

Bureaucratic Pathology in Investment Permit Granting Procedures in Central Java Province

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Abstract

In the current bureaucratic process in Indonesia, weaknesses in the service sector are still often found, these weaknesses include complicated services, inefficient services, and a lack of fairness in service delivery. This study aims to analyze the procedures for granting investment permits to minimize the occurrence of bureaucratic pathology and to analyze the steps taken by the Central Java government if bureaucratic pathology occurs in Central Java Province. This study is a qualitative descriptive study. Data collection was carried out using interview, observation, and documentation techniques. The results of this study indicate that in the DPMPTSP of Central Java Province there are still services that have not been running optimally, namely existing infrastructure, employee time discipline, and late issuance of permits. Meanwhile, the obstacle is the public who wants things to be immediate. To overcome this, the DPMPTSP of Central Java is innovating and reforming the bureaucracy.

Keywords: Bureaucracy, Investment, Pathology, Public Services

Abstrak

Dalam proses birokrasi saat ini di Indonesia, kelemahan di sektor pelayanan masih sering ditemukan; kelemahan tersebut meliputi layanan yang rumit, layanan yang tidak efisien, serta kurangnya keadilan dalam pemberian layanan. Penelitian ini bertujuan untuk menganalisis prosedur pemberian izin investasi guna meminimalkan terjadinya patologi birokrasi serta menganalisis langkah-langkah yang diambil oleh pemerintah Jawa Tengah jika terjadi patologi birokrasi di Provinsi Jawa Tengah. Penelitian ini merupakan penelitian deskriptif kualitatif. Pengumpulan data dilakukan dengan menggunakan teknik wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa pada DPMPTSP Provinsi Jawa Tengah masih terdapat layanan yang belum berjalan optimal, yaitu terkait infrastruktur yang ada, kedisiplinan waktu pegawai, dan keterlambatan penerbitan izin. Sementara itu, kendala yang dihadapi adalah adanya keinginan masyarakat agar segala sesuatu dapat diselesaikan secara instan. Untuk mengatasi hal tersebut, DPMPTSP Jawa Tengah melakukan inovasi dan reformasi birokrasi.

Kata kunci: Birokrasi, Investasi, Patologi, Pelayanan Publik.

Introduction

Investment is a crucial factor in a region's economic development. Investment benefits not only investors but also the economy as a whole. Investment activities fundamentally provide significant benefits to development (Endaryono & Djuhartono, 2024). An active investment role facilitated by the government is a hope for business growth, which in turn will make a significant contribution to development. Guaranteeing certainty and ease of doing business are fundamental prerequisites for any investment activity (Kurniawan, 2016).

One of the provinces currently increasing investment is Central Java. Licensing is the gateway. Investors in Central Java need to be reformed to ensure that the invested capital will grow and develop in a conducive business environment (Fadhillah & Prabawati, 2019). So that services that are easy, efficient and provide certainty will have an impact good for investment and economic growth without having to sacrifice aspects environmental safety and social protection (Al Huzni & Susanto, 2021).

Central Java as one of the provinces with economic growth Good investment is one of the benchmarks for investment success in Indonesia. Central Java Province recorded an annual increase in investment realization. In 2016, investment realization reached IDR 38.18 trillion, in 2017 it was recorded at IDR 51.54 trillion, in 2018 it was IDR 59.27 trillion, and in 2019 it grew to IDR 59.50 trillion. In 2020, due to Covid-19, investment fell to IDR 50.24 trillion. In 2021, it climbed to IDR 52.71 trillion, and in 2022, until the third quarter of 2022, it was recorded that from the first to the third quarter, Foreign Direct Investment (PMA) reached IDR 26.82 trillion, and Domestic Direct Investment (PMDN) IDR 18.17 trillion, for a total of IDR 44.99 trillion. This totaled 14,704 projects and absorbed 170,757 workers. (*Ganjar Era, Central Java Investment Grows Rapidly* , 2022)

Foreign investment is predominantly concentrated in the electricity, gas, and water sectors. Meanwhile, domestic investment is highest in the transportation, warehousing, and telecommunications sectors. Central Java boasts a comprehensive infrastructure, including toll roads, ports, airports, and train stations (Kaming & Raharjo, 2017). Furthermore, Central Java boasts a large workforce with competitive wages. Besides its strategic location and excellent infrastructure, investors are attracted to Central Java due to the ease of obtaining permits and tax incentives. (*Ganjar Era, Central Java Investment Grows Rapidly* , 2022)

