and David Norton in 1992 and has since become one of the most popular performance management tools worldwide. The four perspectives of the Balanced Scorecard Theory are as follows:

Financial Perspective

It is crucial to understand that this perspective is highly significant as the continuation of all organizational activities depends on the financial position and strength. Moreover, both profit and nonprofit organizations cannot achieve their goals without financial support. The success in satisfying customers (the public) can be supported or balanced by the financial sector.

Assessing the 'value' in a service provided by a public sector organization is not easy. However, the financial perspective can measure how efficiently an organization uses funds to achieve planned targets. Additionally, financial perspective can utilize indicators such as (1) the extent to which income levels meet planned targets and (2) how the performance level of economic growth compares to the previous year (Mahmudi, 2013).

The financial performance of DPMPTSP Kabupaten Bandung can be seen in the Government Agency Performance Report (LKIP), accessible through the official website of DPMPTSP Kabupaten Bandung. In 2022, DPMPTSP Kabupaten Bandung allocated a budget of Rp5,317,600,037.00 and realized Rp4,608,685,715.00 or 86.87%. The budget was used to fund 5 programs consisting of 6 activities and 14 sub-activities, with 2 objectives: improving service quality and facilitating investment in Bandung Regency. The budget can be said to meet the planned targets as evidenced by the receipt of 2 awards by DPMPTSP Kabupaten Bandung in 2022. DPMPTSP Kabupaten Bandung received awards as a Public Service Provider Unit in the Prime Service Category under the scope of DPMPTSP District/City in 2022 issued by the Ministry of Administrative Reform and Bureaucratic Reform on December 6, 2022, with an A Predicate Value and as a Public Body Unit in the Informative Category in public information transparency at the Bandung District level given by the Bandung Regent.

Table 1. The growth rate of financial performance for DPMPTSP Kabupaten Bandung over the past 5 years

No	Fiscal Year	Allocation (Rp)	Realization (Rp)	Percentage (%)
1	2018	Rp5.066.894.785,00	Rp 4.934.607.894,00	97,39%
2	2019	Rp6.732.250.559,00	Rp6.528.198.734,00	96,97%
3	2020	Rp5.914.760.656,28	Rp5.383.286.192,00	91,01%
4	2021	Rp3.278.737.043,00	Rp3.157.295.882,00	96,26%
5	2022	Rp5.317.600.037,00	Rp4.608.685.715,00	86,87%

Source: DPMPTSP Kabupaten Bandung's Government Agency Performance Report (LKIP) for the years 2018-2022 (processed by the researcher).

From the table, it can be observed that the financial performance growth at DPMPTSP Kabupaten Bandung experienced a decline in both 2019 and 2020. According to the description in the Government Agency Performance Report (LKIP) of DPMPTSP Kabupaten Bandung, the cause of this decline was attributed to limited human resources and service infrastructure. Despite the decline in financial growth in 2019 and 2020, there was an increase in financial performance growth in 2021. This increase was due to the acceleration of licensing mechanisms through online licensing applications (SAMIRINDU-PASTIBEDAS and Siloncer), as well as the implementation of the Online Single Submission (OSS) in licensing services, which contributed to the improvement in financial performance in 2021. However, it is regrettable that there was a decline in 2022. This decline was attributed to the issuance of the Omnibus Law on Job Creation, which required local governments to adjust all related regional

regulations. Another reason was the suboptimal performance of licensing services through OSS.

Perspektif *Customers* atau *Stakeholders*

This perspective focuses on how organizations meet the needs and expectations of stakeholders. Public organizations have a responsibility to the broader community, which constitutes their main stakeholders. One common method used to measure the performance of public organizations is through customer satisfaction surveys. These surveys can be utilized to gauge public satisfaction with the services provided by the public organization and serve as a reference for setting service improvement priorities. In 2023, the Department of Investment and Integrated Services of Bandung Regency (DPMPTSP) obtained a Community Satisfaction Index (CSI) score of 85.20. This survey was conducted among 4316 respondents comprising business players, investors, and the general public, achieving a "Good" service quality rating, which increased from the previous year's score of 84.20. The indicators and unit variables in the questionnaire survey adhere to the standards set by the Community Satisfaction Index (CSI) compilers, which include criteria such as suitability of requirements, ease of procedures, service time efficiency, fairness of fees/tariffs, compliance of service products with stated service standards, competence of service officers, service officer behavior, quality of facilities and infrastructure, and handling of user complaints. Additionally, the number of registrants until November this year reached 5749 applicants, with the number of permits issued totaling 4340. This indicates the loyalty and acceleration of services provided by DPMPTSP Kabupaten Bandung to ensure that the public receives the expected quality of service, thereby ensuring that the public will continue to use the available public services. This is further reinforced by the awards received by DPMPTSP Kabupaten Bandung, winning 3rd place in the Performance Assessment of Investment Promotion throughout West Java in 2023.

