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*Embracing Global Transformation:
Collaborative Innovations through
Social and Political Research*

7-8th September
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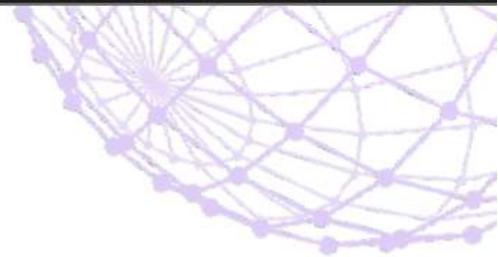
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“Embracing Global Transformation: Collaborative Innovations through Social and
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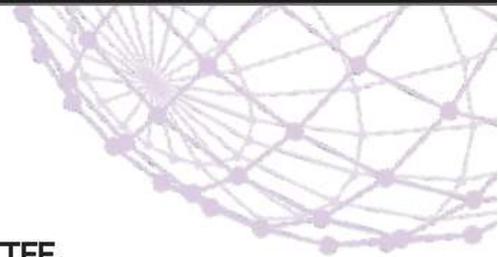
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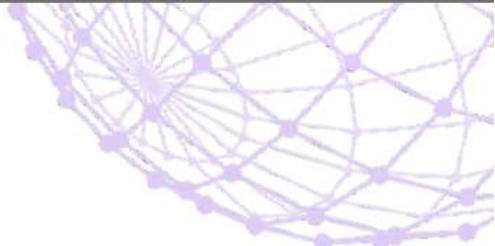


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The 7th ICISPE International Conference on Indonesian Social and Political Enquiries

"Embracing Global Transformation: Collaborative Innovations through Social and Political
Research
September 7th- 8th 2022

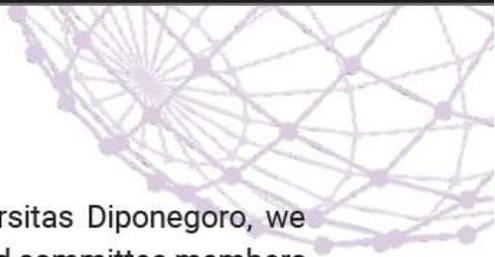
FOREWORD



Research should be a valuable tool for finding solutions to existing problems faced by a country. This belief is reflected to ICISPE 2022 conference. Our world is constantly being challenged by global, massive, and fast changes, starting from the development of the digital era which causes disruption in all aspects of the industry until the world suddenly stops due to the Covid-19 pandemic. But humans continue to show their ability to overcome all these problems by implementing new ideas so that problems can become opportunities. Collaboration in innovation is the key to success in the connected era. We realize that we cannot work alone, we need help from others to achieve the objectives quickly and effectively. Therefore this year's ICISPE is here to accommodate collaborative innovation ideas from various parties to accept the ongoing global transformation.

The 7th ICISPE Proceeding is a summary of the research results presented at the 2022 ICISPE Conference by academics and researchers. This activity was carried out with the cooperation of all committee members at the Faculty of Social and Political Sciences, Universitas Diponegoro. Carrying the theme "*Embracing Global Transformation: Collaborative Innovations through Social and Political Research*", this conference was held on 7th-8th September 2022 at the Orange Faculty of Social Sciences Campus.

Over 50 articles were submitted, this year we received some collaborative works of Indonesian authors and some authors from Russia, The Philippines, Germany, Malaysia and China. All were reviewed and refined to meet scientific work standards. We hope that the articles published through this conference will contribute to the improvement and development of society in various social aspects. We would like to thank all the speakers, writers, participants, reviewers, and committee members for their contributions to this conference.



On behalf of the Faculty of Social and Political Sciences, Universitas Diponegoro, we would like to thank all speakers, writers, participants, reviewers, and committee members for this conference.

