

The Effectiveness of the Implementation of the One-Stop Integrated Service System

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ABSTRACT

The Effectiveness of the Implementation of the One-Stop Integrated Service System at the Office of the Ministry of Religion of North Luwu Regency. The aim is to find out how effective the Implementation of the One Stop Integrated Service System is at the Office of the Ministry of Religion of North Luwu Regency. Data collection techniques used are observation, interviews, and documentation. The data analysis technique used is data condensation technique, data presentation, drawing conclusions or verification. The results of the study show that the implementation of the One Stop Service System at the Office of the Ministry of Religion of North Luwu Regency has been effective but not maximal in terms of three indicators. Achievement of goals is categorized as effective in terms of timeliness and ease of access to services. Adaptability is less effective in terms of the ability to manage good service situations and conditions and readiness to prepare a service environment that is less than optimal. Integration is categorized as effective in terms of good coordination and communication between all parties, related to service. This research can be used as a reference material in developing and improving the quality of services, especially one-stop integrated services to the community in order to support government programs in terms of bureaucratic reform in this case public services, especially in several offices that implement a one-stop integrated service system, this research uses the method qualitative research that focuses on the process and the meaning of the results.

Keywords: Effectiveness, one stop services, community.

INTRODUCTION

Every organization is established to achieve a predetermined goal. This goal then becomes a direction in running the managerial of an organization. Apart from being supported by the quality of human resources (HR), the success of an organization can also be supported by the implementation of systems that are implemented or implemented in order to carry out organizational effectiveness. According to (Moore et al., 2007). Organizational effectiveness can be expressed as the level of success of an organization in an effort to achieve goals or objectives. Organizational effectiveness has an important role in realizing some of the goals set by the organization which can be measured by looking at the extent of output and input.

An effective organization is an organization that has orientation and projection in implementing all the work programs that have been set. In a government organization, of course, those who have a duty as a service provider, one of their activities is to carry out services, the service in question is a public service which in this case is carried out by the organizers of the organization in an effort to meet the needs of the community or service recipients (Akib, 2009; Dharma & Akib, 2004).

Based on (Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 17 of 2017 concerning Guidelines for the Evaluation of the Work of Public Service Providers, 2017) Public service is an activity or series of activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers.

Improving public services that are efficient and effective will support the achievement of efficiency both in terms of financing and also time, which means that in this case when a service provided by a service provider runs according to actual conditions and is supported by procedures that are not complicated, the effectiveness services may be implemented. According to (Mulyady, 2015) Based on the results of an integrity survey conducted by the Corruption Eradication Commission in 2012, it was stated that the quality of public services in Indonesia only achieved a score of 6.86 out of a scale of 10 for central agencies and 6.32 for regions. The integrity score is basically a parameter of the quality of public services, related to the presence or absence of bribes, the existence of Standard Operating Procedures (SOP), suitability of services with existing SOPs, limited information, fairness and speed in providing services and the convenience of the community in providing services and the convenience of the community in submit a complaint.

The Indonesian government itself has issued policies that can facilitate the service process both in administration and non-administration, one of which is by making policies by implementing the One-Stop Integrated Service system which is then shortened to PTSP. The establishment of PTSP is based on (Regulation of the President of the Republic of Indonesia Number 97 of 2014 Concerning the Implementation of One-Stop Services, 2014), as referred to in article 1 which states that the establishment of PTSP was formed in order to bring closer and improve services to the public, as well as shorten the service process in order to realize services that are fast, easy, transparent, certain, and affordable. In the context of implementing bureaucratic reform as a form of quality governance for the community (public) and the administration of a clean and serving bureaucracy, the Ministry of Religion as well as a public service provider implements and implements a one-stop integrated service system. One Stop Integrated Service is the implementation of a licensing and non-licensing activity that obtains delegation of authority from institutions/agencies that have licensing and non-licensing authorities where the management process starts from the application stage to the document issuance stage which is carried out in one place, without the public/ permit applicants go elsewhere so they can provide services that are transparent, with equal treatment, easy, efficient, fast, fair, accountable and legal certainty. According to (Regulation of the Minister of Religion of the Republic of Indonesia of 2016 concerning One-Stop Integrated Services, 2016) is the activity of providing services to the community for one or several types of services that are carried out in an integrated manner in one place and controlled by a management control system.

