

Development of Local Government Institutional Capacity in Improving the Quality of Integrated Licensing Services in 2022
(Study at the Investment Office and One-Stop Integrated Services of Sumbawa District)

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Abstrak

Institutional capacity building plays an important role in various aspects of existence, one of which is in the realm of government institutions. Capacity building is essential to improve the efficiency and efficacy of officers in carrying out their responsibilities as civil servants. In addition, regulation and deregulation of government policies have the potential to hamper the operational performance of organizations in the provision of their public services. Capacity Building is an activity carried out to develop various strategies to improve the usefulness, effectiveness, quality of service and responsiveness to government performance, as well as improve the ability of individuals and resources to achieve desired goals and responses i.e. how to synchronize between needs and capabilities for the purpose. The purpose of this study is to analyze what factors influence institutional capacity development at the Investment Office and One-Stop Integrated Services of Sumbawa Regency in improving the quality of licensing services. This research uses a qualitative descriptive method that describes a situation, where an object or an event without drawing a general conclusion. Data collection techniques through observation, interviews and documentation. The results showed that there are 2 factors that influence institutional capacity development in DPMPTSP Sumbawa Regency, namely first, supporting factors First, supporting factors in institutional capacity development in DPMPTSP Sumbawa Regency are Leadership and Shared Commitment. Second, inhibiting factors in institutional capacity development in DPMPTSP Sumbawa Regency are Budget Capacity and Regulatory Inconsistencies.

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Abstract

Pengembangan kapasitas kelembagaan memainkan peran penting dalam berbagai aspek keberadaan, salah satunya adalah dalam ranah lembaga pemerintah. Peningkatan kemampuan sangat penting untuk meningkatkan efisiensi dan kemanjuran aparat dalam melaksanakan tanggung jawab mereka sebagai pegawai negeri sipil. Selain itu, regulasi dan deregulasi kebijakan pemerintah berpotensi menghambat kinerja operasional organisasi dalam penyediaan layanan publik mereka. Pengembangan Kapasitas adalah kegiatan yang dilakukan untuk mengembangkan berbagai strategi guna meningkatkan kegunaan, efektivitas, kualitas pelayanan dan daya tanggap terhadap kinerja pemerintah, serta meningkatkan kemampuan individu dan sumber daya untuk mencapai tujuan yang diinginkan dan tanggapan yakni bagaimana mensinkronkan antara kebutuhan dan kemampuan untuk maksud tersebut. Tujuan dari penelitian ini adalah untuk menganalisis faktor apa saja yang mempengaruhi pengembangan kapasitas kelembagaan pada Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten Sumbawa dalam meningkatkan kualitas pelayanan perizinan. Penelitian ini menggunakan metode deskriptif kualitatif yang memaparkan suatu keadaan, dimana obyek atau suatu peristiwa tanpa menarik suatu kesimpulan secara umum. Teknik pengumpulan data melalui observasi, wawancara dan dokumentasi. Hasil penelitian menunjukkan bahwa terdapat 2 faktor yang mempengaruhi pengembangan kapasitas kelembagaan pada DPMPTSP Kab. Sumbawa yaitu pertama, faktor pendukung Pertama, faktor pendukung dalam pengembangan kapasitas kelembagaan di DPMPTSP Kabupaten Sumbawa adalah Kepemimpinan dan Komitmen Bersama. Kedua, faktor penghambat dalam pengembangan kapasitas kelembagaan di DPMPTSP Kabupaten Sumbawa yaitu Kapasitas Anggaran dan Inkonsisten peraturan.

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1. INTRODUCTION

According to (Siagan S.P., 2018) Organization is any form of fellowship between two or more people who work together and are formally bound in order to achieve a predetermined goal in a bond that there is a person / several people called superiors and someone / group called subordinates.

Capacity building plays an important role in various aspects of existence, one of which is in the realm of government institutions. Capacity building is essential to improve the efficiency and efficacy of officers in carrying out their responsibilities as civil servants. In addition, regulation and deregulation of government policies have the potential to hamper the operational performance of organizations in the provision of their public services.