Semarang, 8 September 2022
Dean of Social and Political Sciences Faculty
Universitas Diponegoro

Dr. Hardi Warsono, MTP

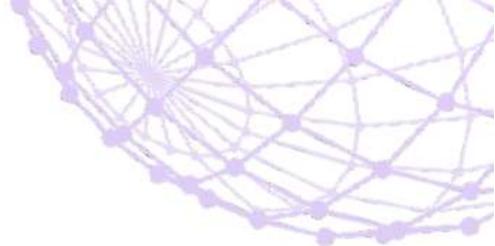
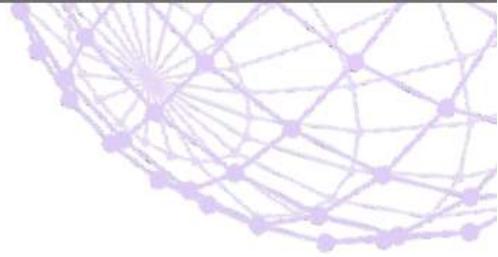


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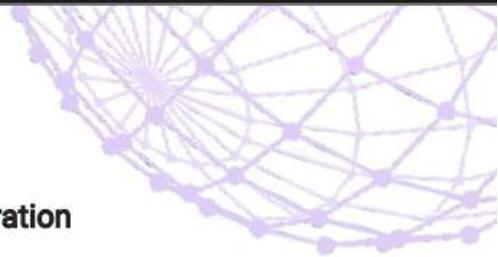
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Local Government

Analysis of the "Service Triangle Model" in the Development of User-Oriented Public Services at DPMPTSP Semarang Regency

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Abstract. The public service system is a unified whole of a series of interrelated services. If part of a service system is disturbed, it will disrupt the entire service. One of the service system models that are user-oriented is the "Service Triangle Model" which requires a Service Strategy, Human Resources and Customer Service System. It is from these three components that the quality of a user-oriented public service system can be seen. This research tries to analyze how the "Service Triangle Model" is implemented in the DPMPTSP (Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu = Investment Service and One Stop Service) Semarang Regency. This research is a descriptive qualitative type of research so that it takes several sources as informants who come from officials or officers who become public servants, besides that informants come from users of these services. The results of this research indicate that the Service Triangle Model has been implemented well in the DPMPTSP Semarang Regency in an effort to develop user-oriented public services. The steps taken to get service are generally in accordance with the wishes of the user, starting from taking the queue number, while waiting in the waiting room to getting service at the service desk. From the HR side, the officers also have good skills, show friendliness, with a neat appearance. The information and facilities available are also quite adequate. There are only complaints about the limited parking space. The suggestion that needs to be conveyed is the need for an integrated Public Service Mall

Keywords: Service Triangle Model, Service Strategy, Human Resources, Service System

1 Introduction

The realization of quality public services (prime) is one of the characteristics of good governance as the goal of empowering the state apparatus. The implementation of public services is the government's obligation to every citizen and resident so that methods and procedures must always be actualized in accordance with public expectations and environmental changes. Failure to anticipate change further distances public trust in the government. Public service is becoming an increasingly strategic issue because the quality of the performance of the public service bureaucracy has broad implications in all aspects of life.

The tendency of bureaucratic paternalism resulted in not achieving public services that were oriented towards the interests of the community. Service should be pushed towards customer service. Quality public services must be oriented to the fulfillment of service user satisfaction as the main task. As a state civil apparatus (ASN), service oriented to the customer service area is a form of the best service to the community or excellent service that can be developed based on 3A principles, namely.

- Attitude in the form of attitude,
- Attention is how we give attention
- Action how we take action,

In realizing a world-class bureaucracy, excellent public service is non-negotiable. There are six elements to produce quality public services. The first is leadership, where leadership commitment is the key to building quality services.

Second, the provision of services in accordance with the goals and needs of the community. The next element is the application and adjustment of service standards in the implementation of public services. Fourth is to provide protection for internal employees, as well as follow up on public complaints. Then the fifth is the development of HR competencies, guarantee of work security and safety, work flexibility, provision of information technology infrastructure, and fulfillment of infrastructure. The last element is to periodically monitor and evaluate the performance of public service providers.

