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# The quality of licensing services: an analysis of the impact of leadership and communication on the effectiveness of licensing services in Indonesia

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## ABSTRACT

The establishment of the Public Service Mall in XYZ Regency is designed to facilitate business transactions and is anticipated to enhance the Ease of Doing Business Index (EoDB) in XYZ Regency. The Investment Coordinating Board (BKPM) has delegated authority to the XYZ Regency Investment and One-Stop Integrated Services Office or it called DPMPTSP to organize licensing in the XYZ region through the Public Service Mall. The government utilizes an integrated online system, namely Online Single Submission (OSS), in its implementation, as mandated by Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services. This is done by the government to accelerate and facilitate business actors in obtaining business licenses. XYZ Regency has implemented the OSS system since July 2018. In this study, the authors are interested in discussing how communication management and communication processes related to services carried out by the XYZ Regency Investment and One-Stop Integrated Services Office (DPMPTSP) are conducted. The methodology employed in this study is descriptive qualitative. In accordance with the POAC theory, the implementation of the OSS system at the XYZ Regency One-Stop Integrated Investment and Service Office has not achieved the desired outcomes. There remain numerous deficiencies in the system, starting with the readiness of human resources (HR) to provide optimal services and the strategy of the XYZ Regency local government to disseminate information on the OSS system to the wider community. In accordance with the explanation provided by G. R. Terry, the foundation of management activities is organization. This implies that organization is an activity aimed at achieving goals in an effective and efficient manner. Therefore, the objective of the OSS system should be genuinely perceived by the community, rather than becoming an impediment to business activities.



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## Introduction

According to the World Bank, Indonesia's lengthy and complex licensing process acts as a deterrent to foreign investors, discouraging them from considering the country as a direct investment destination. Conversely, investors tend to gravitate toward the Philippines due to its comparatively streamlined licensing procedures.

Indonesia's Ease of Doing Business ranking has witnessed a decline from 72nd to 73rd place in 2019. This downward trajectory is expected to continue, culminating in a 50th-place ranking by 2021. Piter Abdullah, Research Director of CORE Indonesia, has indicated that foreign investment in Indonesia, particularly in the form of direct investment, has decreased. Abdullah has further suggested that this decline is a consequence of the lengthy and complex licensing procedures that have discouraged investors. These procedures have made investors reluctant to invest in Indonesia. Abdullah maintains that the government bears responsibility for providing good service, which he defines as facilitating individuals' access to essential governmental structures.

The advent of information technology and the increasing prevalence of the internet have brought about profound changes. The development and use of this technology have revolutionized the way people access information, communicate with each other, and conduct business. According to Agustian, et al., (2023), The advent of the digital age has not only transformed the way we communicate and enjoy entertainment, but has also revolutionized the realm of business management. In a democratic country, such as Indonesia, the era of information disclosure, as outlined in the Information Dissemination Law, is of paramount importance in guaranteeing the transparency and accountability of state administration. To this end, increased transparency has been implemented via the Information Disclosure Law, along with a plethora of legal products that guarantee the openness and transparency of information.

The advancement of technology in the world and Indonesia has not yet had a significant impact on the licensing process. The licensing process at various levels, from regions to cities, still employs conventional or outdated methods. This has become one of the most significant obstacles to progress. The identified obstacle is the way to obtain licenses at the city level, which still has difficulties and complicated procedures. Investors often express dissatisfaction with the procedures for obtaining permits at the city level. President Joko Widodo has repeatedly emphasized the necessity of accelerating the issuance of investment licenses. One approach to streamline the licensing process is the utilization of information technology, such as online licensing. The implementation of the one-stop application system (OSS) and the One-Stop Investment and Integrated Services Agency (DPMPTSP) are designed to simplify the licensing process in various sectors, including but not limited to investment licenses. The One-Stop Investment and Integrated Services Agency (DPMPTSP) has developed an online platform that assists the public in obtaining licenses. In addition, the government is seeking to disseminate information on the use of these websites and applications to the public.