The community has the right to receive health services permission investment the best of government. For that reason made regulation area Central Java Province Regulation Number 12 of 2022 concerning Implementation Capital investment . In carrying out public services, providing permission investment of course there is a government or bureaucracy which is an important instrument in fulfilling needs public (Suleman & Abd Fatah, 2021). According to Muhammad (2018), government, also known as bureaucracy , is an effective and efficient procedure based on applicable theories and regulations and specialized in accordance with agreed-upon objectives within an organization/government agency/institution.

Bureaucracy is formed to meet the needs of the community in the effort to provide public services, therefore the bureaucracy is positioned as an organ that organizes state administration efficiently and effectively and to improve the welfare of the community (Junindra & Rahmat, 2019) . However, public bureaucracy in

Indonesia is identified with the disease (pathology), in carrying out government and development tasks including the provision of public services, the bureaucracy is given the impression of being a long and convoluted process when the community resolves its affairs related to government apparatus services (Ida et al., 2020). As a result, the bureaucracy always get a negative image that is not beneficial for development bureaucracy, especially in terms of public services.

The public believes that government bureaucracy is still rigid and unresponsive to citizen users services (Agus Dwiyanto, 2012) . Public service becomes a benchmark for performance the most visible government. The public can directly assess the performance government based on the quality of public services received, because the quality public services are felt by people from all walks of life, where success in building public service performance in a professional, effective, efficient manner, and accountable will raise the positive image of the government in the eyes of the people (Iskandar, 2015).

It is realized that the conditions for the provision of services public giving permission investment still faced with a government system that is not yet effective and inefficient and inadequate quality of human resources (Febliany et al., 2017). This can be seen from the many complaints and grievances from the public, both in terms of Whether directly or through the mass media , licensing is actually a major obstacle to investment. Excessive bureaucracy, significant time, costs, and numerous unofficial levies make investors hesitate to invest in Indonesia. These problems contribute to an unhealthy investment climate that continues to recur year after year (Hamdani et al., 2023).

In the implementation In capital investment there are several principles that must be used benchmarks that include: certainty law , transparency , accountability , equal treatment and non- discrimination differentiate country of origin , togetherness , efficiency fair , sustainable , insightful environment , independence , and balance progress and unity economy area in accordance with Article 2 of the regulations area Central Java Province Regulation Number 12 of 2022 concerning Implementation Capital Investment (Kesumadianty , 2025).

Symptom pathology bureaucracy has been gnawing at me for a long time system bureaucracy governance in Indonesia. Pathology bureaucracy is Something that complex , because own relatedness with various aspect organizational both concerning structure and culture (Handoyo et al. , 2022). Organizational culture bureaucracy not Can released from the social culture in a society where bureaucracy That is at . Organizational culture important understood as tool controller behavior of members bureaucracy government . Forms pathology and various the cause is basically can identified , but solution For overcome it is not something easy things where the Indonesian bureaucratic reform has long been carried out by the government , However until moment This system bureaucracy Not yet capable overcome various the problems they face (Hakim, 2025).

The implementation of investment (capital investment) is very important in driving economic growth in Indonesia, therefore a simplification of the implementation of integrated services is needed to facilitate the process of capital investment from within and outside the country. One-Stop Integrated Services (PTSP) in the field of Investment is organized to help Investors in obtaining easy services, fiscal facilities, and information regarding Investment, by accelerating, simplifying services, and reducing or eliminating the costs of managing Licensing and Non-

licensing (Presidential Decree No. 27 of 2009) (Shobaron, 2012) .

The success of a service is inseparable from the process of presenting the services provided which is closely related to the promise of the Investment and Licensing Services Agency in Central Java Province to the public who evaluate the services received from the beginning and after the service is felt Direct evidence faced by the public instills the image of the Investment and Licensing Services Agency Office in the eyes of the public as the reality of the Investment and Licensing Services Agency in Central Java Province In line with the current of reform that has an impact on the demands of governance that is oriented towards transparency and accountability, the direction of government policy, both central and regional, strives to improve the quality of service to the public. This is stated in the Regional Regulation of Central Java Province Number 12 of 2022 concerning the Implementation of Investment. (Mutahhara et al., 2014)

The service that can help the Investment Board in obtaining easy business investment permits is PTSP (One-Stop Integrated Service), where PTSP is intended to help investors obtain easy services, fiscal facilities and information regarding investment and the licensing process. made easier by summarizing procedures (Rosellasari, 2023) .

