

## The Influence of Employee Competence and Performance on the Quality of Community Service at the One-Stop Investment and Integrated Service Office in Medan City

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### ABSTRACT

The study focuses on organizations that provide public services, such as Medan City Investment and One-Stop Integrated Services, which are examples of highly influential modern government agencies. This study aims to investigate how employee competence contributes to employee work performance at the Medan City Investment and One-Stop Integrated Service Office. This study uses a quantitative approach for analysis. A total of 126 participants from the Medan City One-Stop Investment and Integrated Services Office were included in this study. The method of obtaining data is used to analyze the questionnaire. Each statistical analysis used in this study includes validity and reliability tests, classical assumption tests, multiple regression analysis, hypothesis tests, and determination coefficients. The results of the study show that the variables of competence and staff work performance have a direct impact on the welfare of the general public in terms of service

## INTRODUCTION

The main legislative framework for regional autonomy in Indonesia is Law No. 32 of 2004, which was strengthened by Law No. 23 of 2014. These laws emphasize decentralization to give local governments greater authority, thereby improving administrative efficiency, local services, and community welfare (Mardiasmo, 2018; Rasyid, 2019). This enables faster responses to community needs and promotes sustainable local development.

A key objective of local governments is to improve the quality of public services (OECD, 2021). Effective and efficient services, especially in the areas of licensing and investment, increase public trust in the government. This trust becomes important social capital for political stability and encourages active participation in development (Taufik, 2020). DPMPTSP of Medan City is tasked with improving service quality, especially in licensing and investment. Through simplified procedures, increased transparency, and responsive services, DPMPTSP seeks to create a conducive investment climate that can drive local economic growth and create new jobs (Nugroho & Suryadi, 2020).

However, DPMPTSP of Medan City still faces various obstacles, such as slow licensing processes, lack of transparency, and complicated procedures. These complaints, reported through LAMPION, hinder investment and reduce public trust. Many citizens have difficulty understanding the license requirements, resulting in inefficient services.

Licensing implementation was also disrupted by the transition to the OSS (Online Single Submission) system and the impact of the COVID-19 pandemic. The number of daily approvals fell from the target of 60 to 42, a 70% decrease. This reflects DPMPTSP's challenge in improving the effectiveness of licensing services.

Table 1. Work Indicator

No	Work Indicator	Type	Target 2019	Capaian 2019	Achievement 2019	Achievement 2020
1	Permits issued	All types of licenses	95	63%	60	42%
2	Persentase		100%	66,3%	100%	70%

Source: Investment and One-Stop Integrated Service Office of Medan City

Based on the existing data, it can be concluded that the performance of the Investment and One-Stop Service Sector of Medan City in terms of the availability of office management services at DPMPTSP is only 60.93%. The failure to meet this proportion is due to the lack of ASN (employees), and the types of licenses issued still require supporting facilities and equipment such as scanners, printers, computers, desks, and so on which shows that most people complain about the length of time to complete licensing at DPMPTSP, which ultimately hampers investment in Medan City.

In an effort to improve the quality of services at DPMPTSP of Medan City, one of the efforts that can be mobilized is through bureaucratic reforms that focus on simplifying licensing procedures and increasing transparency. Simpler and more transparent procedures will reduce the potential for corrupt practices and improve service efficiency (Suhendra, 2020). In addition, innovations in technology-based service systems, such as the implementation of an online-based integrated service system, can speed up the licensing process and make it easier for the public to access information related to licensing requirements (Riyadi, 2021).

However, efforts to improve community services at DPMPTSP Medan City cannot be separated from the existing internal challenges, such as budget constraints, lack of adequate human resources, and bureaucratic obstacles that still occur frequently. Therefore, a comprehensive approach is needed to overcome these obstacles, including by conducting continuous training for employees, increasing incentives for outstanding employees, and improving the employee performance evaluation system regularly (Noviana, 2020).

As an institution that plays a role in encouraging regional economic growth through increased investment, DPMPTSP must continue to innovate and improve the quality of its services. The purpose of this study is to see the impact of employee competence and performance on the quality of service of DPMPTSP Medan City. It is anticipated that this study will bring new insights that can assist in local policy making to improve the quality of municipal services in Medan City and support long-term economic development.

