



Analysis of Total Quality Management in Improving Services to the Community at the South Minahasa Regent's Office

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Abstract: Total Quality Management (TQM) is a modern management concept that seeks to respond appropriately to every change, whether driven by external or internal forces. The presence of Total Quality Management focuses more on the institution's goal of serving the needs of the community by implementing high quality services. In this research, the aim of this research is first to determine the implementation of Total Quality Management in the South Minahasa regent's office, and the service system for the regent's office employees. South Minahasa towards society. Second, to find out the service system for South Minahasa Regent's office employees in agencies (Integrated Services) towards the community. The results of the research show that investment developments in South Minahasa Regency directly influence the economic development of South Minahasa Regency. Investment development certainly needs to be supported by comfort when investing. As the front guard in implementing investment in Manado City, the Department of Investment and One Stop Integrated Services (DPMPTSP) makes a major contribution in creating a conducive investment climate, especially in the services provided. DPMPTSP simplifies the investment process in South Minahasa Regency, where all permits are managed by one agency and are also carried out using an online process, starting from the queuing system, permit creation process, status checking to permit issuance. In 2021 DPMPTSP served 2,649 applicants, with a total of 97.1% issued. The DPMPTSP Strategic Plan reveals several things that are problems in service, including a lack of public knowledge regarding policy changes related to business licensing, a lack of facilities and infrastructure in providing services to the community, not yet optimal use of online licensing in the community and not yet optimal public complaint services. This problem must of course be resolved in order to simplify the desired investment process.

Key words: Total Quality Management, Service, Performance, South Minahasa Regency.

INTRODUCTION

Every Government Institution certainly wants continuous improvement in every field it has, an Institution must also always be responsive to changes that occur quite quickly and then immediately anticipate them in accordance with the wishes and needs of the community by always referring to community satisfaction. Efforts to improve quality are not a workload for just one part but are an integrated effort from every individual who is interested, starting from the creation process to delivering products or services to the community, which will create service quality standards that customers expect. Efforts to improve the quality or quality of service are carried out through continuous improvements to the organization and delivery system which are aligned with the demands of technological progress and the level of community education and synergized with modern management by placing community satisfaction as the goal of service . The expected quality

of service is service that is easy, comfortable, certain, fair, and can meet the level of community satisfaction. Public satisfaction for an institution is something that must be pursued continuously, because this is the key to long-term success for the institution. If the level of community satisfaction is higher, it will provide benefits, including providing a good basis for community satisfaction, creating loyalty and creating loyalty. Total Quality Management (TQM) is a modern management concept that seeks to respond appropriately to every change, whether driven by external or internal forces. The presence of Total Quality Management focuses more on the institution's goal of serving the needs of the community by implementing high quality services. Total Quality Management is also an approach to running a business that tries to maximize an organization's competitiveness through continuous improvement of products, services, workforce, processes and the environment. Integrated quality management or Total Quality Management is a method with the culture, attitudes and organizational structure of an institution that seeks to provide services that meet or exceed community needs by involving management and all employees in continuous improvement of the products and services provided. It is acknowledged that not all institutions that implement total quality management are currently able to work well and some institutions are even unable to produce adequate performance improvements due to implementation. Service Quality is all forms of activities carried out by the company to meet community expectations. The quality of our current service is still far from expectations because there are fundamental problems in service that need to be highlighted. The poor quality of service to the community due to the mindset of employees who still want to be served is one of the causes of poor service. The majority is caused by human resources, namely the mindset that they still want to be served, even though they should be the ones serving the community. Employees who have the mindset of still wanting to be served worse service even though the facilities and infrastructure are good. Society is a group of people who interact or associate with each other with the same interests. Society is formed because people use their feelings, thoughts and desires to react in their environment. In the Total Quality Management (TQM) system which is carried out to improve employee service to the community at the South Minahasa Regent's Office, because there is still a lack of quality of work/service for employees at the South Minahasa Regent's Office in this agency (integrated services). In relation to this research, the author took one of the research objects, namely Total Quality Management in improving services to the community at the South Minahasa regent's office.

LITERATURE REVIEW

A. Total Quality Management (TQM)

Total Quality Management (TQM) comes from the word "Total" which comes from whole or integrated, "Quality" which means quality, and "Management" which means management is defined as the process of planning, organizing, staffing and controlling all activities in the organization. In understanding the Total Quality Management organization, the main emphasis is on quality which is determined by doing everything well from the start with the aim of meeting customer satisfaction. The implementation of Total Quality Management has been widely implemented in manufacturing companies, but service companies also need to improve service quality and make continuous improvements. Total Quality Management is a modern management concept that seeks to respond appropriately to every existing change, whether driven by external or internal forces. Implementing Total Quality Management in a company can provide major benefits in turn increasing production and the competitiveness of the company concerned. It is recognized that not all companies that implement Total Quality Management are currently able to work well and some companies are even unable to produce adequate performance improvements due to implementation. Total Quality Management provides a foundation for management and is an alternative in ensuring customer satisfaction, Total Quality Management provides a structure and tools for quality management so