Research methods

The type of research used in this study is a qualitative descriptive type, which describes and examines the real conditions of the research object based on authentic data collected to examine the problem of how Bureaucratic Pathology in Investment Permit Granting Procedures in Central Java Province, it must be studied based on real conditions in the field, so that descriptive data can be obtained in the form of written or spoken words. The subjects in this study were the resource persons of the STISIP Banten Raya Field Study Activities who came from agencies and government offices of Central Java Province, especially Mrs. Ir. Sakina Rosellasari, M.Si., M.Sc as Head of DPMPTSP Central Java Province.

The object of this research is the Bureaucratic Pathology in the Investment Permit Granting Procedure in Central Java Province. Data collection techniques in this research use primary and secondary data. Primary data through: 1. Observation, Observation is an observation conducted by researchers directly in the field to find out and obtain data regarding the Bureaucratic Pathology in the Investment Permit Granting Procedure in Central Java Province. 2. Interview, Interview is a conversation with a specific purpose conducted by the questioner to the informant with questions posed by the questioner to obtain answers in the form of needed information. The interviewing technique used by the researcher is structured (written), namely by first compiling several questions to be submitted to the informant. This interview aims to obtain research information regarding the Bureaucratic Pathology in the Investment Permit Granting Procedure in Central Java Province. 3. Documentation , documentation done with collect data that is considered to support and be important to the problem to be researched as Complementary research data . The secondary data that researchers use to support primary data include laws, regulations, books, and journals related to the research.

The informant retrieval technique in this study uses purposive sampling technique, while the key informant in this study is the Head of DPMPTSP Central Java Province Mrs. Ir. Sakina Rosellasari, M.Sc., M.Sc. as the main informant related to the procedure for granting investment permits in Central Java, in addition we also

determined additional informants namely Mr. Sumarno, SE, MM who serves as the Regional Secretary of Central Java Province related to Central Java Government Governance as One of the Government Organizers in Central Java. Qualitative data analysis techniques are efforts made by working with data, organizing data, sorting it into manageable units, synthesizing it, searching for and finding patterns, finding what is important and what is learned, and deciding what can be told to others. steps in qualitative data analysis are data reduction, data presentation, and drawing conclusions.

Results And Discussion

Central Java is a province on the island of Java with an area of 3.25 million hectares, or approximately 25.04 percent of Java's total area and 1.70 percent of Indonesia's total area. According to the Population Census conducted by the Central Statistics Agency in September 2022, Central Java had a population of 37.49 million. Compared to the previous census, Central Java's population continues to increase. Over the ten-year period from 2010 to 2020, the population of Central Java increased by approximately 4.1 million, or an average of 400,000 per year. The percentage of the productive-age population (15-64 years) has been steadily increasing since 1971. In 1971, the proportion of the productive-age population comprised 53.83 percent of the total population, increasing to 70.60 percent in 2020. This increase has resulted in a lower dependency ratio. In 2020, it was recorded that every 100 productive-age residents only supported around 42 non-productive-age residents, namely residents aged 0-14.

The Central Java Provincial Government won the first-place title at the 2022 Investment Service Awards (ALI). With this achievement, the province, led by the Ganjar-Yasin duo, achieved a hat-trick, winning the title three times in a row. The 2022 ALI award was presented directly by Indonesian Vice President Ma'ruf Amin, and accepted by Central Java Deputy Governor Taj Yasin Maimoen, at the Grand Ballroom of the Fairmont Hotel, Central Jakarta, Wednesday (12/10/2022). In his remarks, the Indonesian Vice President urged regional governments and ministries to focus on boosting investment as an effort to recover the economy post-pandemic. Furthermore, Ma'ruf also encouraged regional governments to develop resources in agencies that handle investment. He stated that agencies such as the DPMPTSP (One-Stop Integrated Investment Service Agency) are at the forefront of overseeing investment and realizing transparent, clean, and fast investment.