## LITERATURE REVIEW

### Human Resource Management

Management is a subfield of management that manages human resources in organizations, including the education sector, to improve performance and support the achievement of organizational goals. Good HR management can improve the efficiency of the process and the quality of education in schools (Yusraini, 2016). According to Faustino (2003), personnel management became popular in the 1960s, although the practice has been around since the 1940s. HR management encompasses the development, utilization, and protection of human resources, in contrast to personnel which focuses more on workforce management in modern business.

Experts such as Dessler (2015) and Donnelly et al. (2001) define HR management as a process that includes recruitment, training, performance evaluation, and rewards, taking into account aspects of employee relations, health, and justice, and effective use of human resources in the organization.

HR management objectives according to Herman (2008) include:

- a. Organizational: Supporting organizational effectiveness through HR management.
- b. Functional: Ensuring HR contributions meet organizational needs.
- c. Social: Attending to the interests of society in an ethical and responsible manner.
- d. Personal: Helping employees achieve personal goals that support their contribution to the organization.

### Human Resource Development

Human resource development aims to improve the work performance of current and future employees through training and capacity building. The basic principles of training include personal drive, individual diversity, experiential learning and a strong desire to share knowledge.

Human resource development is divided into two: Macro, which is the process of increasing human capacity for the development of the country; and Micro, which is the organization, education, and supervision of employees for optimal results. Training models include work experience-based programs and formal courses to improve work skills in a short period of time (Baharudin & Makin, 2010). The main objectives of HR development are to attract qualified personnel, retain employees, and increase workforce motivation (Schuler, 1987). In addition, the goals of productivity, work quality, and legal protection are necessary to improve employee performance and organizational trust (Rivai, 2006).

### Human Resource Development

Educational institutions need to create a comfortable working environment through rewards and strong working relationships. Coaching aims to uphold employees' rights, understand their motivations and resolve complaints collaboratively (Baharudin & Makin, 2010). Human resources play an important role in achieving the vision and mission of educational organizations.

### **Human Resource Evaluation**

Evaluation aims to measure employee productivity and ensure work effectiveness. Assessment is based on skills, discipline and responsibility. The purpose of evaluation includes providing feedback, promotions, salary increases, and continuous performance improvement (Nawawi, 2003; Hariandja, 2005).

The evaluation process includes:

1. Goal Setting:  
Specific, precise, and time-based goals must be adhered to.
2. Performance Standards:  
Using clear and relevant indicators.
3. Assessment Methodology:  
Favors evaluation of past performance as well as planning for the future.

### **Employee Competencies**

Competence is an important ability for employees in carrying out their duties. According to Dermawan (2018), competence involves physical and intellectual aspects, which affect the effectiveness of performance in the workplace. Miftahul et al. (2017) states that competence is related to personal characteristics that support optimal performance. Competencies that are continuously developed can increase employee contributions to the organization.

#### **Employee Competency Indicators**

According to Spencer in Jufri (2018), competency indicators include:

1. Knowledge:  
Information that employees have as a basis for competence.
2. Skills:  
The capacity to perform tasks well.
3. Self-Concept:  
Individual attitudes and values that influence actions.
4. Self-Traits:  
Permanent traits of an individual, such as consistent responses to situations.
5. Motives:  
Internal drives that influence work behavior.

According to Miftahul et al. (2017), additional indicators include understanding, ability, values, attitudes, and interests. Competence is influenced by job-relevant knowledge, skills and attitudes.

### **Employee Competency Factors**

Competence is influenced by various factors, such as:

1. Self-belief:  
Belief in one's own abilities improves performance.
2. Personality:  
Influences how individuals handle challenges.
3. Motivation:  
The drive to achieve work targets.
4. Emotions:  
Emotional states can support or hinder performance.
5. Intellectual Skills:  
Relates to analytical and conceptual abilities.
6. Organizational Culture:  
Affects employee relationships, motivation and performance.