One Stop Integrated Service is an integrated service process that is carried out by integrating one or several work units/types of service into one place and controlled by a management control system (human resources) (Muliawaty & Hendryawan, 2020; Saleh et al., 2019). The One-Stop Integrated Service at the Office of the Ministry of Religion of North Luwu Regency itself has been implemented since 2019 which is divided into several work units, each of which has its own duties and functions. The work unit referred to is the Islamic Education Section, Community Affairs, Haji and Umrah Organizing Section. The

existence of this PTSP service is expected to realize the desire of the community regarding the service process, namely fast, precise, accurate and accountable. So that the effectiveness of service to the community can be achieved. This is what supports researchers in taking research on the Effectiveness of Implementing a One-Stop Integrated Service System at the Office of the Ministry of Religion of North Luwu Regency.

This research refers to the opinion of (Baria, 2019) regarding service effectiveness assessment indicators, namely: goal attainment, adaptability, and integration. To achieve the research objective, namely to measure how effective is the implementation of the One-Stop Integrated Service System at the Office of the Ministry of Religion of North Luwu Regency.

METHODS

This study uses a qualitative research method with a qualitative descriptive approach. According to (Sudaryono, 2018) Qualitative research methods are research that intends to understand the phenomenon of what is experienced by research subjects, for example behavior, perceptions, motivations, actions, and others.

Through descriptive qualitative research, the researcher aims to describe events or phenomena according to the facts that occur in the field, as well as observed behavior related to the Effectiveness of the Implementation of the One-Stop Integrated Service System at the Office of the Ministry of Religion of North Luwu Regency by using indicators of effectiveness according to (Baria, 2019) namely (1) Achievement of goals, (2) Adaptability, (3) Integration. To support this research process, real data from the research object is needed. Based on this, the researcher divides the research data into two types, namely, (1) Primary data, namely data obtained directly by the researcher while at the research location. This data is in the form of observations and interviews. 2) Secondary data, namely additional data derived from written sources and used as supporting information in the analysis of primary data. This data is in the form of documents or other literature.

Data collection requires strategic and systematic steps to obtain valid data in accordance with the facts that occur in the field. The data collection techniques in research are 1) Observation, by making direct observations of one-stop integrated service system employees and noting matters relating to the phenomenon being studied. Such as one-stop integrated service system procedures, responses or responses given by one-stop integrated service system employees to the community, as well as the suitability of the results expected by the community receiving PTSP services. 2) Interview, the technique used in this study is unstructured interviews to get more in-depth and unlimited answers from respondents. The sources from this interview were the Head of Administration Sub-Division, Community Guidance Staff, Islamic Education Section Staff, one-stop integrated service system Service User Community. 3) The documentation in this study is to collect documents or other literature that can be used as relevant references in this study. These documents are in the form of a brief history of the office and the documentation is also in the form of photographs of observations during research.

Checking the validity of the data used is the triangulation technique, 1) Triangulation of sources to test the credibility of the data so that valid data is obtained by conducting interviews with each informant to test the credibility of the data so that valid data is obtained related to data Pintu integrated services at the Office of the Ministry of Religion of North Luwu Regency, such as achieving the goals of the one-stop integrated

service system program, Adaptability in implementing one-stop integrated service system, integration carried out in the one-stop integrated service system program. 2) Technical Triangulation, by asking the same thing to informants with different techniques, namely observation, interviews, and documentation. In this study, researchers conducted interviews, observations and documentation related to one-stop integrated services at the Office of the Ministry of Religion of North Luwu Regency, such as achieving the goals of the one-stop integrated service system program, Adaptability in implementing one-stop integrated service system, integration carried out in the one-stop integrated service system program.

The data analysis technique used in this research is theory (Miles et al., 2014), 1) data condensation, in this study data collection was carried out by interviews and direct observation at the Office of the Ministry of Religion of North Luwu Regency regarding the effectiveness of implementing a one-stop integrated service system. 2) Presentation of data, presentation of data can be done in the form of charts, tables, brief descriptions, matrices and so forth. Presentation of data is usually in the form of narrative text to present the results of interviews with informants. 3) Drawing conclusions or verification, the initial conclusions put forward are still temporary, and will change if strong evidence is not found to support the next data collection stage. But if the conclusions put forward at the outset are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions put forward are credible conclusions.