that throughout the operation there is a continuous effort that focuses on quality reporting. Total Quality Management in Indonesian is called integrated quality management and is also called integrated quality management. Initially the idea of TQM first appeared in the United States, but was later organized and implemented in several Japanese companies. Two TQM experts, both in Japan and the United States, are W. Edward and Joseph. M. Juran. Total Quality Management (TQM) is an approach to running a business that tries to maximize organizational competitiveness through continuous improvement of products, services, workforce, processes and the environment. Total Quality Management can also be interpreted as guiding all functions of a company into a holistic philosophy built on the concepts of quality, teamwork, productivity, and customer understanding and satisfaction (Ishikawa in Pawitra, 1993, 135). Another definition states that total quality management is a management system that concerns quality as a business strategy and is oriented towards customer satisfaction by involving all members of the organization (Santosa, 1992, 33). Based on the definition, Total Quality Management (TQM) is a management system that elevates quality as a business strategy and is oriented towards customer satisfaction by involving all members of the organization (Yamit, 2005: 181). Total Quality Management is a management system that focuses on people/employees and aims to continuously improve these lower values. So the definition of Total Quality Management is an approach to running a business that tries to maximize an organization's competitiveness through continuous improvement of products, services, workforce, processes and the environment. The rationale for the need for Total Quality Management (TQM) is very simple, namely that the best way to compete and excel in global competition is to produce the best quality. To produce the best quality, continuous efforts to improve the capabilities of these components are needed, namely by implementing Total Quality Management (TQM). Implementing Total Quality Management (TQM) in a company can provide several main benefits which in turn increase profits and the competitiveness of the company is concerned. The philosophy of Total Quality Management (TQM) is actually where A company or office creates an environment that allows its workers to produce quality work that is useful for society and does not make things difficult for society. This emphasis on quality has created the need for a management accounting system. Total Quality Management (TQM) has specific input (customer wants, needs and expectations) transforming input in a company or office to provide satisfaction to the community because the main goal of total quality management is continuous improvement of service quality (Natha, 2008:4) . Based on this definition, it can be concluded that Total Quality Management (TQM) is a continuous improvement of the production process through eliminating waste, improving quality, and providing satisfaction. Yamit (2004) and Astuti (2009:13) emphasize that the implementation of the Total Quality Management (TQM) program runs as expected. Although the requirements required are high commitment from top management (highest support), allocating time for the Total Quality Management (TQM) program. Preparing funds and quality human resources, facilitator of the Total Quality Management (TQM) program, formulating values, vision and mission. , and take lessons from the failures of previous programs. The philosophy of Total Quality Management (TQM) is actually where A company or office creates an environment that allows its workers to produce quality work that is useful for society and does not make things difficult for society. This emphasis on quality has created the need for a management accounting system. Total Quality Management (TQM) has specific input (customer wants, needs and expectations) transforming input in a company or office to provide satisfaction to the community because the main goal of total quality management is continuous improvement of service quality (Natha, 2008:4) . Based on this definition, it can be concluded that Total Quality Management (TQM) is a continuous improvement of the production process through eliminating waste, improving quality, and providing satisfaction. Yamit (2004) and Astuti (2009:13) emphasize that the implementation of the Total Quality Management (TQM)

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1. Characteristics of Total Quality Management (TQM)

According to Goestch and Davis (1995: 14-18) in their book MN Nasution (2015: 18-19) there are ten characteristics, each of which is explained as follows:

a) Focus on Customers in Total Quality Management, both internal and external customers are drivers. External customers determine the quality of the product or service delivered to them, while internal customers play a major role in determining the quality of the workforce, processes and environment related to the product or service.

b) Obsession with Quality In organizations that implement Total Quality Management, internal and external customers determine quality. With the quality determined, the organization must be obsessed with meeting or exceeding what they determine. This means that all employees at every level try to carry out every aspect of their work based on perspective.

c) Scientific Approach A scientific approach is very necessary in implementing Total Quality Management, especially for designing work and in the decision-making process and solving problems related to the work being designed. Thus, data is needed and used in preparing benchmarks, monitoring performance, and implementing improvements.

d) Long Term Commitment Total Quality Management is a new paradigm in conducting business. For this reason, a new company culture is needed. Therefore, long-term commitment is very important to bring about cultural change so that the implementation of Total Quality Management can run successfully.

e) Teamwork In traditionally managed organizations, competition is often created between departments in organizations that implement Total Quality Management, teamwork, partnerships and relationships are established and fostered, both between company employees and suppliers, government institutions and the community.

