

Effectiveness of One-Stop Integrated Service in Public Office Management: A Study at MoRA Offices in Indonesia

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Abstract:- Modern office management, both in the government and industry sectors, has increasingly utilized advanced technology based on ICT to provide the best service possible to the community. This study aims to analyze the One-Stop Integrated Service application's effectiveness at three district Ministry of Religious Affairs offices in East Java, Indonesia. The researchers collected data from reviewing the application features and manuals and interviews with the PTSP manager, staff, and users. The current study revealed three main conclusions. First, the PTSP is an online integrated public service program covering all sections' tasks and functions. Second, the application's use was effective and greatly improved the quality of public services seen from several indicators: service speed, ease of service procedures, service requirements, and service convenience. Third, generally, users were satisfied with the services provided through the PTSP application. The findings indicate that installing an ICT-based service system improves the efficiency and effectiveness of office management for increased user satisfaction. Therefore, other public offices may consider installing and using an ICT-based system to deliver the best possible public services.

Keywords:- One-Stop Integrated Service; Public Office Management; Service Quality; User Satisfaction.

I. INTRODUCTION

The fast development of digital science and technology makes society's wants and demands to meet their needs even higher. One thing apparent today is the public's desire to obtain more professional, fast, easy, cheap, and transparent public services [1]. Central and local governments provide public services to meet community needs [2]. Providing the best service aims to increase community satisfaction with these services. However, there are still many complaints and problems in public services, including (1) lack of participation in public service providers, (2) the process of completing files that takes a long time, (3) the public is made back and forth to the office because of lack of transparency from agencies regarding service information, (4) not transparent regarding service costs, (5) typographical errors in public files, (6) unclear procedures, (7) uncertain service

period, and (8) illegal fees and corruption [3]–[5]. Other problems include (1) less informative, (2) less responsive, (3) less coordination, (4) less accessible, (5) less bureaucratic, (6) less efficient, and (7) a lack of listening to complaints or suggestions of the community [6]. From the human resources perspective, the main weaknesses include professionalism, competence, empathy, and ethics.

The establishment of *Pelayanan Terpadu Satu Pintu* (PTSP), in English One-Stop Integrated Service, was to respond to public complaints and improve the image of public services. According to Indonesian Law on Investment, PTSP is the activity of providing licensing and non-licensing services, the management of which starts from the application stage to the issuance of document permits, carried out in an integrated manner in one place [7]. A few researchers have conducted studies on PTSP applications in various offices. A study with the System Mapping Study (SMS) method found 49 articles related to non-licensing PTSP, most of which indicate that the implementation of PTSP affects community satisfaction with services [8]. Febliany et al. [9] found that the PTSP application has effectively increased investment absorption in a Province regarding target achievement, integration, and adaptation. A study also found that implementing PTSP on a shopping center affects permit processing acceleration, regionally-generated revenue increase, and community satisfaction with services [10].

Research on the effectiveness of PTSP implementation at the Ministry of Religious Affairs (MoRA) offices across Indonesia are scarce, and the one conducted has not offered a representative conclusion. Research by Azizah et al. [11] reported that the implementation of PTSP at a District MoRA still faces several obstacles related to limited facilities, human resources, and online networks. Another study at another MoRA office found that PTSP has provided satisfaction to users [12]. The current study aims to (1) describe the implementation of PTSP at the selected MoRA offices; (2) to analyze the improvement of public services quality as a result of the PTSP implementation; and (3) to analyze the effect of PTSP application on user satisfaction. This research would contribute to the understanding that advanced technology application in managing an office is worth considering.

II. LITERATURE REVIEW

Service can mean many things depending on the context. It is an act of assisting or doing work [13] performed by a person, group, or organization to provide something [14]. In the business field, service is a series of invisible process activities between the customer and the work or goods/system provided to solve customer or service recipient problems [15]. Kotler & Keller [16, p. 789] define service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything." In the realm of public administration, service is "a government system or private organization that is responsible for a particular type of activity, or for providing a particular thing that people need" [17]. A service is typically an experience accessed when receiving it and does not result in ownership due to its perishability. One day, a person might get the best service from, i.e., Civic Office, but receive the worse service from the same office another day. A service is an intangible operation that requires contact with users but does not result in a transfer of ownership.