RESULTS AND DISCUSSION

The researcher processed and presented the data obtained during the research using observation, interview, and documentation techniques which were presented in a descriptive form with the grand theory used, namely the theory put forward by (Baria, 2019) regarding factors in measuring the effectiveness of services which are divided into 3 namely: achievement of goals, adaptability, integration. The results of the analysis of the data obtained during the research process are as follows:

Achievement of objectives

One of the factors in measuring an organization's success is if an organization in running a program can achieve the goals of the program. Achievement of goals can be defined as the overall effort of an organization in planning and carrying out several steps and processes in implementing a program and activity in order to get the desired results. Therefore, in order to ensure the achievement of objectives is guaranteed, a phasing process is needed, both in terms of time and program target accuracy. Based on the results of the field analysis concluded that the achievement of the objectives obtained from the implementation of a one-stop integrated service system at the Office of the Ministry of Religion of North Luwu Regency is in accordance with what is the goal in planning the implementation of the one-stop integrated service system program, providing time certainty for the completion of services and services that can be easily accessed by the public in receiving services is one of the benchmarks in assessing indicators of achieving goals from the implementation of a one-stop integrated service system at the Office of the Ministry of Religion of North Luwu Regency. Based on the results of observations, it was found that in terms of the implementation of services carried out by employees it was carried out as quickly and as optimally as possible, in addition to providing good directions and not too many service procedures, people who did not need special services just waited a few

moments at the one-stop integrated service system desk. so that people who come easily receive services.

Adaptability

The success of an organization in carrying out services can be measured from the ability of organizational employees to prepare themselves so that they can adapt to the conditions and environment of service delivery. occupation. Adaptability is a method or step taken by an organization in preparing the best possible service. Based on field analysis, it can be concluded that the implementation of the one-door integrated service system at the Ministry of Religion Office of North Luwu Regency is based on one-stop integrated service system employees following the directions given by the leadership, then based on the work ability of employees in preparing the situation, conditions and service environment. Employees work according to their respective duties, giving directions that can help the community in carrying out the service process is carried out by looking at the services provided. carried out clearly can regulate the conditions and situation of the service as best as possible. In addition, the attitude and response of the employees of the Ministry of Religion of North Luwu Regency who are good at serving the community creates a comfortable service environment, so that people who come feel well served, especially in the implementation of one-stop integrated services.

Integration

Integration is a measure of the level of ability of an organization in carrying out the process of communication and delivery of information on services provided with good coordination between related parties. In this case, integration relates to how the employee's ability to carry out the socialization process for the services provided, a good socialization process in the implementation of services will facilitate the achievement of the desired results, besides that the socialization process carried out by organizational employees will affect the quality of services to be provided, thus affecting the level of success of a program, especially in the one-stop integrated service system service program at the Office of the Ministry of Religion of North Luwu Regency. Based on the results of these interviews, it can be concluded that one-stop integrated service system staff employees in implementing the one-stop integrated service system one-stop integrated service system at the Office of the Ministry of Religion of North Luwu Regency, services are based on good coordination between all parties involved in the service process, in addition to obtaining comprehensive results. in carrying out integrated service delivery, each employee from the three related sections is placed at the PTSP table so that one-stop integrated service system employees work according to their respective duties and also provide direction and convey appropriate information that can help the community in carrying out the service process carried out. Based on the results of observations, employees in carrying out services always cooperate with each other, then in carrying out service completion it is always completed by the relevant section so that the service process is in accordance with the duties of each existing section, the delivery of information and communication is carried out by employees of the Regency Ministry of Religion office Luwu Utara for the services provided are also in accordance with what the community needs.