Meanwhile, Bahlil Lahadalia, Head of the Investment Coordinating Board (BKPM)/Ministry of Investment, stated that the assessment of innovation service performance involved the Corruption Eradication Commission (KPK) and relevant ministries. The judging process took four months. He attributed the current investment achievement to a collaborative effort. Bahlil stated that this year's investment target is IDR 1,200 trillion. "We have already realized IDR 584.6 trillion, equivalent to 48.7 percent. The IDR 1,200 trillion investment target is not only the responsibility of BKPM, but also of sectoral ministers, regents, governors, deputy governors, regents, mayors, and heads of the DPMPTSP," he said.

Central Java is supported by a conducive investment climate, including strong economic growth, improved infrastructure, competitive wages, and ease of licensing. Furthermore, its culture and people, who tend to be polite, modest, loyal, and diligent, present opportunities for potential investors to invest in Central Java. Central Java's

minimum wage (UMK) also offers distinct advantages for potential investors, with data from 2023 showing the lowest wage at Rp 1,958,169.69 (Banjarnegara Regency) and the highest at Rp 3,060,348.78 (Semarang City). Central Java's infrastructure also supports investment.

The Law on the Implementation of Business Licensing and One-Stop Integrated Services in Central Java Province is Governor Regulation No. 4 of 2022 concerning the Implementation of Business Licensing and One-Stop Integrated Services.



Figure 1 Risk Analysis
Source : (Tambunan et al., 2021)

Types of Licensing Implemented Through Risk-Based OSS (OSS RBA)

The Job Creation Law implements paradigm new in service licensing try : *Risk-Based Approach* . In approach this is " level risk become A consideration on every action or efforts made . The more tall potential risks posed by activities business certain , the more strict control from The government is now and increasingly Lots required permits or inspections carried out " With thus , through approach this is a legal permit document every activity licensing try determined level risk from activity business the .

The factors that give rise to or create risks , among others, are first , type activities , increasingly big possibility damage caused A activities , increasingly tall level the risk ; second , the size establishment , great establishment own impact negative more tall in a way proportional If happen accident ; third , location establishment , place established business or built near source Power sensitive nature or touch with area congested resident own high risk ; fourth , history compliance , increasingly often experience violation of a activities , increasingly tall level the risks .

Principle Risk -Based Business Licensing is *Trust but Verify* . Because basically , licensing Try Risk Based change draft licensing of a nature *ex-an te* (requirements fulfilled at the beginning) with draft licensing *ex-post* (verification) done after condition fulfilled). Concept This especially can implemented For type activity risky venture low or activity efforts that have been set the standard . After Business actors carry out activity business based on standards , government as authority will do verification on fulfillment standard said . The applicant permission business given convenience in get legality effort . However , supervision post giving permission become a process that must be accountable and transparent . The purpose of implementing approach This is increase investments and activities try through implementation publishing licensing in a way more effective and simple ; and supervision activity transparent , structured and sustainable business be held -

accountable . Meanwhile for the business world and society general approach This will minimize potential risks and enjoy an effective and efficient process in managing business permits.

As for the ranking scale business activity business , activities business classified become :

- a. business activities with low risk levels;
- b. business activities with a medium risk level ; and
- c. business activities with a high level of risk.

Activity business with medium risk level divided on :

- a. medium low risk level;
- b. Medium high risk level

Business Licensing for low-risk business activities in the form of a Business License (NIB) serves as the identity of the Business Actor and the legality of carrying out business activities. The NIB for low-risk business activities also serves as:

- a. Indonesian National Standard (SNI) and/or
- b. halal assurance statement in the field of halal product assurance.

Licensing Try For activity business with medium risk level low be rupa :

- a. NIB;
- b. Standard Certificate.

Standard Certificate for carry out activity business in form statement Business Actors for fulfil standard business given through OSS System . Licensing Try For activity business with medium risk level tall in the form of :

- a. NIB
- b. Standard Certificate. Standard Certificate is issued by the Central Government or the Regional Government.

Region based on the results of verification of compliance with business activity implementation standards by Business Actors. In short, after obtaining a NIB, Business Actors make statement through OSS system for fulfil standard implementation activity effort and done verification by the Central Government or Regional Government . The OSS Institution issues Uncertain Standard Certificate verification . Standard Certificate that has not been verified This base for Business Actors for do preparation activity business . NIB and Standard Certificates that have been verified is Licensing Try for Business Actors for do activity operational and or commercial activity business . For Business Licensing with a high level of risk in the form of:

- a. NIB
- b. permission.