By utilizing technology and information, of course, communication is the act of conveying messages from one individual to another, using verbal and nonverbal symbols. The elements of communication include source, message, channel, receiver, feedback, and the context or situation in which the communication takes place. Government communication management can be divided into three distinct stages: identifying the problem, developing a communication plan, and then implementing the plan. Communication strategy consists of two aspects: macro strategy, which is the planned use of multiple communication channels, and micro strategy, which is the planned use of a single communication channel. It is important to note the inseparable relationship between management and communication strategy. A strategy is essentially a plan of action designed to achieve a goal. While it can serve as a roadmap, a strategy is not a static document; rather, it should show how operational tactics are used.

Communication management is the art of facilitating and making the value of effectiveness in the communication process of delivering messages tangible. G. R. Terry suggests that there are four POAC components, which when combined, can facilitate the communication process and make it easier. The management process, as a specific activity, consists of POAC (planning, organizing, actuating, and controlling). The study of government communication consists of two things: communication and government. The subject of communication studies is human behavior, which can be observed and measured in individuals, groups, and societies. While the formal aspect of communication studies concerns communication situations and how they affect social change. This includes thoughts, feelings, attitudes and behaviors at the individual, group and societal levels, as well as the institutional arrangements that shape them.

The term "public" is derived from the Latin word "publicus," which means "belonging to the people." In the context of service, the term "public" can be interpreted as a way of serving the public, which is defined as "the people collectively" (Poerwadarminta in Hardiansyah 2011: 11). From the aforementioned explanation, it can be posited that service is an activity carried out by an individual to assist in the preparation and fulfilment of the necessary needs of both goods or services from one party to another. In accordance with Inu Kencana's (Husni, 2013: 28) definition, public service may be described as any activity carried out by the government on behalf of a group or unit engaged in a profit-making venture. The aim of public service is to provide satisfaction, regardless of the tangible results achieved.

The term "public service providers" encompasses a diverse range of entities, including state/government officials, independent institutions established by the government, business/legal entities authorized to carry out some of the tasks and functions of public services, and business/legal entities that cooperate and/or are contracted to carry out some of the tasks and functions of public services. In accordance with the stipulations set forth in Law Number 25 of 2009 on Public Services, Article 1, Paragraph 4 elucidates that the public service provider organization, henceforth referred to as the Organizing Organization, is a functional entity comprising public service providers situated within state institutions, corporations, independent institutions established under the authority of law for the performance of public service activities, and other legal entities that have been constituted for the sole purpose of engaging in public service activities. In paragraph five, it is specified that the term 'public service implementers' (hereafter referred to as 'implementers') encompasses officials, employees, officers, and all other individuals engaged in the execution of public service actions within the Organizing Organization. The XYZ Regency Regional Tax Service Agency represents a local government agency within XYZ Regency responsible for organizing public services in the field of regional taxes and regional levies.

The concept of service standards is a standardized measure that guides the delivery of public services and is a set of rules that service providers must adhere to. In addition to this, service standards also inform service recipients of the standards to which they should adhere in the submission of applications. Every public service provider is required to have service standards in place as a guarantee of certainty in carrying out their duties and functions and for service recipients in the submission of their applications. Consequently, it is imperative to compile and determine service standards that align with the specific type, nature, and characteristics of the services being provided, while also considering the needs and environmental conditions.

Dwiyanto (2008: 76) posits that the most appropriate comparison between input and service output is that of service efficiency. A corrupt bureaucratic apparatus is characterized by the amount of extra costs that must be incurred by service users in accessing public services, necessitating the payment of extra funds in order for them to receive the best service. This is despite the fact that the best service is, in theory, to be enjoyed by the general public. Similarly, output efficiency in public service is gauged by the extent to which the bureaucratic apparatus provides services free from coercion to pay extra costs. This includes the use of bribes, voluntary contributions, as well as various levies throughout the ongoing service process. In order for services to be considered efficient, the service bureaucracy must be streamlined and expedited. This research was conducted to assess the quality of licensing services in Indonesia and to examine the impact of leadership and communication in the context of services and licensing in Indonesia. The objective of this study was to ascertain the extent to which leadership styles and communication management influence the delivery of services by licensing coordinators to the community at the city level.