### **Employee Performance**

Employees' performance is evaluated to assess their strengths and weaknesses, determine salaries, promotions, and motivation. Performance appraisals or "performance ratings" are conducted to improve productivity. According to Sutedjo & Mangkunegara (2018), performance is the real attitude of individuals related to their duties and is influenced by organizational support, work effort, and individual capacity. Performance includes quantitative or qualitative work results, adaptability, and inventiveness.

### **Employee Performance Indicators**

Performance indicators measure how well an organization achieves its goals. According to Asmono (2015), indicators include:

1. Technical ability:  
includes work methods, techniques, equipment, experience, and training.
2. Conceptual ability:  
understanding the complexity of the organization, adapting, and taking responsibility.
3. Interpersonal relationship skills:  
collaboration, bangkit ability, and work results.

### **Quality of Community Services**

Public service quality is an important factor in providing services. Tjiptono and Hardiyansyah (2011) state that service quality includes standard conformance, readiness, optimal results, error prevention, consistent fulfillment of needs, appropriate action, and customer satisfaction. Sampara and Hardiyansyah (2011) define it as providing services according to standards to ensure excellence. Ibrahim and Hardiyansyah (2011) state that service quality includes products, services, personnel, processes, and environment. According to Goetsch and Davis, service quality is the consistent fulfillment of customer expectations.

## **Service Quality Assessment**

Service quality assessment according to Parasuraman and Hardiyansyah (2011) is an evaluation of the difference between customer expectations and perceptions of the services provided. The SERVQUAL method helps improve service quality by analyzing the gap between expectations and reality. Zeithaml et al. (1990) define service quality through 10 dimensions, including reliability, responsiveness, security, access, communication, and empathy, which are summarized into 5 SERVQUAL dimensions: tangible, reliability, responsiveness, assurance, and empathy.

### **Servqual Dimensions and Indicators**

1. **Tangible:**  
Personnel appearance, convenient location, staff discipline, easy process, and use of auxiliary aids.
2. **Reliability:**  
Accurate service, clear service standards, competent staff, and adequate tool knowledge.
3. **Responsiveness:**  
Quick response, correct service, careful resolution, and effective complaint handling.
4. **Security:**  
Assurance of timeliness, authenticity, and cost.
5. **Empathy:**  
Customer priority, friendly service, non-discrimination, and respect for all customers.

### **Conceptual Framework**

Performance is the result of efforts aligned with the agency's strategic goals, as indicated by the theories and previous studies mentioned above. Neglecting to improve staff performance outcomes will adversely affect agency performance, leading to sub-optimal outcomes. Many elements facilitate talent in achieving peak performance and drive organizational success. These criteria include competencies and training, among others. Competence facilitates the improvement and expansion of job skills. Increased frequency of job completion improves employee qualifications and accelerates employee efficiency in carrying out activities.

Employee performance improves with the diversity of tasks performed, as it increases employee work experience, hence an agency can thrive and survive as well only with the support of skilled individuals in their respective domains. Training is a method of maintaining the competence of current personnel. Training enables individuals to develop various skills that can be applied both now and in the future.

Therefore, to facilitate optimal employee performance, institutions must provide frequent training to enhance current capabilities and foster new competencies through the training offered. This rigorous training allows staff to achieve basic knowledge of the service. According to the above discourse, the research conceptual framework can be described as follows:

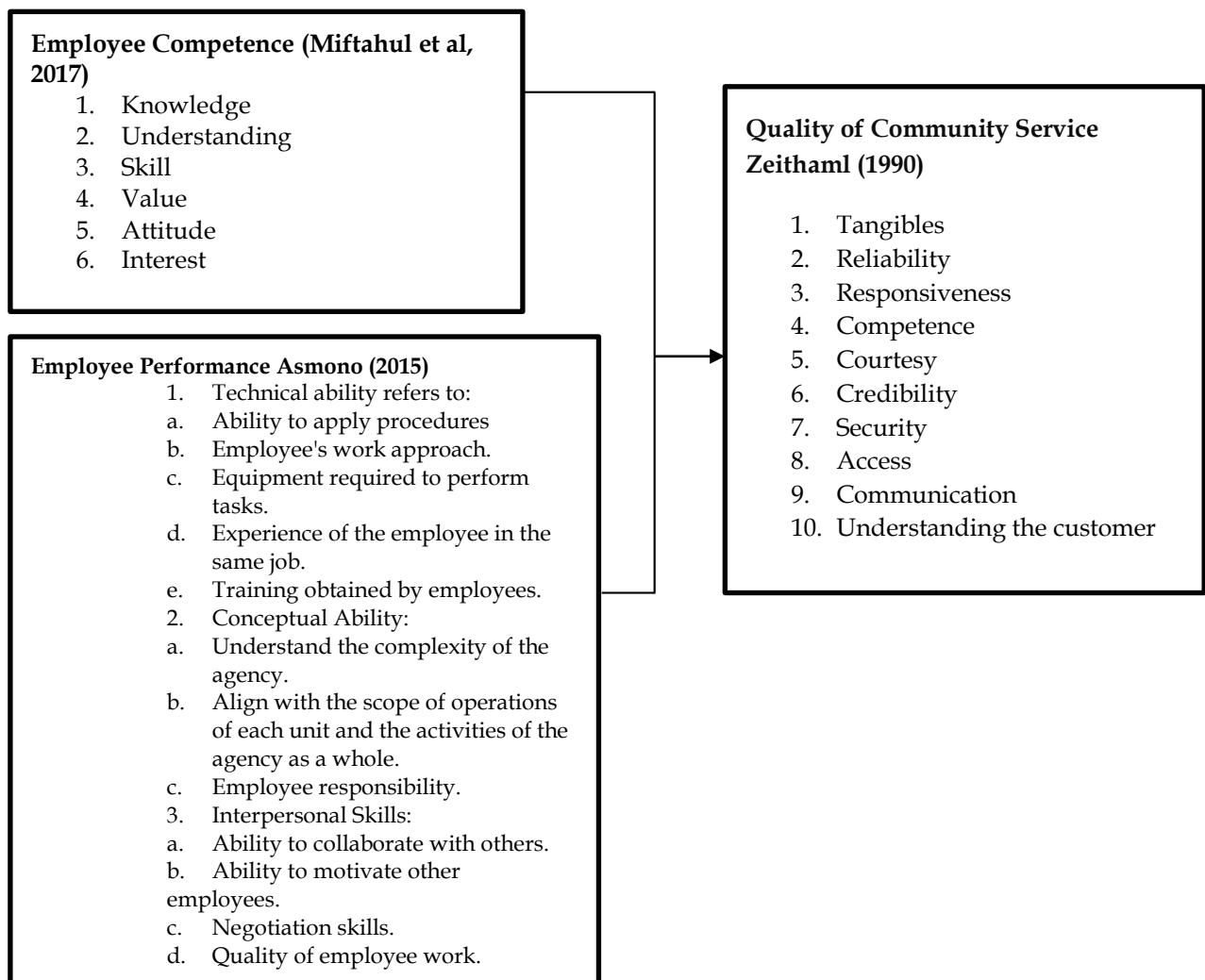


Figure 1. Research Conceptual Framework

## METHODOLOGY

This research uses probes as the main tool to assess work quality in relation to work performance. The methodology used to compile this research data requires a natural or artificial environment and completing data collection steps by researchers. According to Sugiyono (2011), survey methods are used by researchers to collect data from multiple locations while conducting procedures, which may include questionnaire tools, tests, and structured interviews.

The researcher used a saturated sample withdrawal technique. With a population of 126 people taken from the entire population of employees at the One-Stop Integrated Investment Service (DPMTSP) in Medan City.

Data is a mental material commonly used to obtain factual, qualitative, and quantitative information (Siregar, 2013).

1. Primary Data

Data obtained from primary sources or locations are used as primary data. study (Siregar, 2013). Primary data for this study were collected from 126 respondents at the Medan City Investment Bureau and One-Stop Public Services.

2. Secondary Data

Data used or obtained by organizations is known as second-party data (Siregar, 2013). The data is collected in records. This search collection includes literature, books, articles, magazines, and websites related to the search topic.