The success of public services will lead to public trust as the subject of public services. Improving the quality of public services is a continuous process to realize the concept of good governance which is the desire of the community as the main right holder for public services. To note, in terms of improving the quality of public services, it cannot be separated from the strategy for implementing public service policies.

The Ministry of PANRB has produced several public service policy products as a manifestation of the implementation of the mandate of Law no. 25/2009 on Public Services, including the need to implement public service standards and service announcements, follow-up and improvement efforts through community satisfaction surveys, HR professionalism is needed, development of public service information systems (SIPP), encouraging the integration of public services in one building. through the public service mall (MPP). In addition, it is also necessary to realize the no wrong door policy through the National Public Service Complaint Management System-People's Online Aspirations and Complaints Service (SP4NLAPOR!), to evaluate the performance of public service delivery units through evaluation of public services, as well as dialogue activities, discussion of the exchange of opinions on a regular basis. participation between public service providers and the community through public consultation forums, and encouraging breakthroughs in improving public services through innovation in the field of public services.

The Semarang Regency One Stop Integrated Licensing and Investment Service (DPMPTSP) as a public service provider agency in Semarang Regency also has an obligation to provide services to the public, which should be oriented to service users. This is reflected in the edict in the Semarang Regency DPMPTSP with the statement: "We are able to provide friendly and wholehearted service by prioritizing customer satisfaction according to predetermined service standards". The availability of infrastructure in the form of a Consultation Room, a Complaint Room shows that the Semarang Regency DPMPTSP has also tried to be user-oriented in providing its public services. It's just that the problem is that as far as the Semarang Regency DPMPTSP in providing user-oriented services, especially by using the Service Triangle Model and what obstacles are faced in implementing user-oriented public services, this is an interesting question to study.

Based on the description that has been presented previously, the problems in this research can be formulated as follows:

1. To what extent can the "Service Triangle Model" be implemented in an effort to develop User-Oriented Public Services at DPMPTSP Semarang Regency
2. What are the obstacles faced in implementing the "Service Triangle Model" in providing user-oriented services at DPMPTSP Semarang Regency

2 Research Method

This research is a descriptive qualitative type of research so it requires several sources as informants who come from officials or officers who become public servants in addition to informants who come from users of these services. This study uses a qualitative research design where the research carried out adapts to field conditions so that it is more flexible and can change, on the other hand the role of researchers in carrying out research is crucial in determining the results of the data. The method used in this research is descriptive qualitative, which emphasizes the depiction of the facts, so that the words in the description are more dominant in the resulting data. This study took place at the Office of Investment and One Stop Integrated Services (DPMPTSP) Semarang Regency, which is located on Jl. Gatot Subroto No. 104 A Ungaran 50511. Data and information were dug in depth using interview guides and with several stakeholders so that more comprehensive data and information could be obtained. This research involved 6 informants, namely the Head of the DPMPTSP Service and his secretary and 4 people from the community who were dealing with licensing matters. Data collection through interviews was carried out from 17 March, 17 to March, 29 in 2022. The collection technique is through interviews, documentation, observations and literature studies

3 Result/Finding and Discussion

As an illustration in understanding the focus of this research, the following literature review will be presented which discusses issues related to public services

1. Public Service

According to Gronroos expressed the definition of service which is an activity that cannot be seen with the naked eye and can take place with the interaction between consumers and officers in charge of serving consumers [4]. According to Ivancevich, Lorenzi, Skinner and Crosby, service is a form of effort in serving consumers without being able to see the service product with the naked eye [15].

Based on Law Number 25 of 2009 concerning Public Services, activities aimed at fulfilling all public needs can be referred to as public services. According to Sinambela (2011: 5), the definition of public service includes everything related to activities to meet public needs based on established policies. According to Agung Kurniawan, public services are more focused on services in meeting all public needs with a structured systematic [4].