## Method

This research employs the tenets of the Postpositivism Paradigm. The Postpositivism Paradigm is a theoretical framework that endeavors to address the shortcomings inherent in the positivism paradigm. In general, the postpositivism paradigm offers a robust philosophical foundation for qualitative approaches. The postpositivism paradigm is a philosophy of science that acknowledges the complexity and dynamism of social reality, and recognizes the influence of a multiplicity of factors on it. This aligns with the qualitative approach, which prioritizes a nuanced and comprehensive understanding of social phenomena and recognizes the intertwined relationship between researchers and research subjects. This contrasts with the positivism paradigm, which views social reality as an objective and quantifiable entity. The postpositivism paradigm places a premium on the researcher's role in the research process, recognizing that the researcher's involvement extends beyond mere observation to include active engagement with the research subject. It is essential that researchers engage deeply with the research process in order to gain an understanding of social reality from the perspective of the research subject. A total of 20 respondents were randomly selected for inclusion in this study.

The approach is a method of analyzing a problem to identify the outcomes of a study. This study employs a qualitative research approach. Qualitative research is a research approach that is based on the postpositivism paradigm in developing science. Some of the characteristics of the qualitative approach are that qualitative research does not use structured data such as numbers or statistics. Instead, data is collected directly from natural situations and conditions where the research subject is located. This may take the form of in-depth interviews, participatory observation, document analysis, and other methods. Descriptive analysis is a result of qualitative analysis, which encompasses the exposure and analysis of numerical data. It also includes in-depth description and interpretive analysis of the phenomenon under study, with the aim of comprehending the meaning and experience of research subjects within their context. Qualitative analysis focuses on the process itself, rather than solely on variables and quantitative causal relationships. This research explores the dynamics and development of the phenomenon under study.

This research is inductive. Qualitative research employs an inductive approach to data analysis, whereby understanding and theories about the phenomenon under study are constructed gradually from the data collected. This approach contrasts with hypothesis-driven approaches that prioritize hypothesis development over data collection and interpretation, as seen in quantitative research. Finally, qualitative research prioritizes meaning, as it aims to not only collect data, but also to interpret and understand the experiences and meanings of subjects in relation to the phenomena they experience. This interpretive approach enables researchers to generate in-depth findings.

In this study, researchers are tasked with carrying out a data validity test. This test can be described as a triangulation credibility test. This is a test of credibility or trustworthiness, conducted by the researcher, which ensures the reliability and credibility of the research results. The process of checking the validity of the data entails comparing and contrasting data obtained from different sources, using diverse methods, and at different points in time. The triangulation of sources entails a comparison and cross-checking of the degree of trust in information obtained through disparate times and instruments in qualitative research. This can be achieved by comparing observational data with interview data and comparing interview outcomes with the content of a relevant document (Moleong, 2022). In this study, investigators employed the triangulation of data from a multitude of data sources, including documents, interview results, observational outcomes or through interviewing multiple subjects. In this study, researchers employed a variety of research methods, including interviews, observation, documentation, and examination of documents. This triangulation was further reinforced by the use of comparison sources obtained from the inspectorate.