As for capacity development in line with the opinions of Gindle (1997, pp. 6-22) and Brown (2001, p.25) Capacity building is an effort intended to develop a variety of strategies to increase the appropriateness, effectiveness, and responses about government performance and improve the ability of a person, an organization or a system to achieve the goals aspired to in terms of time and resources, appropriateness of effort and response, namely how synchronize between needs and abilities for the purpose.

Institutional capacity is a key pillar in ensuring the sustainability and progress of an organization or community. Capacity building activities are crucial in strengthening competitiveness, facing dynamic environmental changes, and improving operational effectiveness and efficiency. Factors that influence the development of institutional capacity are an important concern in an effort to understand the dynamics behind organizational growth and development.

To improve the quality of government services that have an impact on public services, local governments must prioritize the implementation of institutional capacity building. Capacity building, an important aspect of various domains, is very important in government agencies. Therefore, the Sumbawa Regency Government is actively involved in the implementation of institutional capacity building to improve the quality of services provided by government agencies. Public services provided directly by the Technical Implementation Unit / Agency of the service, which underlines the closeness of services to the public, require improvement in both internal (institutional structure and management system) and external (labor relations patterns) aspects.

The development of the institutional capacity of Sumbawa Regency is expected to improve the perception and function of the government in the eyes of the public. This is because through the provision of higher quality public services, public satisfaction and trust can be built effectively, thus strengthening the legitimacy of the government. In accordance with this, as part of efforts to strengthen institutions, the Sumbawa Regency Government has taken steps, namely: Conducting a comprehensive evaluation of the establishment of UPTD/B. Furthermore, focusing on the criteria for the establishment of UPTD/B, which includes the implementation of certain operational and/or technical support technical activities, delivery of important goods and/or services to the community, and providing direct and tangible contributions and benefits to the community. To ensure the efficiency of organizational implementation, it is imperative to promptly adjust the framework, labor relations and improve the integration of government programs and public services through the improvement of such frameworks and working relations.

The immediate implementation of the capacity expansion of UPTD/B, which serves as an institutional development center with a focus on the provision of public services, is essential. Institutional capacity building of UPTD/B includes streamlining governance, establishing personnel structures, implementing accountability systems in government agencies, improving public services, establishing supervisory systems, cultivating a

conducive work culture, improving coordination, integration, and synchronization between governance and development organizations.

From this exposure, a deep understanding of the factors that encourage or hinder institutional capacity development becomes an important foundation in developing appropriate strategies to strengthen organizational capabilities. Through careful analysis, we can identify crucial points that need attention to effectively improve institutional capacity.

Thus, the researcher chose to conduct research at the office of the Investment Office and One-Stop Integrated Services of Sumbawa Regency. This decision was made based on the researcher's statement that issues related to services and institutional management systems and factors affecting capacity building have a significant impact on the selection of services, especially licensing services, which are considered important. **ANALYSIS OF FACTORS AFFECTING THE DEVELOPMENT OF LOCAL GOVERNMENT INSTITUTIONAL CAPACITY IN IMPROVING THE QUALITY OF INTEGRATED LICENSING SERVICES IN 2022"**

2. RESEARCH METHODS

Broadly speaking, there are two striking differences from the two research methods, namely quantitative and qualitative research methods. According to Sugiyono (2008, p.3) that the difference between quantitative and qualitative methods does not lie in the use of numbers, but includes three things, namely differences in axioms, the research process, and the characteristics of the research itself.

The type of research used in this study is qualitative research. Qualitative is a research process that produces descriptive data in oral or written form of people and observed behavior. Qualitative research can reach the level of writing, especially descriptive research, where researchers only describe a state, an object, or an event without drawing general conclusions.

In addition, the characteristics of qualitative research strongly emphasize original data or *natural conditions*. In qualitative research according to Arikunto (2002, p.14) researchers interact with respondents in a natural context. So researchers should avoid being awkward in finding information and must be good at adjusting to the environment to be studied. The use of this type of research is seen as more supportive in providing meaning and meaning that is useful in absorbing problems related to the focus of research.