Discussion

Achievement of objectives

Achievement of goals can be defined as an overall effort or an organizational process in achieving the final goal. According to (Tangkilan, 2005). achieving goals is the company's ability to achieve organizational goals in the form of increasing profits, quality and quantity of service. Based on this, it is known that in the one-stop integrated service process at the Office of the Ministry of Religion of North Luwu Regency, it is based on two service systems, namely as follows: a). One day Service, is a service process that is carried out with a type of document service where the service processing time can be completed within one day. This service is based on the type of document to be completed, for types of documents that are not specific in nature, completion of documents will usually take around 15 to 120 minutes. As for the types of services that can be completed with this type of service, such as: submission of incoming letters, legalization of diplomas, document signing by the head of the office. b). Non one day service, namely the service process carried out with the type of service that takes more than one day, this service is based on the type of document and service request to be provided to the public. Documents referred to in this type of service are documents and services of a special nature, while what is meant by special documents and services are recommendations for Hajj and Umrah passports, applications for measuring the Qibla direction, making operational permits for Islamic boarding schools, requests for assistance for houses of worship and so on. This service is based on the type of document and service request to be provided to the community. Documents referred to in this type of service are documents and services of a special nature, while what is meant by special documents and services are recommendations for Hajj and Umrah passports, applications for measuring the Qibla direction, making operational permits for Islamic boarding schools, requests for assistance for houses of worship and so on.

Based on the results of data analysis carried out by researchers, that the achievement of the objectives obtained in the implementation of a one-stop integrated service system at the Office of the Ministry of Religion of North Luwu Regency in terms of timeliness in providing services has been well achieved, this is based on the suitability between the completion process time services regarding processing time delivered to the community, this can be proven in terms of legalization and signing of madrasah school diplomas, the service process takes 30 to 60 minutes which involves the Head of the Office of the Ministry of Religion of North Luwu Regency. Then in the management service process, the provision of directions carried out by each one-stop integrated service system staff in the relevant sections in completing services supported by the competence of employees of each PTSP staff in each relevant section in completing services, is one of the factors in the timeliness of the service process. Apart from that, in terms of program targeting accuracy, the researchers found that the one-stop integrated service that has been implemented so far has been easily accessible to the community. In the process of implementing one-stop integrated services at the Office of the Ministry of Religion of North Luwu Regency, basically it is running as it should. Conformity between program planning and implementation of service processes is going well, this is not only supported by employees who have competence related to the services provided, the provision of direction and timeliness in the service process also goes according to purpose. This is relevant to the opinion according to (Siagian, 2009) one of the factors that can be used in measuring service effectiveness is the time factor and service delivery style factor. The time factor relates to the timeliness and speed of

service provided by the service provider, while the service delivery style factor is the way or habits of the service provider in providing services to customers.

Adaptability

Basically, the community wants every service to be carried out in a short, fast, and uncomplicated manner regarding the service process that goes through in submitting a service request. One of the factors that can support this is how the organization is able to adapt to the program being implemented. According to (Baria, 2019) states that adaptation relates to the suitability of program implementation to be carried out by always adapting to conditions and changes that exist in the field.

Based on the results of data analysis carried out by researchers, that there is an aspect of adaptability, it can be seen from measuring environmental adjustment indicators and problem solving indicators, in terms of environmental adjustments that have been carried out by employees of the Office of the Ministry of Religion of North Luwu Regency, it has been running quite well, this can be seen by researchers on public perception which states that the services performed by one-stop integrated service system employees have been running well and clearly, this is because the services performed by one-stop integrated service system employees follow the existing service operational standards. In terms of the effectiveness of implementing one-stop integrated services one-stop integrated service system at the Office of the Ministry of Religion, North Luwu Regency also has several notes that could be one of the factors in hindering the service process to be provided.

In supporting the one-stop integrated service implementation program at the Office of the Ministry of Religion of North Luwu Regency, it is necessary to add further facilities and infrastructure to support the service process to be provided, such as creating a special PTSP room, adding infrastructure facilities such as community seats waiting for services, as well as the availability of supporting technology such as computers to further maximize services to the community, especially in one-stop integrated services . This is relevant to the principle of public service as referred to in (Decree of the Minister of Administrative Reform No. 63/Kep/M.Pan/7/2003 on guidelines for public service delivery, 2003). Based on this, it is stated that the availability of adequate work facilities and infrastructure, work equipment and other supports, including the provision of telecommunication and informatics technology facilities. This shows that adaptability is an important factor in creating the best possible environment and service process, especially in the implementation of one-stop integrated services at the Ministry of Religion office of North Luwu Regency.