According to Sugiyono (2011), research variables can be defined as the hearts, characteristics, or values of individuals, objects, or activities of a person that highlight the problems that have been identified by researchers, from which conclusions can be drawn.

This study uses two variables: independent variables and dependent variables.

1. Dependent Variable

Dependent variables are variables that are influenced or resulting from non-dependent variables (Sugiyono, 2011). The variable based on this research is community service (Y).

2. Independent Variable

Independent variables are variables that determine the dependent variable (Sugiyono, 2011). This study consists of the following unreliable variables:

a. Employee Competence

b. Employee Performance

In this case, job satisfaction ( $X_1$ ) and job performance ( $X_2$ ) are the main factors to consider.

## Data Analysis

### Validity Test

The validity test determines whether the questionnaire can measure what is expected. Items are considered valid if the value of  $r_{count} > r_{table}$  with  $df = n-2$  and  $\alpha = 0.05$  (Ghozali, 2012).

### Reliability Test

The reliability test measures the consistency of the questionnaire answers. Using Cronbach Alpha, variables are considered reliable if  $\alpha > 0.6$  (Ghozali, 2012).

### Classical Assumption Test

#### Normality Test

Tests whether the residuals of the regression model are normally distributed. Normality is tested with a P-P plot. Data is considered normal if the distribution is close to the diagonal line (Ghozali, 2012).

#### Multicollinearity Test

Measures the correlation between independent variables. There is no multicollinearity if  $tolerance > 0.10$  and  $VIF < 10$  (Ghozali, 2012).

### **Heteroscedasticity Test**

Checks the equality of residual variances. Heteroscedasticity is tested with a scatterplot between SRESID and ZPRED. No particular pattern indicates no heteroscedasticity (Ghozali, 2012).

### **Autocorrelation Test**

Measure the correlation between data with Durbin-Watson (DW). There is no autocorrelation if DW is between 1.5-2.5 (Ghozali, 2012).

### **Hypothesis Test**

### **Coefficient of Determination ( $R^2$ )**

The coefficient of determination is used to measure the level of ability of the model that explains the variation in the dependent variable. The determination value is between 0 and 1. Ghozali (2012). In empirical studies, a negative  $R^2$  value leads to zero. In math, if  $R^2 = 1$ , then  $R^2 = 1$ ; if  $R^2 = 0$ , then  $R^2 = (1 - k)/(nk)$ . For  $k > 1$ ,  $R^2$  is positive (Gujarati & Ghozali, 2012).

## **RESULT AND DISCUSSION**

### **The Effect of Competence on Community Service**

The results of data analysis show that all statements in the independent variables, namely Competence ( $X_1$ ) and Employee Performance ( $X_2$ ), as well as the dependent variable, namely Community Service Quality (Y), have proven to be valid and reliable, so they can be applied in this study. According to Ningsih et al. (2022), employee competence includes the abilities, knowledge, and skills needed to achieve optimal work results in an organization.

This study identified five main indicators in employee competence: technical knowledge, interpersonal skills, analytical ability, motivation, and work experience. The most influential indicator of employee competence is technical knowledge, as seen from the results table with a percentage of 90.5% respondents agreeing that employees have sufficient knowledge to carry out their duties. On the other hand, the lowest indicator is motivation, with a percentage of 60.2% who feel less motivated in their work. This may be due to the lack of adequate incentives or rewards from the organization.

In terms of employee performance, the main indicators assessed were efficiency, effectiveness, timeliness, and job satisfaction. Results show that the efficiency of employee performance is the highest, with 85.7% of respondents believing that work can be completed on time and efficiently. Similarly, the job satisfaction indicator showed the lowest results, with 55.3% stating that they were not satisfied with their working conditions.

Based on the correlation coefficient (t) between employee efficiency ( $X_1$ ) and community quality (Y), the t value is 4.567 and the significance level is 0.000, indicating that employee efficiency has a positive and significant impact on community quality. This is in line with the findings of Wijayanti and Setiawan (2021), who found that employee competence has a significant impact on improving work quality among the general public.

Employee Performance ( $X_2$ ) has a positive and significant impact on Service Quality. Community. This result corroborates the findings of Pratama and Yuliana (2023), who assert that superior employee performance can directly improve the quality of public services.