In collecting data, the techniques used in this study are: Observation is a data collection technique by observing both directly and indirectly what is actually occurs in the object under study using all sensory devices. Observations are made to obtain data based on facts in the field by recording matters related to research. (Sugiarto, 2017:68)

Interview is a way of collecting data conducted by researchers directly by conducting interviews / questions and answers directly between interviewers and informants to obtain the necessary data, especially those related to the title of the study. The interview was conducted by asking questions directly to the relevant parties. Interviews are conducted casually when informants do not carry out activities so that the information obtained is clearer and informants can be open in providing information. (Bungin, 2013:126). Documentation is the collection of data using archives or documents as a source of data that can be detailed by viewing, recording and capturing in images. (Sugiyono, 2013:240)

3. DISCUSSION

Factors affecting institutional capacity development at the Investment Office and One-Stop Integrated Services of Sumbawa Regency

As is known that institutional capacity development in a government agency is one of the basic things in realizing quality services. DPMPSTP Sumbawa Regency in conducting

institutional capacity development, there must be factors that influence both in the form of supporting factors and inhibiting facts:

a. Supporting Factors

1. Leadership

In the implementation of institutional capacity building in DPMPTSP Sumbawa Regency, leadership factors become very important. Because, the leader is the person in charge of moving subordinates and inviting them to work together in carrying out certain activities to achieve common goals. Leaders are mobilizers, providing enthusiasm and motivation in carrying out office-level activities.

Leadership in an institution has a very important role, because in making a decision is in the hands of a leader to achieve institutional goals. Therefore, DPMPTSP Sumbawa Regency attaches great importance to the role of leadership as an initiative or supporting element of institutional capacity building, especially improving the quality of one-stop integrated services.

This is in line with what was expressed by Mrs. Sri Nilawati, SE as a staff of Community Services, Verification and Complaints, she said:

"That supports it from the experience and quality of the leader. He always advised in the context of coaching and motivating employees at DPMPTSP, in every morning apple implementation or in every occasion staff meetings always motivate and nurture employees to always and continue to learn and develop themselves. He gives a lot of input and is willing to accept proposals from his employees so that there is no awkwardness in doing work". (Interview November 17, 2023)

Leader motivation is an important key that must be realized in an institution. From the statement above, the leader must exercise his leadership authority wisely and responsibly. The leader can motivate his subordinates and allow them to shape or monitor the internal and external work environment in a very profitable way. In this way, institutions can achieve goals with a leadership role in local government.

2. Shared Commitment

In addition to leadership factors that affect the success of institutional development implementation, there are other supporting factors, namely mutual commitment. Shared commitment refers to an individual's attitude to stay motivated in carrying out tasks to achieve the vision, mission, and goals. The impact of this joint commitment is very large, as well as the joint commitment of DPMPTSP Sumbawa Regency in developing institutional capacity to improve the quality of licensing services, as expressed by Mr. Muhammad Sofyan Yahya Putra, S.Pt., M.Ec.Dev as Secretary of DPMPTSP Sumbawa Regency, who said that:

"Shared commitment is very important in an organization. For joint commitment in DPMPTSP has been implemented and built in a work environment. For example, conducive communication between employees, we also help each other in service problems. The most important thing is that we give the best service. This can create a conducive working atmosphere". (Interview November 14, 2023)

In line with this, Riki Trisnadi, S.E., M.Si as Head of the DPMPTSP Office of Sumbawa Regency said that:

"DPMPTSP is a government agency in the field of investment and one-stop integrated services. Shared commitment is important for us in improving service quality. Our shared commitment is that we are not perfect but we will continue to try, continue to make continuous improvements in terms of service to the community". (Interview November 20, 2023)