A permit is an approval from the Central Government or Regional Government for the implementation of business activities that must be fulfilled by Business Actors before carrying out their business activities. Before obtaining a permit, Business Actors can use the NIB to prepare for business activities. The NIB and Permit are Business Permits for Business Actors to carry out operational and/or commercial business activities. The Central Government or Regional Government issues Business Standard Certificates and Product Standard Certificates based on the results of verification of compliance with standards.

BA Licensing Service Process Flow

Electronically Integrated Business Licensing or Online Single Submission (OSS)

is a Business Licensing issued by the OSS Institution for and on behalf of the minister, head of institution, governor, or regent/mayor to Business Actors. through an integrated electronic system. OSS is used in management permission attempted by the perpetrator business with characteristics as follows : Form a business entity and individuals ; micro , small , and medium enterprises and large ; individual business/ business entity good new or those who have stand before operationalization of OSS. Businesses with capital that is entirely originate from domestically , as well as there is foreign capital composition .

The benefits of using OSS are :

- a. Make it easier management various licensing try Good prerequisite For do business (permit) related location , environment , and building), permits business , as well as permission operational For activity operational business at the level center or area with mechanism fulfillment commitment condition permission
- b. Facilitating perpetrator business For connected with all stakeholders and obtain permission in a way safe , fast and real time
- c. Facilitating perpetrator business in do reporting and problem solving problem licensing in One place
- d. Facilitating perpetrator business For save licensing data in One identity business (NIB)

Prerequisite before accessing OSS, namely :

- a. Have NIK and input it in the process of creating a user ID. Specifically For perpetrator business in the form of a business entity , Number Parent Population (NIK) required is the NIK of the Responsible Business Entity.
- b. Perpetrator business entity in the form of PT, a business entity established by a foundation , cooperative , CV , firm , and partnership civil complete the business entity validation process at the Ministry of Law and Human Rights via AHU Online, before access OSS.
- c. Perpetrator business entity shaped public company , regional public company , legal entity others owned by the state, service agencies general or institution broadcasting prepare base law establishment of a business entity .

Procedure Using OSS , namely :

- a. Create user-ID
- b. Log in to OSS system with using user-ID
- c. Fill in the data for get Number Parent Business (NIB)
- d. For business new : doing the process for get permission basic , permission business and/ or permission commercial or operational , following with his commitment . To efforts that have been stand : continue the process to get permission attempt (permission) business and/ or new commercial) that has not been owned , extended permission trying that has been there is , developing business , changing and/or updating company data .

OSS Account Creation and Activation , namely :

- a. Business Entity: to carry out registration in the OSS system with enter Number Parent Population (NIK) of the Person in Charge of the Business Entity or President Director and several information others on the available Registration Form . The OSS system will send 2 (two) emails to the Business Entity to registration and verification OSS account . Verification email contains a temporary user ID and password that can be used to log-in to the OSS system .

- b. Individual : Actor business individual access OSS with input Number Identity Population (NIK) and several information others on the available Registration Form . The OSS system will send 2 (two) emails to Perpetrator business individual For registration and verification OSS account . Verification email contains a temporary user ID and password that can be used to log-in to the OSS system .

Number Parent Business (NIB) is identity Business Actors published by the OSS Institution after Business actors carry out Registration . NIB is mandatory owned perpetrator business that wants look after licensing try through OSS, either business new and business that has been stand before OSS operationalization .

NIB at once valid as :

1. Company Registration Certificate (TDP)
 2. Identification Number Import (API), if perpetrator business will do activity import
 3. Customs Access, if perpetrator business will do activity export and/ or import
- Perpetrator business can get document Registration Other moment NIB registration , namely :

1. Corporate Taxpayer Identification Number or Individual , if perpetrator business Not yet own .
2. Letter of Approval Plan Use of Foreign Workers (RPTKA)
3. Proof of Registration BPJS Employment and BPJS Health membership .
4. Notification eligibility For get facility fiscal and/ or
5. License , for example For Business License in the sector Trade (Trade Business License (SIUP)).