Public service is to provide a service to fulfill all public needs in accordance with applicable policies [5]. In the public bureaucratic system, services must be professional, effective, uncomplicated, transparent, on-time, responsive, and adaptive and able to carry out human quality development so that people can actively design all their needs and desires in the future. According to the State Administration Agency (in Hardiansyah, 2018: 44) public service is defined as an effort to carry out general services carried out by government institutions or agencies with the aim of meeting community needs based on applicable policies.

According to Mahmudi explained that public services are the duties of government agencies so that within a government structure they are classified into three groups as follows [5].

1. Administrative services are services in terms of legally forming documents, such as citizenship status and so on.
2. Goods Service is a service that is able to meet the need for the supply of goods needed by the community.
3. Service is a service that is able to supply the services needed by the community.

According to Zeithmal, et al (in Hardiansyah, 2018: 63) put forward measures of service quality as follows:

1. Tangible with regard to showing the physical form of an infrastructure owned by providers in an effort to meet customer satisfaction.
2. Reliability, the ability to carry out services in accordance with standardization accurately. Reliability is composed of two important aspects, namely performance consistency and dependability.
3. Responsiveness, willingness, readiness and willingness of the officers to assist customers in providing services quickly and sincerely.
4. Assurance or certainty / guarantee, the ability of officers / apparatus in providing a sense of trust and confidence from a customer through knowledge and courtesy and respect, and other guarantees, namely a sense of responsibility, certainty of costs, security, and comfort, so as to avoid other risks.
5. Empathy, a form of providers' attention to customers.

2. User-Oriented Service System

The service system is a unified whole from a series of interrelated services, if part of a service system is disrupted it will disrupt the entire service. According to Mansyur there are several service system indicators that determine service quality as follows [9]:

- a. Convenience in obtaining services related to the location/place of service
- b. Clarity of information about the services provided
- c. Protection against the impact of service outcomes
- d. The relationship between the organizational structure, the ability of the apparatus and the service system with the quality of public services.

While Batinggi in Mansyur (2010:189-190), specifically states the reasons that cause dissatisfaction with the services provided by the apparatus as follows [9]:

- a. There are allegations of irregularities in the implementation of services
- b. The existence of attitudes and behavior in carrying out tasks is deemed not in accordance with the customs and culture of the nation
- c. Lack of discipline of officers against a predetermined schedule or time
- d. Completion of protracted affairs and there is no certainty
- e. There is negligence in the use of materials, workmanship of goods, not in accordance with requests or standards
- f. The services provided do not / do not meet the standards or do not meet the expectations of the community

g. There are service rules/mechanisms that are considered difficult, burdensome or deemed to reduce/ignore their rights.

h. There is no satisfactory response to the complaint that has been submitted

Although customer satisfaction has a very relative nature, Batinggi (1999) adds that there is a kind of general measure, namely if the customer can receive treatment and results in the form of rights with joy and sincerity, it shows that the customer has received service satisfaction. Osborne (1999), suggests several advantages and benefits if the organization uses a customer-oriented system as follows:

- a. Customer-oriented systems force service providers to be accountable to their customers
- b. Customer-oriented systems depoliticize decisions about service provider choices
- c. Customer-oriented systems design more innovation
- d. Customer-oriented systems give others the opportunity to choose between various services
- e. Customer-oriented system is less wasteful because supply is matched with demand
- f. Customer-oriented systems encourage customers to make choices and encourage customers to become committed customers
- g. Customer-oriented systems create greater opportunities for fairness

3. User-Oriented Service Model

The development of a service system model that is oriented to customers or users of public services can be in the form of:

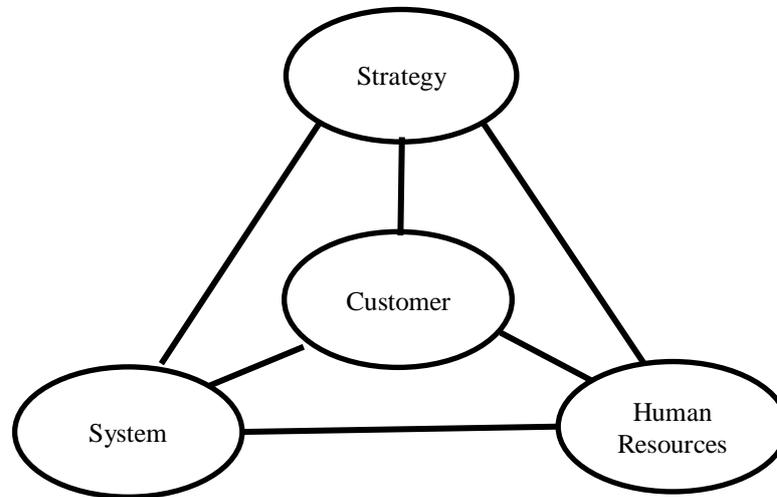
- a. Moment of truth
- b. Exit Mechanism and Voice
- c. Service Triangle Model
- d. Gap Model
- e. Kaizen

Among these five customer or user-oriented service models, one of them is the Service Triangle Model. According to Albert and Zemke, organizations engaged in services that are very successful have 3 things in common, namely:

1. Develop a good service strategy
2. People on the front line who are customer-oriented/consumer
3. Friendly service system.

Every organization must manage these three factors to achieve customer satisfaction. The interaction between strategy, systems and people on the front lines and customers will determine the success of management and service performance of the organization [15]. These three important components are referred to as the Service Triangle Model, as presented in the following figure:

Figure 1
Service Triangle Model



Source: (Ratminto, 2005 : 80)

4. Service Triangle Model in DPMPTSP Semarang Regency

Broadly speaking, there are two types of service models provided by the Semarang Regency DPMPTSP Office, namely the mentoring model and the independent model (Interview with the Head of DPMPTSP Office of Semarang Regency, March 17, 2022)

From the results of research in the field, the Service Triangle Model applied at the Semarang Regency DPMPTSP Office can be conveyed as follows:

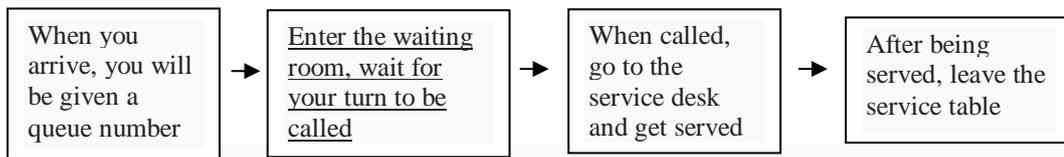
Based on data mining in the field, it shows that in order to formulate a DPMPTSP service strategy, Semarang Regency has developed a strategy including:

1. Providing a pro-investment industrial area
2. Improving the facilities and infrastructure for industrial use
3. To develop integrated climate, system, and licensing services
4. Improved promotion
5. Increasing the synergy between the government and business actors
6. Improvement of timely and quality services
7. Improvement of public service facilities and infrastructure

Based on information from those who take care of the Business Entity Certificate renewal permit that "for contractors engaged in construction services this permit has a duration of 5 years, besides that every year there must be various kinds of reports such as CV reporting".

"Initially I was started during the transition period, then yesterday there was counseling via Zoom for business license management where the Contractor Association which was followed brought officers from the service to explain the system and the flow where this is actually managed via online, but I am here because there are problem that resulted in having to come here. Which is a problem with the OSS system which is online from this permit. As for here, the first thing is to come and get a queue number, then wait first, then when it's empty then go ahead and be served and assisted until this is finished. However, because I had a problem earlier, I had to complete it again to complete what was still lacking."

Figure 2
Licensing Management Steps 1



Sources : Processed from Research Results

The public service system in DPMPTSP based on the results of interviews concluded that the service procedure starting from the initial arrival of the informant was quite good. The service procedure is clear and simple in accordance with the targets expected by the informants. The clerk at the front of the room gives the queue number and directions for the next step how the user should do. The suitability of the service time is felt to be timely enough so there is no need to wait long to get service, it's just that there are complaints from informants, namely the service schedule that is not the same duration as other service places. The attitude of officers in serving informants has been responsive and reactive, including in helping direct the resolution of problems faced by informants with skill, agility, and good mastery of the material.