Integration

Integration is explained as an organizational capability in carrying out the process of communicating and delivering information to the public regarding services provided with good coordination between parties involved in the service process. In terms of increasing the effectiveness of one-stop integrated services for the community, it can be seen from the ability of an organization to communicate and socialize, for this reason, in an organization, especially employees of the Office of the Ministry of Religion of North Luwu Regency, they must understand each other and their respective roles in realizing quality. one stop integrated service. To create satisfaction in service to the community, then to measure this can be seen from the coordination relationship between employees, as well as social communication relations to the community. (Rahmadana et al., 2020) "The success of the implementation

of public services is inseparable from the communication factor, communication is very influential on the quality of service which is determined by the dimensions of the communicator, message, media, and communicant". The concept referred to in the statement is "In licensing service activities, the quality of licensing services depends on the quality of the communicator, the quality of the message, the media, and the communicant.

Based on the employee's communication relationship with the community, it can be seen from the community's response which states that each direction given in each service is carried out by each relevant section employee, so that services are carried out based on the duties of each existing section. In addition, the provision of directions by employees to the community is also felt to be in accordance with what is the community's need, so that in this case the ability to convey information submitted by one-stop integrated service system employees is also going well, as well as being one of the factors in assessing effectiveness in implementing one-stop integrated services. One-stop integrated service system at the Office of the Ministry of Religion of North Luwu Regency. so that services are carried out based on the duties of each existing section. In addition, the provision of directions by employees to the community is also felt to be in accordance with what is the community's need, so that in this case the ability to convey information submitted by PTSP employees is also going well, as well as being one of the factors in assessing effectiveness in implementing one-stop integrated services at the Office of the Ministry of Religion of North Luwu Regency. so that services are carried out based on the duties of each existing section. In addition, the provision of directions by employees to the community is also felt to be in accordance with what is the community's need, so that in this case the ability to convey information submitted by then in carrying out service completion it is always completed by the relevant section so that the service process is in accordance with the duties of each existing section, the delivery of information and communication is carried out by employees of the Regency Ministry of Religion office Luwu Utara for the services provided are also in accordance with what the community needs. employees is also going well, as well as being one of the factors in assessing effectiveness in implementing one-stop integrated services. One-stop integrated service system at the Office of the Ministry of Religion of North Luwu Regency.

CONCLUSION

Based on the results of the research and discussion regarding the Effectiveness of the Implementation of the One-Stop Integrated Service System at the Office of the Ministry of Religion of North Luwu Regency, it can be concluded as follows: 1). Achievement of the goal, in terms of service delivery at the one-stop integrated service at the Office of the Ministry of Religion of North Luwu Regency is in the effective category, this is based on the accuracy of providing time certainty for service completion in accordance with the time submitted by one-stop integrated service system employees, based on accuracy the target community can easily receive services directly because it is only done with one process, namely through the one-stop integrated service system table that has been provided. 2). adaptability, in the case of providing services one-stop integrated service system at the one-stop integrated service at the Office of the Ministry of Religion of North Luwu Regency based on the ability of one-stop integrated service system employees to prepare situations, conditions and service environments that are in the fairly effective category, service delivery is carried out by one-stop integrated service system employees of

each relevant section with services so that the provision of directions that are carried out clearly can regulate the conditions and situations as best as possible. in terms of the service environment, it is necessary to improve facilities and infrastructure such as the creation of a special one-stop integrated service system room, the addition of supporting technology, as well as other supporting facilities and infrastructure to further maximize one door service one-stop integrated service system as best as possible. 3). Integration, in this case the one-stop integrated service system employees at the one-stop integrated service one-stop integrated service systemat the Office of the Ministry of Religion of North Luwu Regency show that they are in the effective category, communication and coordination are carried out properly between all existing work tools, clear information delivery to the community, good socialization process carried out by paying attention to the needs of the community, as well as good coordination between all related parties, starting from the leadership to the related sections, carried out with each other.

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