## Results and Discussions

**Table 1.** Informan's Respond

Questions	Respond	
	Yes	No
Have there been any changes in licensing services at the relevant agencies?	18	2
Has the licensing service become more accessible?	18	2
Has the licensing service become faster?	20	0

### Leadership

The outcomes of the XYZ Regency management program demonstrate the implementation of various leadership patterns or styles and communications, each with distinct traits and characteristics. The differences can be observed in the characteristics or advantages possessed by a leader. These advantages include the use of the mind or ratio, spiritual advantages, and physical advantages. While every leader possesses these traits to a certain extent, not all leaders have all the aforementioned advantages, which can be described as follows. Some leaders rely on the mind and ratio, while others rely on spiritual properties. Conversely, there are leaders who rely on physical advantages and the mind and ratio in carrying out their leadership techniques. This kind of leadership pattern is often able to run an organization effectively, resulting in the achievement of maximum results.

A leader may be defined as a holder of control within an organization, which is structured with subordinates, and which has a work program. In carrying out their duties, leaders are authorized to conduct both coaching within their immediate area of operation and coaching within their region. This demonstrates that the tasks and functions of leaders inherently exhibit leadership characteristics. In theoretical terms, leadership is understood to be the capacity of an individual to persuade others to adhere to their directives, thereby facilitating their own goals. In this instance, a leader is a person who is capable of influencing the actions of their subordinates, enabling them to work in accordance with their own objectives. Furthermore, they represent the government and have been granted the authority to direct and coordinate government initiatives, development and community activities across the regency.

### Three Primary Functions

The government is tasked with three primary functions, irrespective of the political level at which it operates: community service, development, and protection/regulation. The ability to effectively manage these functions is of the utmost importance, as it directly affects the production of goods and services that are both economical and accountable to those who rely on them. In addition, the government must adhere to the principles of togetherness and balance when implementing these functions. Specifically, government services must not be provided on the basis of discriminatory criteria. Rather, they must be accessible to all members of the community, irrespective of their social status, class or position. Furthermore, all individuals are entitled to

receive services in accordance with the relevant regulations. Therefore, in order to enhance the effectiveness and efficiency of services, government officials must possess both the ability and an adequate educational background and level of knowledge. The government apparatus's role in public services is pivotal, as it determines the extent to which the government can provide optimal services to the community. In order to achieve this, government apparatus resources are required. These resources will facilitate the improvement of the service sector. With an appropriate level of education, government apparatus personnel will have the necessary qualifications to perform their duties effectively, regardless of the task at hand.

The service sector for the government apparatus is of great importance. It can be argued that the government apparatus is akin to a think tank, a planning body, a driver of development, and a general implementer of government and developmental tasks. Furthermore, the apparatus can be considered a support mechanism for the smooth functioning and advancement of the community. It can be viewed as a nurturing force that fosters community development and encourages initiative and participation. Additionally, the government apparatus is viewed as being responsive to public opinion and aspirations. A measurement of the efficacy of the public service sector can be made in terms of three key factors: the administrative capacity to provide services, the ability to enforce discipline in accordance with applicable legislation and regulations, and the implementation of effective service delivery.



**Figure 1.** Picture of Licensing Services

### **Responsibility of government**

In terms of its capacity for innovation, the government apparatus represents a significant opportunity for the service sector. By enabling its employees to think in new ways, the government apparatus can facilitate a more flexible approach, free from the constraints of bureaucratic rigidity and rule-bound procedures. This, in turn, could lead to greater efficiency, improved service standards, and more effective decision-making. Information can be accessed more quickly, as the apparatus in question is better able to think and therefore create new atmospheres. These include spatial arrangements that are in accordance with work standards, as well as the simplification and speedier execution of administrative procedures based on one's own thinking. This can result in increased performance, as well as innovations that are the product of this thinking. In essence, the government apparatus that is able to think innovatively is one that can create new and effective public services. Similarly, the government apparatus that can effectively plan for the future of public services is one that can anticipate and respond to future challenges in the most efficient manner. This is accomplished by employing the use of sophisticated computerized systems. Furthermore, the ability to make accurate forecasts regarding various office facilities is also crucial.