Public service is provided directly through the public sector or funding programs to all community residents [18] under its jurisdiction. Indonesian government defines public service as "an activity or a series of work to fulfill service needs under statutory regulations for every citizen and resident for goods, services, or administrative services provided by public service providers." [19]. The government provides public services directly through the public sector organizations, such as government agencies, government-owned schools, post offices, government-owned electricity companies, and government-owned hospitals. The excellent administration by the government could prevent abusive acts. The government, as a provider, must behave professionally in carrying out its function as a provider of public services. In Indonesia, public service covers three forms. First, administrative services produce various forms of official documents, e.g., citizenship status, competency certificates, and ownership or control of an item. Second, goods services, namely services, produce various forms/types of goods used by the public, such as telephone networks, electricity supply, and clean water. Third, the public's services, such as education, health care, transportation, and postal administration.

Parasuraman, Zeithaml, & Berry [20] developed a model of evaluating service quality for seven years and came up with five dimensions, namely (1) reliability, the ability to display services reliably and accurately; (2) responsiveness, willingness to provide prompt service; (3) assurance, the breadth of knowledge and behavior that shows confidence; (4) tangibles, observable views (facilities, tools, people); and (5) empathy, care and concern for those served. Years later, the authors detailed ten standards for evaluating service excellence: (1) tangibility: the physical condition of provider, (2) reliability: performance and dependability, (3) responsiveness to customers, 4) high competency, 5) access: quickly obtained things, 6) courtesy/friendliness, 7) good communication skills, 8) credibility: high trust, 9) a sense of security, and 10) understanding the customer [21].

Maxwell [22] provides criteria for quality public services: (1) effectiveness, services provided are helpful and on target; (2) acceptability, service is well received; (3) efficiency, accessible benefits to all groups; (4) affordability, accessible services for the surrounding community; (5) fairness, a fair provision of services to members of society; and (6) relevance, the provision of services according to community needs. The Indonesian Ministry of State Apparatus Utilization and Bureaucratic Reform (MenPAN-RB) provides criteria for quality public service performed by the government offices: simple service procedures, precise service requirements, speed of service, environmental comfort, clarity of service officers, discipline, responsibility, and ability of service officers, justice to get service, fairness service fees, the certainty of service schedules, and service security [23], [24]. Besides, public service quality is reflected in the application of service principles: transparency, accountability, conditionality, participation, equality of rights, and balance between rights and obligations [25].

Many aspects shape public service quality, including the service system's quality, human resources for service providers, service strategies, and service users themselves [26]. Quality public services are highly dependent on aspects of the implementation pattern, human resource support, and the managing institutions [27]. The implementation of good services, including those based on electronics, has broad effects, for example, on the decision to buy back [28], customer satisfaction [29], and customer loyalty [30]–[32].

In Indonesia, PTSP was enacted based on Presidential Regulation No. 97/2014 under the Investment Coordinating Board (BKPM). The main objective of implementing PTSP is to make it easier for investors to carry out the licensing process for company establishment. [33]. Soon after the formation of PTSP, many Ministry Offices implemented PTSP, e.g., the Ministry of Education and Culture, Ministry of Industry, and the Ministry of Finance. Two years later, the Ministry of Religious Affairs (MoRA) provided a one-stop service for several types of integrated services in one place and controlled by one management control system, based on Regulation of the Minister of Religion number 65 of 2016 [34]. The PTSP combines several types of services in an integrated manner in one unified process, starting from the application stage to completing service products through one door. Meanwhile, virtually integrated services utilize the electronic-based service system.

The Web-based PTSP is increasingly developing in the Indonesian government offices under the name e-government or e-office. The high development and implementation of e-government placed Indonesia in the 88th position of the 193 countries in the High e-Government Development Index (EGDI) group in 2020 [35]. The program's name varies depending on each office's creativity, e.g., Integrated Online Licensing (POT) in East Java and Smart Netizen in Central Lampung. E-Government is a government system model based on the power of digital technology. One integrated system controls all administrative work, service to the community, supervision, and government organizations' resources. The implementation of e-government is to improve

public service quality [36]. The World Bank states that e-Government refers "to the use of information technology (such as WAN, Internet, and mobile computing) by government agencies that can transform relationships with citizens, businesses, and other branches of government. These technologies can serve various purposes: better delivery of government services to citizens, strengthening connections with business and industry, improving public access to information, or improving government management efficiency [37], [38].

The e-government classification depends on the interacting parties. The general classification is the interaction between government and business (G2B), government and government (G2G), and government and society (G2C) [39]. Essentially, E-government refers to "the use of Information Technology (I.T.), Information and Communication Technology (ICT), and other web-based telecommunication technologies to improve the efficiency and effectiveness of service delivery in the public sector" [40]. The components of E-Government implementation include (1) web presence, which is bringing up websites on the internet; (2) interaction, namely a website that allows interaction between the public and the government; (3) transactions, namely websites that facilitate service transactions; and (4) transformation, namely the ability to improve the integration of government services [41], [42]. Implementing E-government aims to strengthen and improve public services' quality (effectiveness, efficiency, and delivery) [43].