The appearance of service officers is also considered to reflect as a public service. Supporting public service facilities such as waiting rooms and service rooms are good, but there are few complaints from informants about the loss of the network or the lack of support for cellphone signals. The informants also complained that the parking space was not wide enough for four-wheeled vehicles, but the informants were able to understand the state of the office position which was next to a crossroads. For the appearance of the OSS website owned by the Semarang Regency DPMPTSP, it is good and easy to understand related to the menus displayed, it's just that the server from the website itself still has some things that need to be improved, such as the speed of the data verification process and the strength of the server network so that it can be accessed easily. The advice given by the informant is to improve the quality of the server and so that the website is prepared as quickly as possible.

The next informant is the one who takes care of the permit for the construction of an educational building for PAUD stating that the public service system in DPMPTSP, the service procedure starting from the initial arrival of the informant, is considered to be quite good. The service procedure is clear and simple in accordance with the targets expected by the informants. The officer in front of the room directs where to go when he arrives and then for the next step how the informant should do is also directed from the waiting room to completion even though the informant said there was a slight deficiency in the queue number but overall it was in accordance with what the informant wanted

Informants assess the suitability of the service time is felt to be timely enough so there is no need to wait long to get service. The attitude of the officers in serving has been responsive and reactive, including in helping direct the resolution of the problems encountered with skill, agility, and mastery of the material which is quite good and quite friendly. The appearance of service officers is also considered to reflect as a public service. Supporting facilities for public services such as waiting rooms and service rooms are good with the children's playroom and reading room which are very supportive of these public services. As for the complaint from the informant, the parking lot due to its location at the intersection and quite narrow makes it a little difficult to find a place to park. For the appearance of the OSS website owned by the Semarang Regency DPMPTSP, it is good and easy to understand related to the menus displayed, it's just that the server from the website itself still has some things that need to be improved, such as the speed of the data verification process and the strength of the server network so that it can be accessed easily.

The advice given by the informant is that it is desirable for the disclosure of information on the progress of the submitted documents in real time, with the document number to see what process the document has reached at the stage of the verification process, which can be listed on the website, and the informant also wants an increase in friendliness. which is currently friendly enough to be improved so that it can be even more friendly to users of public services.

Informant 3 stated: "We happened to come even though we didn't have an appointment, we were greeted by the officers at the front and were immediately directed. Because, from the beginning, we had assistance on this, so we met with people who were accompanying us, and were immediately directed by the officers in the data collection. The service is good, fast, and we feel it helps not to wait too much."

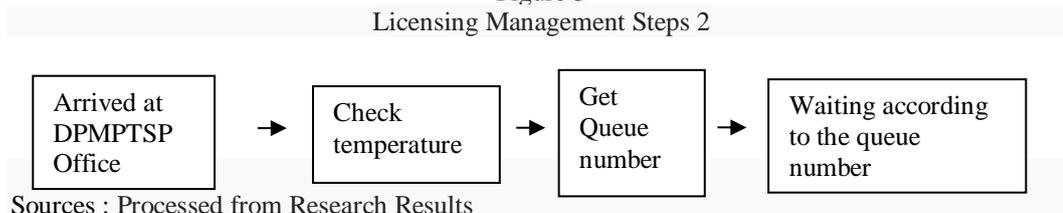
The public service system in DPMPTSP based on the results of interviews from the third informant, it can be concluded that the service procedure steps starting from the beginning of the customer's arrival are quite good. Starting from the initial arrival, welcoming by officers, meeting companions, and service at the data collection desk. Officers who provide service assistance are friendly by giving greetings and directions related to service procedures. The service time is also in accordance with the SOP.