Internal Process Perspective

The internal business process perspective is one of the four perspectives of the balanced scorecard, focusing on the processes and activities that an organization must master to deliver quality services to its customers (the public). In the context of public services, the internal business process perspective can be used to monitor and evaluate an organization's performance in delivering its services to the public. Additionally, it can help identify areas that need improvement in the organization's processes and activities, resulting in better service delivery and increased customer satisfaction (the public). According to Indriyanto (2000), in this perspective, management identifies the most critical processes to achieve customer and financial goals. The objectives and measures of this perspective are determined after management establishes customer and financial goals and measures. Management defines a value chain that starts from the innovation process (the process of identifying market needs and developing ways to meet those needs), operational processes, and post-service processes to the public regarding the services provided.

1. Referring to the internal business processes in the balanced scorecard concept, the performance management of public services at DPMPTSP Kabupaten Bandung has implemented the internal process theory of BSC in public service innovations, including:
2. One-Stop Service: One-stop service is one of the public service innovations carried out by DPMPTSP Kabupaten Bandung aimed at facilitating public access. One example is the presence of the Public Service Mall, which can handle various types of public services in one place without the need to move between offices. This undoubtedly saves time and costs for the public and facilitates public access to public services.

3. Improvement of Public Service Officer Competencies: This is an innovation carried out by DPMPTSP Kabupaten Bandung to improve the quality of public services by providing training and competency development to public service officers periodically. This training and development aim to enhance the knowledge, skills, and attitudes of public service officers.
4. Use of Information Technology: The use of technology is one of the innovations carried out by DPMPTSP Kabupaten Bandung to improve the efficiency and effectiveness of public services. In this regard, DPMPTSP Kabupaten Bandung utilizes information technology, such as the SAMIRINDU (Integrated Licensing Information System) online public service application, which is an online licensing and non-licensing service application through the use of information technology. Besides the SAMIRINDU application, DPMPTSP Kabupaten Bandung also provides Si MANGAJI (Mobile Permit Pickup System) service vehicles, which optimize scheduled permit service vehicles to pick up and facilitate permit services to every district location in Kabupaten Bandung. These technologies are used by DPMPTSP Kabupaten Bandung to improve efficiency and effectiveness and facilitate the public in obtaining various types of public services. By implementing the internal business process concept of BSC in public service innovation, DPMPTSP Kabupaten Bandung is expected to provide quality public services that meet the needs of the community.

In running a public/nonprofit organization based on a mission, adequate skills, dedication, and clear direction are required as guidelines to achieve the goals. The objectives in this perspective are driven by three factors (Indriyanto 2000), namely:

1. Employee Capability

Employee capability plays a crucial role in every organization, including government organizations. Employees with skills appropriate to their tasks and responsibilities can efficiently carry out their duties, contributing to the government organization's efficiency. Based on interview results, it was found that the Department of Investment and Integrated One-Stop Services (DPMPTSP) of Kabupaten Bandung plays a significant role in enhancing the capabilities of its employees. Some steps taken by DPMPTSP to improve employee capabilities include: 1) conducting training and development programs to enhance employees' technical and managerial skills. This may include training related to licensing processes, project management, and communication skills. 2) Supporting employees in pursuing formal education or obtaining certifications relevant to their tasks and responsibilities. This can help improve their competencies and knowledge. 3) Organizing leadership development programs for leaders and potential leaders within the organization. This aims to build effective leadership skills. 4) Ensuring that employees have knowledge of the latest technology relevant to their tasks. This involves training related to the use of information systems, software, and other technological tools. 5) Providing mentoring or coaching programs where new or experienced employees can learn from more experienced peers. This supports the transfer of knowledge and experience. These steps help create a work environment that supports employee growth and development, which in turn can enhance the effectiveness and efficiency of the services provided by DPMPTSP Kabupaten Bandung.

2. Information System Capability

Information system capability refers to the ability of public organizations to manage and use information. This helps organizations achieve their goals and implement public service governance units. Additionally, information capability can ensure that public organizations can adapt to environmental changes. At the Department of Investment and Integrated One-Stop Services (DPMPTSP) of Kabupaten Bandung, information systems are used to provide various

information supporting the implementation of licensing infrastructure. Both offline and online, DPMPTSP Kab. Bandung already has adequate information systems such as electronic visitor queuing machines where visitors and officers can see the next queue number to assist in managing queues more efficiently. The presence of self-service, such as available computers accessible to the public, helps increase public satisfaction by providing quick and easy services without the need to queue at counters. In response to changing times, DPMPTSP Kab. Bandung also has official online services through the website dpmptsp.bandungkab.go.id. This information system features several service features such as the Integrated Licensing Information Service System (SAMIRINDU) for licensing, the Online Non-Licensing Service Information System (OSS) for fee payment, the Self-Print Online Service System (SILONCER), and the Timely Licensing Control System (SIPRITA). The availability of these online services improves service quality and convenience for the public in obtaining services without the need to visit the DPMPTSP Kabupaten Bandung office.