In contrast, the government apparatus, in its capacity as an executive in the general government sector, is responsible for the execution of services within this context. Therefore, it is necessary that the aforementioned apparatus be able to complete the task with greater alacrity in order that it may be accessed immediately in accordance with the specifications of the customers. In the implementation of public services, it is essential to conduct open, transparent tasks and activities that are readily accessible to all parties requiring service information. These activities span from policy formulation and planning, to implementation and control, ensuring that all pertinent information is available to those who require it. In order to facilitate the implementation of service tasks, service procedures must adhere to the following criteria: they must be simple, easy to understand, and easy to implement. These procedures are displayed in the service room in the form of flow charts. In creating government apparatus resources to support the service sector, it is essential to adhere to the aforementioned criteria, as they must be reflected in the work procedures.

This flow chart plays a crucial role in the realm of services, serving a multitude of functions, including: providing work guidelines and instructions to service providers; disseminating information to service recipients; serving as open communication channels within service organizations; driving the implementation and optimization of effective and efficient service processes; serving as a reference for the community at large. Consequently, the flow chart emerges as an invaluable tool for government officials engaged in public service delivery, offering a comprehensive and accessible guide to navigating the intricacies of their role. Furthermore, in the realm of service delivery, technical and administrative requirements must be met by all service providers, ensuring a uniform level of professionalism, accountability, and customer service. The establishment of a comprehensive apparatus for the field of service necessarily entails the identification of both technical and administrative requirements. These requirements must be clearly defined so that they may be universally understood and consistently applied by all government entities involved in the delivery of services. In order to ensure that the requirements are as streamlined and relevant as possible, it is essential to conduct a comprehensive and systematic review process in advance.

Moreover, all redundant, unnecessary, or otherwise nonessential requirements must be identified and promptly eliminated. Every service requirement must be clearly and conspicuously displayed in the vicinity of the counter or service area, in printed letters, and at a minimum reading distance. Additionally, the requirements can be adjusted to accommodate the specific dimensions of the room. It is of the utmost importance to ensure that the performance of government apparatus resources in the field of public services aligns with the aforementioned service principles. This entails ensuring that service officers are not constrained by bureaucratic authority and that the procedures they implement are clear, accessible, and straightforward to understand. Additionally, it is crucial to guarantee that the procedures are not only easily implementable but also provide certainty regarding the associated costs and the timeframes involved.

In a reasonable timeframe, such as hours or days, the service products must be received correctly and properly, without differentiation based on ethnicity, race, religion, class, or economic status. The facilities and infrastructure must be complete, and the service providers must be honest, accurate, and characterized by high responsibility and discipline in carrying out their duties, as well as security guarantees. With regard to the role of government officials in discharging their duties and responsibilities, it can be stated that it is both commendable and satisfactory. This implies that accountability is also a factor affecting the delivery of public services. For government officials lacking responsibility, their performance will undoubtedly be negatively impacted. Therefore, accountability in the execution of assigned tasks is of paramount importance in the implementation of public services.

### **Quality of Service**

The quality of the service system is a key indicator of public service performance. An effective service system enables smooth service operations and contributes to overall service quality. The study findings indicate that government officials generally provide a satisfactory service system. This is likely to be a crucial element in the delivery of public services. The manner in which work is carried out, as well as the methods employed, are important indicators when evaluating public service delivery, with the objective of enhancing employee performance. When work is carried out in an orderly manner and in accordance with established procedures, it will facilitate service activities and, in turn, improve employee performance. Conversely, if work procedures and methodologies are not optimised, it will have an adverse effect on employee performance. Consequently, it can be posited that work procedures and methodologies are also key determinants of employee performance.