Informants feel served quickly and well. The officer gave a good response regarding the needs of the informant and was reactive to assisting the informant's service regarding the issue of updating the data being consulted. The appearance of the officers already reflects as a neat and good public service officer. In terms of knowledge possessed by officers according to the opinion of informants, the mastery of the material by officers is quite good, supported by the skills possessed by officers. Therefore, the informant had a good impression, was happy, and felt served for the services at the Semarang Regency DPMPTSP office. According to informants, officers are also communicative in establishing communication with informants. Supporting public service facilities such as waiting rooms and service rooms are good. It's just that the parking lot is not wide enough for four-wheeled vehicles. Informants hope to further improve services by increasing the land for parking lots. According to the informant, the service procedures provided were clear and simple in accordance with the targets expected by the customer. For the appearance of the OSS website owned by the Semarang Regency DPMPTSP, it is good and easy to understand related to the menus displayed.

Informant 4 who takes care of the extension of private school (PAUD) permits stated: "As usual, come, check the temperature, hand sanitizer, are given a waiting number, wait to be called, if there is no one, go straight ahead. In fact, if there are still a few people, the service is regular, if there are a lot of people like last week, there are more than 20 people, it's not conducive."

Figure 3

Licensing Management Steps 2



The public service system in DPMPTSP based on the results of interviews from the fourth informant, it was concluded that the service procedure starting from the initial arrival of the respondent was quite good. Starting from checking the temperature, taking the queue number, waiting for the queue according to the number. For service, if there are no other customers, they are directed to the service desk. However, if it is crowded, the service will not be conducive, not according to the queue. According to the informant, the service officer has given a friendly greeting with a smile.

Suitability of service time in accordance with expectations. If the file is complete and clear, the service will be faster, according to the SOP, which is 14 days or 2 weeks. The informant also said that the officers serving were responsive and reactive in helping. For the appearance of the officer, the informant judged that it was in accordance with what it should be, neat and flexible. The willingness of officers to serve is assessed quickly and regularly. However, the informant assessed that it also depends on the hours of service. If the service is in the morning hours, the officers still look enthusiastic. However, if it is noon or entering the last hour of service, the officers look relaxed. In terms of knowledge possessed by officers is quite good, informants are served according to procedures. The skills possessed by the officers are also good, especially in mastering the OSS website.

There are no complaints from informants yet, apart from problems with the central server. Therefore, the impression obtained by the informants in the service at the Semarang Regency DPMPTSP office is quite satisfactory. The clarity of the officers in communicating was considered good and easily understood by the informants. For convenience, the only thing that needs to be improved is a less spacious parking lot. According to the informant, the comfort of the waiting room and service room was comfortable from the available chairs and service tables. The service procedure is also clear and simple. If there is a complaint immediately assisted by the officer. For the appearance of the website there are still many changes but overall it is helpful and easy to understand.

Suggestions from informants are related to the server to the center to be repaired immediately so that the service is also easier, especially for ordinary people.

4 Conclusion

From the results of the discussion carried out, it can be concluded that the Semarang Regency DPMPTSP Office in implementing the User-oriented Service Triangle Model has gone well, it is proven that service strategies have been developed, including: Provision of pro-investment industrial estates, improvement of investment facilities and infrastructure, climate development, integrated licensing system and services, Promotion, Increased synergy between the government and business actors, Improved timely and quality services, Improved public service facilities and infrastructure. Meanwhile, in the field of human resources that handle services, the DPMPTSP Semarang Regency has also prepared well, it is proven that they have the necessary competencies, and master the service material so that they are able to solve problems when problems occur. The officers are also equipped with a friendly, alert and flexible attitude in serving users. As for those relating to the service system, such as procedures and stages that must be passed in providing services, in general, users are satisfied because they are quite good, starting from arrival, waiting for their turn to serve, at the time of service until the completion of the service. One thing to complain about related to the facilities and infrastructure is the very limited parking space, especially for four-wheeled vehicles. Servers that are sometimes unstable are also a concern so that they can be improved in the future.

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