The earlier definition of E-office includes office administration services such as correspondence activities carried out electronically among employees and between employees and people outside the office [44]. However, in its development, the e-office has become a typical organization or company management system that utilizes computer networks (intranet networks, internet, and other networks) [45]. The content of the e-office varies depending on the respective office and the software development capabilities required.

Web application usage is growing in popularity due to users' easy access and automatic updating of applications without clients' distribution and installation. Some of the web applications widely used include websites, webmail, and mobile applications, and others. The e-office products usually cover the file management system, knowledge management system, leave management system, tour management system, personal information system, collaboration, messaging services, and eService [46]. Managing correspondence with an electronic system saves time and paper and manual shipping costs. The implementation of e-office aims to modernize bureaucracy, optimize ICT, develop positive work culture and work system efficiency and effectiveness (procedures, mechanisms, and controls), improve administrative services quality, and support the go green program [47].

III. RESEARCH METHOD

To achieve the study's objective, researchers conducted field research using a qualitative approach to analyze the effectiveness of the PTSP application in improving service quality and user satisfaction at three districts MoRA offices in East Java Indonesia. Data collection was through documentation and interviews. We analyzed the manuals and the features of the PTSP web application, including its operation and functioning in interacting with users, customer satisfaction questionnaire built-in in the system, and the impact of using PTSP on the program's services. Interviews were conducted with staff responsible for the PTSP application to gather information about the PTSP implementation and its impact on services. Similarly, interviews were conducted with users to solicit their perception of using the application. The measurement of service quality used five criteria: service procedures, service requirements, service speed, comfort, and environmental safety.

Data analysis uses analytical techniques commonly used for qualitative research, namely, reduction, presentation, and conclusion [48]. Data reduction was to select information considered to meet the study's purpose. Data presentation displays information related to the effectiveness of the PTSP application narratively to understand findings better. Drawing conclusions is done by looking for essential ideas regarding the performance of PTSP application in improving service quality and user satisfaction.

IV. RESULT AND DISCUSSION

A. PTSP Application

In this study, the MoRA offices are committed to serving the community mainly within their authority areas and occasionally outside them with the best system. The PTSP application managers stated that MoRA offices need to install an efficient and effective system for providing service to society; e-service based on the internet, such as PTSP, is an alternative for managing modern government agencies. This e-service is one of the forms of PTSP implementation, started in 2018 after a series of trials of the PTSP program was carried out [49]. PTSP services include two excellent services, namely: (1) One Day Service (ODS) and (2) Non-One Day Service (NODS), but differ in the coverage across the sample. Generally, however, the online services provided include licensing service, non-licensing services, information, consultation facilities, and a complaint facility; see [50] for an example of the PTSP website.

To access services on the PTSP application goes through five stages. First, the user selects a section to start registering into the system's websites. Second, the user selects a service field to continue the system's registration process. Third, the user selects the type of service to continue the registration process provided by the system. In this menu, the kind of service varies according to the service area. Fourth, users fill out an online service form through data entry on a form provided by the system. Fifth, the applicant service registration process has been successfully saved. A service

registration number or Q.R. code is given to the applicant to monitor the progress or development of the applicant's service.

After the registration stage is complete, the next step is the ratification process, which goes through four stages. The first is the verification stage. Each section in the MoRA Office performs this data verification function according to the PTSP program's service options. At this stage, as a validator, the section head verifies the services that come to the section or service sector for further processing. The next is the validation stage. Each section head or organizer of each section conducts validation. At this stage, the validator processes the services required by users. The following is the approval stage. The Head of MoRA approves the issuance of documents needed by the community fulfilling the stages in the program. The last is the numbering stage, in which each document will be accommodated, numbered, and stored.

B. Increased Registrants and Ready Documents

Since the trial of the PTSP program service, there have been various increases in service users. Based on Hajj and Umrah Organizers (PHU) data, before the PTSP program, an average of 50 registrants of Hajj apply in one day, then after the PTSP program, it increased to 215 registrants. Meanwhile, the Umrah registrants, who previously registered less than 100 registrants per day, have now grown to 300 registrants [51]. This data shows a significant increase in Hajj and Umrah applicants after installing the PTSP program. Registrants for various services provided with PTSP seem to increase daily with more manageable handling. A previous study confirmed that the application of the web-based system positively affects the functioning of the public sector [52]; e.g., the services are more efficient [53]. Other studies also show that the implementation of ICT-based services improves the office's work behavior due to its faster access to the service [54] and the performance of staff [55]. Besides, the PTSP in the office has been managed in a particular unit having the authority of providing service to process and deliver, e.g., licensing official documents [56]. The significant increase in the number of registrants via PTSP indicates that the office leans towards better management in providing public service more efficiently and effectively. Any ineffectiveness may relate to inadequate socialization to society and the absence of standard operating procedures and ambiguous guidelines [57].