Furthermore, the capacity or ability of employees to fulfill their duties can also be used as an indicator of employee performance. For instance, an employee who lacks the requisite skills to work in a particular service field will inevitably exhibit suboptimal performance results. The ability of employees to fulfill public service tasks can be evaluated by examining the existing resources within the organization. This assessment is corroborated by the opinions of experts who suggest that performance standards can be gauged by factors, costs, resources, outputs, and outcomes. Consequently, the resources or abilities of employees in public service activities will also be able to spur an increase in performance appraisal standards. This implies that the greater the ability of employees to carry out public service activities, the more it will affect the improvement of employee performance.

The effectiveness of public service operations is also contingent upon the accessibility of appropriate service facilities and infrastructure. Adequate service facilities and infrastructure are crucial factors in enhancing operational efficiency. The communication management of the DPMPSTP of XYZ Regency is designed to optimize public services. This is achieved through the continued provision of the highest quality service. The objective is to facilitate public service access, enhance service quality, and establish transparent and accountable public services. A number of measures have been implemented to facilitate the performance of public service



tasks by applicants to the DPMPTSP. These include the streamlining of service procedures, the implementation of electronic systems, the enhancement of the skills of human resources, and the comprehensive socialisation and promotion of public services. Simplification of procedures has been achieved by reducing the requirements, shortening waiting times, and improving affordability. The introduction of electronic systems has been used to enhance efficiency and effectiveness. The training and development of human resources has been employed to increase their competence. The socialization and promotion of public services are undertaken with the objective of increasing public awareness of the importance of public services.



**Figure 2.** Picture of Licensing Service at DPMPTSP

It is evident that the DPMPTSP of XYZ Regency continues to strive for improvement in the quality of public services. The community's satisfaction with the provided services is a primary objective. To achieve this, a variety of methods have been implemented, including periodic evaluations, innovation of public services, and collaboration with external parties. Periodic evaluations are conducted to assess the DPMPTSP's performance in providing public services. Innovation of public services aims to enhance the quality, efficiency, and effectiveness of the offered services. Cooperation with various parties is carried out to increase support in providing public services. The DPMPTSP plays an important role in providing public services to the community. By providing quality public services, the DPMPTSP can realize community welfare and improve the nation's competitiveness.

### **Communication Management**

DPMPTSP is included within the concept of development communication, which can be defined as the process of educating and motivating communities to prioritize the values and behaviors associated with a developed nation. In this way, development communication serves to reinforce ideas and moral behavior, directing community capacity towards a developed country. In essence, the concept of development communication can be likened to communication carried out with the objective of implementing a national formation concept. In this process, public service communication serves to educate the public on the importance of self-sufficiency in matters of licensing and other administrative procedures. The management and execution of communication with consumers is meticulously prepared and organized to ensure optimal service delivery to the community. DPMPTSP employs POAC in the communication management process for service delivery. One of the procedures implemented to become an axis in the service process is the SOP.

The organizational structure of a company establishes a hierarchy of regulations and duties, which facilitates the smooth functioning of the management and communication process. In the context of community service, one form of management is the establishment of rules and requirements for employees and consumers. For employees, training and the mastery of their respective duties and functions are prerequisites. Similarly, consumers must meet the requirements for obtaining licenses. In most cases, these rules become standard operating procedures (SOPs) as a result of the customer acceptance process. However, on occasion, unforeseen circumstances may arise, such as system errors or human errors. To address these potential issues, additional procedures have been implemented to ensure a smooth and accurate process.

In the context of public services, communication plays a pivotal and strategic role, as all forms of public services necessitate communication. The capacity to establish effective communication within the public service process will undoubtedly enhance the quality of public services. Conversely, the inability to cultivate effective communication within the public service process can result in suboptimal forms of public service. Indeed, the existing public service system is still perceived as inadequate, and the lack of effective communication with the public is a significant contributing factor. The XYZ Regency Public Service Mall, as a model of public service,

is strongly influenced by communication. The impact of communication on the quality of public services is influenced by a number of factors, including the communicators, messages, media, communicants, and effects. The communicator is defined as a person or group of people who play a role in the communication process, including the delivery of messages, responses to messages, and responses to questions and input submitted by recipients directly or indirectly.