Steps For obtaining NIB:

1. Log-in to the OSS system
2. Fill in the required data , such as : company data , shareholders shares , capital ownership , value investments and plans use power work , including power Work foreigner . If the perpetrator business use power Work foreign , then perpetrator business agree statement appointment power Work companion as well as will organize education and training or with letter output statement .
3. Fill in information field appropriate business with 5 digit Indonesian Standard Classification of Business Fields (KBLI), in addition to 2-digit KBLI information that has been available from AHU. The perpetrator business must also enter information description field business .
4. Give checklist mark as proof agreement statement about truth and validity of the data entered (disclaimer).
5. Get NIB and documents registration other .

DPMPTSP has implemented several innovations in public services for granting investment permits in Central Java to minimize bureaucratic pathologies. The innovations implemented by DPMPTSP are as follows:

1. READY Central Java

SIAP Jateng is an application system used to submit permit applications online. online anywhere and anytime, where the Central Java Provincial DPMPTSP is the manager. The Central Java Province One-Stop Integrated Investment Service (DPMPTSP) is back made a new breakthrough by implementing an *online* permit application system . That as well as service commitment easy, cheap, and fast.

Besides making service easier, cheap, and This fast SIAP Jateng application can

minimize the occurrence of bureaucratic pathologies because by submitting permits online Online investors will comply with licensing provisions and follow the flow of permit applications according to established procedures, so no investors will use the services of brokers or bribe DPMPTSP employees to speed up the licensing process, because with this online licensing, investors must follow procedures according to the system.

Head of DPMPTSP Central Java Province Prasetyo Aribowo explained, according to the Governor's Regulation Number 18 of 2017, there are 166 permits that fall under the authority of the Provincial Government. Of this number, 14 permits will be served using the central application, namely SPIPISE, API On Line, RPTKA And SIMKADA. Whereas 152 licensing will served with useSystem Application Information Java Licensing Middle (SIAP Central Java).

2. SIMIKE

Presence SIMIKE (System Information Reporting Realization Investment Sector Micro And Small)as breakthrough Innovation DPMPTSP Province Java Middle Which launched Year 2019, become answer effort identify needs And create data Investment Micro Small as well as become the basis for development in a way Sustainable Based on awareness of the important role of Micro and Small Enterprises in investment growth in Central Java, then the DPMPTSP of Central Java Province conduct a review of the Instructions Technical Integration of Reporting, Monitoring, and Monitoring of Realization of Micro and Small Business Sector (28/6). From this innovative application, the idea of the need for uniform data reporting emerged. investment in the MSME sector by the Regency/City through the SIMIKE application, while for monitoring and monitoring of realization by the DPMPTSP of Central Java Province and Technical SKPD Province as well as Regency/City related.

3. Central Java Investment Platform (CJIP)

CJIP is a Central Java investment information platform, run by the Central Java Province Investment and One-Stop Integrated Services Agency (DPMPTSP Jateng)

4. LAKONE PANDU

Service Consultation And Mentoring Integrated In a way Electronic Is effort DPMPTSP in providing the best service and convenience for business actors withproviding *one stop* service in one place and time starting from assistanceOSS, LKPM development, and partnership needs screening are Consultation and Services Mentoring carried out collaboratively between DPMPTSP officers and the Technical Team Organization Device Area. With service in a way collaborative so perpetrator business canget service consultation at a time mentoring, Good Which related with risk-based business licensing mechanisms through the OSS RBA system and other matters nature technical in accordance provision sectoral.

5. PENASIJOHAN

Service Week Through a Jos and Reliable Innovation System is an effort by DPMPTSP in provide the best service and convenience for the business actors by presenting *one stop* service in one place and time starts from OSS assistance, coaching LKPM, and screening need partnership.

6. CJIBF

CJIBF is an online and offline investment promotion event. This innovation, created by the DPMPTSP, is useful for increasing investment in Central Java.

The Central Java Provincial Government (Pemprov) will return roll out *Central Java Investment Business Forum (CJIBF) 2022*. CJIBF Which is event meeting investors This carry theme *Agriculture Industries for Green Growth Sustainable Economic Development*.