Therefore, it can be concluded that both variables, namely Employee Competence and Performance, have a positive and significant influence on the Quality of Community Service at the One-Stop Investment and Integrated Service Office (DPMPTSP) of Medan City. This finding is in line with theory and recent research that emphasizes the significance of employee competence and performance in improving the quality of public services.

#### **Effect of Performance on Community Service**

Data analysis shows that all statements in the independent variables, namely Competence ( $X_1$ ) and Employee Performance ( $X_2$ ), as well as the dependent variable, namely Community Service Quality ( $Y$ ), have proven valid and reliable, so they can be used in this study. Noviani and Setiawan (2023) state that employee competence includes the skills, knowledge, and abilities needed to achieve optimum performance in the job.

This study uses four indicators to assess employee competence, namely technical knowledge, interpersonal skills, analytical skills, and motivation. The most influential indicator was technical knowledge, with 88.2% of respondents feeling that employees' technical knowledge was sufficient to meet the demands of their jobs. In contrast, the motivation indicator showed the lowest results with 61.5% of respondents feeling less motivated, possibly due to a lack of incentives or rewards from the organization.

In terms of employee performance, the main indicators assessed include efficiency, effectiveness, timeliness, and job satisfaction. Results show that the efficiency of employee performance is the highest, with 83.7% of respondents feeling that employees can complete tasks well and on time. However, the job satisfaction indicator showed the lowest results, with 54.8% feeling dissatisfied with their working conditions.

The t-test results of the Competence variable ( $X_1$ ) compared to the Quality of Community Service ( $Y$ ) resulted in a t-value of 4.678 and a significant level of 0.000, indicating a positive and significant relationship between employee competence and the Quality of Community Service. This is in line with research conducted by Rahardjo and Astuti (2022), which found that employee competence has a significant impact on improving the quality of public services.

For the Employee Performance variable ( $X_2$ ) on the Quality of Community Service ( $Y$ ), the t-count value of 3.998 and a significance value of 0.000 indicate that Employee Performance has a positive and significant effect on the Quality of Community Service. These findings support the hypothesis of Sari and Utami (2023), which states that superior employee productivity can significantly improve the quality of public services.

Therefore, it can be concluded that Employee Competence and Performance have a positive and significant influence on the Quality of Community Service at the One-Stop Investment and Integrated Service Office (DPMPTSP) of Medan City. This finding is consistent with current theory and research that emphasizes the importance of these two variables in improving the quality of public services.

### **Effect of Competence and Performance on Community Service**

Data analysis revealed that work competence ( $X_1$ ) and performance ( $X_2$ ) improve the quality of life (Y) at Medan's One-Stop Investment and Integrated Office (DPMPTSP). This suggests that each of the two independent has a function, not only individually, but also collectively, to improve the quality of information provided to the general public.

As a result, the simultaneous experimental results (F test) reveal that employee performance and collective employees have a significant impact on lay quality. The F test is used to determine whether or not any independent variable helps to improve the dependent variable. The F selection results show that the Fcount value is greater than Ftable, implying that Employee Competence and Employee Achievement have a significant impact on the quality of people's lives. These two factors have an impact on the quality of service provided by DPMPTSP Medan City.

In addition, the results of the coefficient of determination ( $R^2$ ) analysis show that Employee Competence and Employee Performance contribute significantly to the Quality of Community Services. A high  $R^2$  value indicates that the model applied in this study is effective in representing the relationship between the independent variable and the dependent variable. The closer to one, the  $R^2$  value indicates the stronger the relationship between these variables. In this study, the  $R^2$  values obtained indicate that Employee Competence and Employee Performance collectively explain most of the variation in Community Service Quality.

In detail, Employee Competence ( $X_1$ ) covers various aspects, including the skills, knowledge, and abilities that employees have in performing their duties. High competence can result in an efficient work environment, increase motivation, and improve service quality. Conversely, inadequate competence can hinder service quality and reduce public satisfaction. The findings of this study indicate that Employee Competence at DPMPTSP Medan City has a positive and significant effect on Community Service Quality, which indicates that high employee competence can effectively support the improvement of community service quality.