3. Motivation, Empowerment, and Employee Constraints

Performance management of public services at DPMPTSP Kabupaten Bandung has considered employee motivation as a key factor in achieving organizational goals. Additionally, empowerment and constraints are managed wisely to support optimal performance. Motivation, empowerment, and employee constraints are three important aspects to consider in public service performance management. These three aspects are interrelated and support each other in achieving the goals of public service management, namely providing quality public services that meet the needs of the community.

Motivation is a crucial factor affecting employee performance. Employees with high motivation will be more enthusiastic about their work and more motivated to improve their performance. Motivation for employee performance at DPMPTSP Kabupaten Bandung is achieved by giving awards to outstanding employees, such as compensating officers who have performed their duties according to targets. Additionally, DPMPTSP provides a conducive and comfortable working environment by providing adequate facilities that support employee performance. DPMPTSP provides opportunities for its employees to develop themselves by providing training and workshops. Furthermore, certification programs and recognition are provided to motivate employees to improve their performance.

Empowerment, the delegation of authority is one way to increase employee motivation. Empowerment of employees at DPMPTSP is done by giving greater responsibilities to employees so that they feel more trusted and motivated to work. Employee constraints, employee constraints are one way to ensure that employees remain focused on organizational goals by setting clear performance standards. This will help employees stay focused on organizational goals, provide constructive feedback to help employees at DPMPTSP improve their performance. Furthermore, performance evaluations are also conducted to help employees understand their performance and take steps to improve it.

Risk Management in Public Service Performance

Risk management in public service performance is crucial for ensuring the effective and efficient delivery of services to the community. In the context of the Department of Investment and Integrated One-Stop Services (DPMPTSP) in Bandung District, analyzing the risk management process is essential to identify potential threats and develop strategies to mitigate them. The analysis begins with identifying the various risks associated with public service performance in DPMPTSP Kabupaten Bandung. These risks may include but are not limited to:

1. **Operational Risks:** These involve risks associated with the day-to-day operations of DPMPTSP, such as process inefficiencies, inadequate resource allocation, and technological failures.

2. **Regulatory Risks:** Changes in regulations and policies governing public services can pose risks to DPMPTSP's operations, leading to compliance issues and legal challenges.
3. **Financial Risks:** Budget constraints, funding uncertainties, and financial mismanagement can jeopardize DPMPTSP's ability to deliver quality services.
4. **Reputation Risks:** Negative public perception, media scrutiny, and stakeholder dissatisfaction can damage DPMPTSP's reputation, affecting its credibility and trustworthiness.
5. **Technological Risks:** Reliance on technology for service delivery exposes DPMPTSP to risks such as cybersecurity threats, system failures, and data breaches.

After identifying these risks, the next step is to assess their likelihood and potential impact on DPMPTSP's performance. This involves conducting a thorough analysis of each risk scenario, considering factors such as probability, severity, and vulnerability. Once the risks are assessed, appropriate risk management strategies can be developed and implemented. These strategies may include:

1. **Risk Avoidance:** Taking proactive measures to eliminate or minimize the likelihood of identified risks, such as improving operational processes, complying with regulations, and enhancing cybersecurity measures.
2. **Risk Mitigation:** Implementing controls and safeguards to reduce the impact of risks that cannot be entirely avoided. This may involve implementing backup systems, diversifying funding sources, and establishing contingency plans.
3. **Risk Transfer:** Transferring the financial burden of certain risks to external parties through insurance policies, contracts, or partnerships. This can help DPMPTSP mitigate the financial impact of unforeseen events.
4. **Risk Acceptance:** Acknowledging and accepting certain risks as inherent to DPMPTSP's operations, especially those with low likelihood or impact. This may involve monitoring these risks and having response plans in place if they materialize.
5. **Continuous Monitoring and Evaluation:** Regularly monitoring and reviewing risk management processes to identify new risks, assess the effectiveness of existing controls, and make necessary adjustments to ensure ongoing improvement.

By conducting a comprehensive analysis of public service performance risk management in DPMPTSP Bandung District and implementing appropriate risk management strategies, DPMPTSP can enhance its ability to deliver quality services effectively and efficiently while safeguarding against potential threats and uncertainties.

E. CONCLUSION

Public performance risk management is an essential part of improving the quality of public services. Despite the adoption of innovations and measures to enhance services by the Bandung District Investment and Integrated One-Stop Service Agency (DPMPTSP), fluctuations in financial performance persist. Therefore, it is crucial for DPMPTSP to conduct a thorough evaluation of the factors causing these fluctuations, such as lack of awareness of public interests, human resource limitations, and service infrastructure. Furthermore, DPMPTSP needs to develop a more proactive strategy to manage potential risks, including enhancing human resources, infrastructure development, and implementing an effective risk management system. Thus, DPMPTSP can minimize the risks associated with financial performance fluctuations and continue to improve the quality of public services provided to the community.

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