C. Service Quality

The PTSP application coordinators state that they used five core criteria for evaluating service quality through PTSP: service procedures, service requirements, service speed, comfort, and environmental safety. These criteria seem to be based partly on the Indonesian Ministry of State Apparatus Utilization and Bureaucratic Reform regulation on service standards [23]. Service procedures are the ease of service stages provided to the community regarding the simplicity of service flow. The PTSP application's operating procedure is practical and straightforward to make it easier for service users to operate the application. The application can work with just a few clicks or finger touch. Service requirements indicators are technical and administrative requirements

needed to obtain service according to the type of service. The service type menu in each section lists service requirements directly so that the users do not need to find them elsewhere. For example, when the service users choose one type of service, the service requirements will be automatically displayed on the screen, and they are to upload them according to their respective places. With the ease of information regarding service terms, service users no longer need to ask the office about service requirements. The development of web applications aims at maximizing efficiency and effectiveness in procedures and mechanisms [47].

The service speed indicator is the target time for the service completed within the service provider unit's determined time. The existence of the PTSP application increases the speed of services provided. Before installing the PTSP application, the service users had to wait for days to get the needed service, while the service time requirement is much shorter after the application begins operating. Moreover, two excellent services (One Day Service and Non-One Day Service) further accelerate the service process, i.e., services usually completed in days can now be shortened to one day or less depending on the type of service requested. Processing one document could complete in one week, but now it takes only a maximum of two hours. An increase in the number of ready documents quickly indicates that the office is more efficient in providing customers' services [38], [40].

Environmental comfort and safety indicators include cleanliness, tidiness, ease of access, and order of facilities and infrastructure. Public services in the PTSP application are easy to access via gadgets and internet networks 24 hours. According to the application manager, this service's ease makes people not need to come to the office. Likewise, people do not need to queue for hours and wait a long time for a service. Instead, they can access the PTSP application from their home. If they have to come to the office, they will experience comfortable and safe facilities and infrastructure in the office. The physical condition of a service provider is a critical element of excellent service [21]. Previous studies repeatedly reported the effects of a physical office condition on work behavior, e.g., it prevents health issues of the employees [58], improves communication satisfaction [59], and increases employee satisfaction and performance [60]. Being healthier due to office comfort would make the staff provide better service to the users, leading to service satisfaction. This finding indicates that online services can improve public service performances.

D. User Satisfaction

Users of the PTSP application generally have a positive evaluation of the services provided. An example of the positive statement that emerged from interviews is: "the MoRA office is now more professional in delivering services to the community." Besides, about 85% of users said the services were excellent, 10% outstanding, and 5% reasonably good. This response indicates the positive evaluation of the service users via the application. Furthermore, from the survey on customer satisfaction built-in the application, it was

revealed that 69.4% said very satisfied, 11% satisfied, 2.8% reasonably satisfied. This data indicates that services provided via the PTSP application can predominantly satisfy users. This study confirms some previous field research in several public offices, such as the sub-district office [61], [62], sub-district offices [63], [64], the Office of the Investment Board [65], and the Office of Population and Civil Registration [66].

V. CONCLUSION

The implementation of e-service via the PTSP application improves the efficiency and the effectiveness of office management in delivering public services. As an online integrated public service, the program helps better manage duties and functions in all office sections. The number of tasks completed more quickly would make the office staff have more time to perform other essential management activities, rather than spending much of their time on secretarial tasks. The ease of service procedures heightened with precise requirements could make users less frustrated when dealing with government bureaucracy. The service quality increased user satisfaction, which leads to trust in government roles in serving society.

This study contributes to an understanding of the effectiveness and efficiency of implementing PTSP in public offices. The application of information and communication technology-based services deserves dissemination and strengthening in other offices to improve service quality while reducing public services' negative stigma. This study shows a strong indication that the application of PTSP has positive effects on the management of MoRA offices and user satisfaction. However, the results do not allow for a general conclusion as this study uses limited cases. Besides, factors relate to the service quality vary across offices. A multi-sites and comparative study would strengthen the conclusion.

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