In addition, Employee Performance ( $X_2$ ) is proven to significantly affect the Quality of Community Service. Employee performance, which includes productivity, effectiveness and efficiency, is a crucial factor in assessing service quality. This study shows that excellent employee performance can improve satisfaction and quality of service to the community, which then has a positive impact on the reputation and effectiveness of the services provided by DPMPTSP.


This result is consistent with the theory proposed by previous researchers, which states that both Employee Competence and Employee Performance play a crucial role in determining the Quality of Community Service, which is also evidenced through the Community Satisfaction Index (IKM) of the Medan City Investment and One-Stop Integrated Service (DPMPTSP) in the third quarter of 2024, which reached 91.87 by fulfilling all service elements.

$\sum$ Nilai / Unsur	=	152	152	152	152	152	152	152	152
NRR / Unsur	=	4,00	4,00	4,00	4,00	4,00	4,00	4,00	4,00
NRR tertbg / unsur	=	0,44	0,44	0,44	0,44	0,44	0,44	0,44	0,44
Nilai IKM Kios OSS dan Jempol Kelingking	=	3,96 x 25		=		99			
<b>NILAI IKM GABUNGAN</b>	=	<b>(84,75 + 99)</b>		<b>/ 2</b>		<b>=</b>		<b>91,87</b>	

**Keterangan :**  
 U1 - U9 = Unsur - unsur pelayanan  
 NRR = Nilai rata - rata  
 IKM = Indeks Kepuasan Masyarakat  
 NRR per unsur = Jumlah nilai per unsur dibagi jumlah kuesioner yang terisi  
 NRR tertimbang per unsur = NRR per unsur x 0,111

IKM UNIT PELAYANAN :	
<b>Mutu Pelayanan :</b>	
A (Sangat Baik)	: 88,31 - 100,00
B (Baik)	: 76,61 - 88,30
C (Kurang Baik)	: 65,00 - 76,60
D (Tidak Baik)	: 25,00 - 64,99

No.	UNSUR PELAYANAN
U1	Persyaratan
U2	Prosedur
U3	Waktu Pelayanan
U4	Biaya/Tarif
U5	Produk Layanan
U6	Kompetensi Pelaksanaan
U7	Perilaku Pelaksanaan
U8	Penanganan Pengaduan, Saran dan Masukan
U9	Sarana dan Prasarana

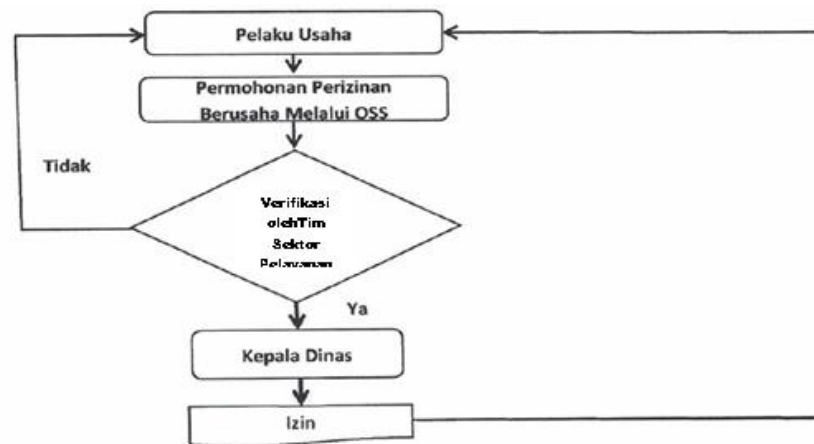
Dilandatangani secara elektronik oleh :  

 KEPALADINAS  
 PENANAMAN MODAL DAN PELAYANAN TERPADU  
 SATU PINTU,  
 Nurbaiti Harahap, S.Sos, MAP  
 Pembina Tk. I (I/mb)  
 NIP 197209041993022001