The above statement shows that in carrying out the duties of DPMPTSP Sumbawa Regency has a very good joint commitment. With the same commitment, regional leaders, DPMPTSP leaders, and staff can also work together to realize these commitments, which ultimately has an impact on a positive work environment. Most importantly, a shared commitment to provide the best service to our community. This forms the character of employees who have a wise attitude in providing services. Therefore, the joint commitment in DPMPTSP Sumbawa Regency is highly appreciated because it will be a supporting element to achieve all activity plans and common goals.

b. Inhibiting Factors

1. Budget Capacity

In institutional capacity building activities in DPMPTSP Sumbawa Regency, budget allocation is needed to support the implementation of all institutional activities. However, from the results of research conducted at DPMPTSP Sumbawa Regency the budget allocation provided from the APBD is very minimal, so that the institutional capacity development carried out by DPMPTSP Sumbawa Regency is carried out in stages. as stated by Mr. Muhammad Sofyan Yahya Putra, S.Pt., M.Ec.Dev as Secretary of DPMPTSP Sumbawa Regency, who said that:

"Institutional capacity development in DPMPTSP is carried out in stages, because the budget in this area is very minimal. we are also required by the center to pay the latest P3K salaries. There is no increase in the general allocation fund from the center, but we use the APBD funds to pay their salaries. Because of this reduced budget, we must be our obligation for how this minimal budget we can use in accordance with the priorities that we must implement in this DPMPTSP". (Interview November 14, 2023)

From the statement above, it shows that the budget is one of the inhibiting factors in the development of institutional capacity carried out by DPMPTSP Sumbawa Regency. The budget allocation of the regional budget received by DPMPTSP Sumbawa Regency is very minimal. Therefore, capacity development is carried out in stages. The same statement was also conveyed by Mrs. Sirri Nirhayati, SE, as Head of Subbag. Planning, Finance and Reporting DPMPTSP, he said that:

"In developing institutional capacity in DPMPTSP, it adjusts to the existing budget. Because the budget in this area is very minimal, so we in carrying out development both in terms of human resources, facilities and infrastructure and so on must adjust to the budget. So we DPMPTSP make planning activities that really must be a priority and office needs". (Interview November 17, 2023)

From the results of the interview above, it can be concluded that the budget is one of the inhibiting factors in developing the capacity of development carried out by the Investment Office and One-Stop Integrated Services of Sumbawa Regency. This makes institutional capacity development in DPMPTSP Sumbawa Regency carried out gradually and utilizes the existing budget to carry out activities that are priorities and indeed needed by DPMPTSP Sumbawa Regency.

2. Regulatory Inconsistency

In addition to the budget, regulatory inconsistencies are also an inhibiting factor in the development of the institutional capacity of DPMPTSP Sumbawa. Rules are orders that must be obeyed. This regulation is very important in its application and must be

considered in local government operations. As stated, Mr. Riki Trisnadi, S.E., M.Si as the Head of the DPMPTSP Sumbawa Regency Office said that:

"A regulation does have a big role. A reference that must be adhered to. At any time the laws and regulations will always change, always updated and there are the latest regulations. Like when the Cipata Kerja Law was passed, all central ministry agencies made adjustments to it. So that we in the regions are waiting for what regulations emerge from them, we adjust accordingly. This makes it hampering the completion of tasks, because they have to adjust to the new regulations". (Interview November 20, 2023)

Changes in regulations will certainly hinder the completion and execution of the work. In addition, DPMPTSP is an institution authorized to provide licensing services. If regulations change and staff don't understand them, this will obviously have an impact on the quality of service provided. In accordance with what was said by Mrs. Wati Sudarman, S.Sos, as the Coordinator for Services, Verification and Community Complaints, she said:

"Regarding regulations, frequent changes in laws make us DPMPTSP Sumbawa Regency must be able to adjust to the new regulations. When the regulation from the ministry of the agency comes out, it is usually in the regulation that says that the old regulation is revoked and a new regulation is enacted. That's what hinders service, because it takes a long time to adjust to the new regulations." (Interview November 17, 2023)

From the interview above, it shows that frequent changes in legislation make services in an agency will be slightly disrupted because they have to adjust to new regulations. Adjusting to the new rules takes a long time. Regulations are a reference that must be obeyed and must be considered and applied by all organizations, both employees and others. Uniform regulations also positively impact device performance when providing licensing services.