The various administrative activities conducted by service officers exemplify the types of services related to administrative services. These activities invariably entail a series of processes, including bookkeeping, recording, agenda, disposition, and the finalization of documents with a stamp, which is a standard procedure in such matters. These activities can typically be conducted routinely in administrative contexts. The results of the research indicate that the processes of administrative activities, as they relate to the domain of services carried out by government officials, can function effectively and efficiently, and that all actions undertaken fulfill various administrative necessities. In the context of administrative services, the role of government officials must be one of simplification of processes, including the implementation of straightforward, clear procedures. Clarity is of paramount importance in order to avoid irregularities that could harm the user community, including instances of illegal levies in violation of existing regulations. Alongside the imperative of clarity, time certainty must be an overarching objective within the service sector. In some instances, government officials may delay service activities for reasons that extend beyond the scope of the administrative costs initially specified. Such actions can significantly influence the expected standards of service activities.

The presence of leadership and communication in the field of public service management and licensing indicates that all requisite services associated with the administrative process tend to be delivered in an effective and timely manner. This is due to the fact that the apparatus has fulfilled the various procedures that have been determined. Furthermore, the apparatus is generally straightforward, friendly, and punctual in providing services. No evidence of illegal levies in the provision of services could be identified, given the existence of established standards governing the service process. These include procedures for handling identity cards. A flow chart detailing the handling of other requests is also displayed prominently in the service zone. The findings indicate that government officials adhere to established standards in the delivery of public services. This observation aligns with the notion that the service process is well-managed and consistent with the principles of public service. The field of administrative services has a clear connection to the world of office work, with the aim of producing tangible output in the form of paper in the shape of a certificate accompanied by a stamp and signed by an authorized official. All office administration service activities can be considered to be part of service processes whose outputs are directed towards people or communities of service users or other agencies.

The efficacy of public services provided by government officials is contingent upon their ability to exhibit effective leadership and communication skills. The results of the study demonstrate the potential for the implementation of effective discipline amongst government officials in relation to their duties and responsibilities in the public service sector. The successful implementation of such discipline would have a positive impact upon the overall performance of public servants in their respective roles. The implementation of duties and responsibilities for government officials is a mandatory aspect of their role, as it is directly linked to the field of work they occupy. The duties and responsibilities of the apparatus are closely linked to work morale, encompassing aspects of culture, behaviour, mental attitude, and dedication and commitment. The findings of the study indicate that the implementation of duties and responsibilities among government officials is satisfactory. Therefore, the issue of duties and responsibilities can be identified as a factor that influences the optimization of public services.

## Conclusions

The role of leadership and communication in the realization of the efficacy of public services in XYZ Regency has been effectively executed. This is evidenced by the provision of guidance on the implementation of public service activities, a supervisory role over the execution of public service initiatives, and an evaluative role in the assessment of public service activities and the development of standardized operational procedures (SOPs) that are applied as effectively as possible. This is a crucial aspect of management in the implementation of public services, as it enables an organisation to offer an excellent level of service to the wider community. This service should be delivered ethically and with a sense of comfort for those receiving it. In addition, the management should be able to address and resolve community and user complaints in a timely and effective manner. Thus, the implementation of this SOP serves as a means of operationalizing the POAC, thereby facilitating the management and communication process in order to identify the optimal solution and service delivery approach. The provision of socialisation to employees and users has the beneficial consequence of fostering positive communication management by employees. This is because employees are equipped with a comprehensive understanding of their roles and responsibilities, which facilitates the community's ease of direction. The



utilization of online media resources such as websites and applications offers convenience in the licensing application process. Additionally, the implementation of SOPs in providing services in a digital format facilitates communication management. Thus, it can be argued that the provision of technology-based services can facilitate an understanding of the community in question and contribute to its technological literacy. The efficacy of public service provision is of significant consequence.

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