Source: IKM DPMPTSP Medan City

Figure 2. Image of Community Satisfaction Index of DPMPTSP Medan City

This score was obtained by the Office of Investment and One-Stop Integrated Services based on the administrative services provided by DPMPTSP of Medan City through an online integrated application system, achieving the objectives of Law Number 25 Year 2009. DPMPTSP of Medan City operates the Si Cantik Cloud website. The Si Cantik Cloud website is a web-based application integrated with the Online Single Submission (OSS) system for business licensing and other services, which aims to accelerate the implementation of One Stop Integrated Licensing (PTSP) in Medan city. The benefit of this application is to improve OSS security for business and other types of licenses. As a result, the mechanism can be improved and effectively implemented to simplify and streamline the licensing system. The following are the nine types of licenses that can be processed online:

- a. Health Worker Work Permit (SIK).
- b. Trade Business License (SIUP).
- c. Construction Services Business License (IUJK).
- d. Warehouse Registration Certificate (TDG).
- e. Industrial Business License (IUI).
- f. Health worker license (SIP).
- g. Pharmacy license.
- h. Clinic Operational License.
- i. Drugstore License.



Source: Service Standards of the One-Stop

Figure 3. Flowchart of Service through OSS DPMPTSP Medan City

Investment and Integrated Service Office The implementation of the One Stop Service system is not solely to keep pace with technological advances, but also to improve employee competence and performance, so as to provide optimal service to the community, especially for license service users

## CONCLUSIONS AND RECOMMENDATIONS

The Effect of Employee Competence and Performance on the Quality of Community Service

- a) Creating a system that is easy to use, fast, dexterous, and efficient.  
The integrated licensing service at DPMPTSP Bandar Medan is to assist the public in accessing licensing services. Many people, as users of the system, do not need to go to a specific location to register, pay fees or make payments related to DPMPTSP.
- b) Clear procedures  
The vision system has been expanded at the Investment and One-Stop Service Office of Medan City in the hope of providing a clear and convenient response for those who want vision correction.
- c) Improving service quality  
Integrated services such as Medan City Investment Office and One-Stop Integrated Services have various objectives to meet the expectations of the community in obtaining the desired licensing services.

DPMPTSP of Medan City implements a one-point licensing system, which means that the community or the general public can simply visit DPMPTSP of Medan City to claim or dispose of the licenses that have been distributed. As a result, the service is based on a single action without involving multiple actions, as shown below:

- a) DPMPTSP Medan City Integrated Licensing Service. The licensing process at DPMPTSP Medan City is designed to reduce the potential growth of the various services provided by DPMPTSP Medan City, which include nine types of licenses.
- b) Permission to obtain licenses from DPMPTSP of Medan City. Services provided by agencies, both government and private, cannot be separated from the conditions that must be fulfilled by users to obtain the desired services.
- c) Offering licensing services. The pricing structure in public services should be clearly defined. The cost of a service should be determined such as a standard service fee/tariff, including details set out in the service provision process.
- d) DPMPTSP of Medan City must have adequate facilities and infrastructure to provide services. DPMPTSP of Medan City provides scholarships and grants to improve the quality of education for the community.
- e) Knowledge about licensing is one of the most important forms of citizen participation in ensuring good governance. DPMPTSP of Medan City will provide information on the process, duration of inspection, inspection procedures/mechanisms, and inspection fees based on the specified timeframe. Complaints regarding licensing services are a form of community participation in achieving good governance.

Complaint handling at DPMPTSP consists of two types:

- 1) Direct complaints are complaints received directly through the Complaints Room or DPMPTSP Complaints Handling Room which are forwarded directly to the officer concerned.
- 2) Indirect complaints, namely through the complaint mailbox, in the form of a letter addressed to DPMPTSP, then through the official website of DPMPTSP Medan (<http://dpmptsp.pemkomedan.go.id/>) is the main source of information.

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The author realizes that although the author has given his maximum effort in working on and presenting the best thesis, with all the limited abilities, knowledge, time that the author has, as well as the lack of literature related to this discussion, this thesis is still far from what is expected. Because this is one of the few opportunities to develop this thesis further, for that the author hopes that the reader can provide an assessment in the form of criticism and suggestions, which are constructive in order to compile more maximum research.

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