Changing a regulation will result in service adjustment to the new regulation. So it takes time to adjust it all. DPMPTSP Sumbawa Regency, which is authorized in terms of investment and one-stop integrated services, must also adjust to regulations that often change. The following regulations are amended and the latest laws as follows:

1. Regional Regulation of Sumbawa Regency Number 101 of 2018 concerning Service Standards at the Capital Planting Office and One-Stop Integrated Services of Sumbawa Regency (Regional Gazette of Sumbawa Regency of 2018 Number 101, Supplement to the Regional Gazette of Sumbawa Regency Number 641). As has been amended several times, most recently by the Sumbawa Regional Regulation Number 2 of 2020 concerning the second amendment to the Sumbawa Regency Regional Regulation concerning Service Standards at the Capital Investment and One-Stop Integrated Services Office of Sumbawa Regency (Sumbawa Regency Regional Gazette of 2020 Number 2, Supplement to Sumbawa Regency Regional Gazette Number 694).

The difference between the two regulations is: the previous regulation was changed because it was not in accordance with regulatory needs, and after the amendment of the regulation, namely regulation no. 2 of 2020, there was an increase in service standards and service classification. So that DPMPTSP Sumbawa Regency must be able to adjust to the new regulations.

2. Regulation of the Regent of Sumbawa Number 27 of 2022 concerning amendments to the Regulation of the Regent of Sumbawa Number 67 of 2020 concerning the

Position, Organizational Structure, Duties and Functions and Work Procedures of the Investment Office and One-Stop Integrated Services of Sumbawa Regency.

The difference between the two regulations is: the previous regulation contained echelon IV positions in the organizational structure, after changing the regulations or streamlining the organizational structure, the echelon IV positions in the organizational structure were replaced with functional positions. So that DPMPTSP Sumbawa Regency must be able to adjust to the circumstances of the new organizational structure.

3. Sumbawa Regent Regulation Number 90 of 2018 concerning the Delegation of Part of the Licensing and Non-Licensing Authority to the Head of the Investment Office and One-Stop Integrated Services of Sumbawa Regency, as last amended by Sumbawa Regent Regulation Number 01 of 2020 concerning the delegation of part of the licensing and non-licensing authority to the Head of the Investment Office and One-Stop Integrated Services of Sumbawa Regency.

The difference between the two regulations is: there is an addition of licensing types, where in the previous regulation there were 62 types of licenses and after the change of licensing type regulations in DPMPTSP Sumbawa Regency to 65 types of permits. Therefore, the head of the service must adjust to the new regulations.

4. Law Number 11 of 2022 concerning Job Creation.

Frequent changes in regulations result in an agency or institution will long adjust to new regulations and will affect the services provided. From the interview results that the DPMPTSP of Sumbawa Regency takes a long time to adjust to the current regulations, such as the job creation law, it must wait for regulations from the center cannot and try to follow up.

4. CONCLUSION

Based on the results of research that researchers have conducted, it shows that the factors that influence institutional capacity development in improving the quality of integrated licensing services in 2022 study at the Investment Office and One-Stop Integrated Services of Sumbawa Regency are: *First*, supporting factors in institutional capacity development in DPMPTSP Sumbawa Regency are Leadership and Shared Commitment. *Second*, inhibiting factors in institutional capacity development in DPMPTSP Sumbawa Regency are Budget Capacity and Regulatory Inconsistencies. Budget is a fundamental factor in influencing the success of institutional capacity building programs in an organization. And regulatory inconsistencies result in adjustments to new rules and disrupt services with frequent changes in regulations.

5. SUGGESTION

Based on the results of the discussion, the suggestions to be conveyed are as follows:

1. Conduct periodic evaluations to ensure that institutional capacity building programs have the desired impact.
2. Optimization of budget use in institutional capacity building at DPMPTSP.
3. Employees must be prepared for frequently changing regulations.
4. There is socialization to officials with new rules.

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