To improve the quality of services and address the bureaucratic pathologies that occur, DPMPTSP has created the following strategies:

a. Service Excellent

Service Excellent quoting statement from ex- Director General Riches Country Jesus Rachmawata at a Webinar event, at the DJKN Regional Office East and North Kalimantan said that excellent service is "the art of creating value for others," which have meaning "Art create mark for person other, " is service Which can give mark plus And change service normal become experience Which pleasant, Which become differentiator And identity unique for si giver Service excellence is an effort to provide the best service for those oriented towards the public interest to provide and create optimal satisfaction. The role of service today cannot be underestimated and is very important as the vanguard of government agencies and business entities in providing service tasks to the public. Government agencies have a fundamental duty to provide service tasks to the public. DPMPTSP's efforts through Service Excellent can improve the quality of investment permit services so that investors are satisfied with the services provided.

b. Development information

Information system development is the process of finding solutions or solving problems. a problem both in a structured and object-oriented manner. Development in a structured usually more emphasize manufacturing system based on established work processes/procedures. System development must be enhanced to improve public services, as investors will be able to easily find solutions if problems arise related to investment licensing.

c. Development system information and digitalization services

In today's digital era, the development of information technology has experienced... very rapid development. The Central Java Provincial Government uses information technology to support public services to improve services. Information systems consisting of human resources, procedures, data, hardware, software is designed to obtain accurate information and relevant so that later can used For taking A Decisions. The Central Java Provincial Government is also digitizing its services to simplify and expedite online access, ensuring fast, easy, and affordable service. Innovations such as SIAP Jateng, created by the Central Java Provincial Government's (DPMPTSP), not only simplify services, but also cheap, and This fast SIAP Jateng application can minimize the occurrence of bureaucratic pathologies because by submitting permits online Online investors will comply with licensing provisions and follow the flow of permit applications according to established procedures, so no investors will use the services of brokers or bribe DPMPTSP employees to speed up the licensing process, because with this online licensing, investors must follow procedures according to the system.

The Central Java Provincial Government, moving towards a digital Jateng (Central Java), has created the Lapor Gub website, an online complaint service. Any bureaucratic issues can be reported to the website, which will be promptly processed by the government. The DPMPTSP (Directorate General of Public Works and Public Housing) has also created many other innovations in digitalizing services.

d. Improvement quality HR

To improve the quality of human resources (HR) in Central Java in order to improve services and minimize the occurrence of bureaucratic pathologies, there are some steps that can be taken:

- Education that quality: Government And educational institutions in Java Middle need to focus on improving the quality of education. This can be done by improving educational facilities and infrastructure, improving the quality of teachers, and develop curriculum which is relevant with need time front.
- Training And development skills: Provide training and program skills development for the people of Central Java. This could include training technical For agency certain, training entrepreneurship, training management, And digital skills development. Improving skills will also improve the quality of public services.

- Partnership with sector private: Government province can weave partnership with the private sector to organize training and development programs skills Which customized with need agency or service. This will improve the skills and productivity of bureaucratic members so that the services provided will be good and reduce the occurrence of bureaucratic pathologies in the service process.
- Push innovation and entrepreneurship: Increase education and support For innovation and entrepreneurship in Java Middle can produce HR Which creative, independent, and capable create field Work new. Government can give incentive for start-up local, stage competition innovation, And provide access to financing And mentorship for entrepreneurs.
- Increased access to education: It is important to ensure that all inhabitant Java Middle own access Which fair and equivalent to education. This including expand access to education base And medium, increase access to education tall, as well as reduce the gap between area urban and rural.
- Improving digital literacy: In the digital era, it is important for the people of Central Java to have good digital literacy. The government and educational institutions can provide training about use technology information And communication, use Internet in a way safe, And skills digital other.
- Improvement awareness will importance education : Required effort For increase awareness public will importance education. Campaign education and community empowerment programs can help overcome obstacles culture or social Which Possible hinder participation in education.
- Improving the quality of human resources requires close cooperation between the government, institution education, sector private, And public in a way overall.

With By implementing these steps, it is hoped that the quality of human resources in Central Java will improve. can Keep going increase And give benefit term long for development province.

Conclusion

The success of a service cannot be separated from the process of presenting the services provided which is closely related to the promise of the Investment and Licensing Services Agency in Central Java Province to the public who evaluate the services received from the beginning and after the service is felt Direct evidence faced by the public instills the image of the Investment and Licensing Services Agency Office in the eyes of the public as the reality of the Investment and Licensing Services Agency in Central Java Province In line with the current of reform that has an impact on the demands of governance that is oriented towards transparency and accountability, the direction of government policy, both central and regional, strives to improve the quality of service to the public. This is stated in the Regional Regulation of Central Java Province Number 12 of 2022 concerning the Implementation of Investment .

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