f) Continuous Improvement Every product and service is produced by utilizing certain processes in a system/environment. Therefore, the existing system needs to be continuously improved so that the quality it produces increases.

g) Education and Training Currently there are still companies that turn a blind eye to the importance of employee education and training. They think that companies are not schools, what is needed is skilled workers who are ready to use. So, companies like that will only provide minimal

training to their employees. Conditions like that cause the company is concerned not to develop and find it difficult to compete with other companies, especially in the competitive era of globalization. Meanwhile, in organizations that are Total Quality Management, education and training is a fundamental factor.

h) Controlled Freedom in Total Quality Management, employee involvement and empowerment in decision making and problem solving is a very important element. This is because these elements can increase the employee's "sense of ownership" and responsibility for the decisions that have been made. Apart from that, this element can also enrich insight and views in a decision taken, because there are many visible parties. However, the freedom that arises from involvement and empowerment is the result of well-planned and implemented control. In this case, employees standardize processes and they also try to find ways to convince everyone to be willing to follow these standard procedures.

i) Unity of Goal So that Total Quality Management can be implemented well, the company must have unity of purpose. Thus, every effort can be directed at the same goal. However, this unity of purpose does not mean that there must always be agreement/agreement between management and employees, for example regarding wages and working conditions.

j) Employee Involvement and Empowerment Employee involvement and empowerment are important in implementing Total Quality Management. Efforts to engage employees bring two main benefits. First, this will increase the possibility of producing good decisions, good plans, or more effective improvements, because it also includes the views and thoughts of parties directly related to the work situation. Second, employee involvement also increases the "sense of ownership" and responsibility. take responsibility for decisions by involving the people who must implement them. Empowerment is not just involving employees, but also involving them by providing a truly meaningful influence. One way that can be done is to structure work that allows employees to make decisions regarding improving work processes within clearly defined parameters.

2. The concept of Total Quality Management (TQM).

Total Quality Management (TQM) is a management system that focuses on all people/workforce, aiming to continuously increase the value provided to customers at a value creation cost that is lower than the value of a product. This Total Quality Management concept requires the commitment of all members of the organization to improve all aspects of organizational management. Basically, the concept of Total Quality Management contains three elements (Bounds et al., in Hessel, 2003: 77) in his book MN Nasution (2015: 23), namely the following. 1. Customer Value Strategy Customer value is the benefit that customers can obtain from using the goods/services produced by the company and the customer's sacrifices to obtain them. This strategy is a business plan to provide value to customers including product characteristics, delivery methods, services, and so on. 2. Organizational Systems Organizational systems focus on providing good customer value. This system includes labor, materials, machine/process technology, methods of operation and work implementation, work process flow, information flow, and decision making. 3. Continuous Quality Improvement Quality improvement is needed to face the ever-changing external environment, especially changes in customer tastes. This concept requires a commitment to continuous product quality testing. By continuously improving product quality, customers will be able to satisfy.

B. Service Quality

1. Understanding Service Quality

Service in this case is closely related to providing satisfaction to customers, good quality service can also provide good satisfaction to customers, so that customers can feel more aware of their existence by the company. A simpler definition is an activity carried out by a person or group of

people to meet the needs of other people. According to Tjiptono (2015: 51) states that quality is a dynamic condition related to products, services, people, processes and the environment that meet or exceed expectations. On the other hand, definitions of quality vary from the controversial to the more strategic. According to Garvin, quoted by Tjiptono (2015:62), there are five perspectives regarding quality, one of which is that quality is seen depending on the person who evaluates it, so that the most satisfying product A person's preference is for the highest quality product. According to Moenir (2016:16) states that "service is the process of fulfilling needs through the activities of other people which directly involves all efforts made by a person in order to achieve goals". Atik and Ratminto (2015:34) state that service is an activity or series of activities that are invisible (cannot be touched) that occur as a result of interactions between consumers and employees or other things provided by service providers that are intended to solve consumer/ customer problems. Maulana (2016: 117) states that quality service is an important part that every company must strive for if it wants its products to be able to compete in the market to satisfy consumer needs and desires. In current developments, many consumers are increasingly critical before and after purchasing products. Consumers always want to get quality products according to the price paid, accompanied by good quality service. Service quality provides an encouragement to customers or in this case visitors to establish strong relationships with institutions or agencies providing services. This good relationship will enable service providers to thoroughly understand customer/visitor expectations and their needs. In this way, service providers can increase visitor satisfaction by maximizing pleasant visitor experiences and minimizing unpleasant visitor experiences. If the service received or felt is in accordance with customer expectations, then the quality received or felt is in accordance with customer expectations, then the service quality is perceived as ideal quality, but conversely if the service received or felt is lower than expected then the service quality is perceived as low. Alma (2016: 4) states that "service quality is a condition for the survival of the company, the high quality provided will reflect the aspect of customer satisfaction". From the statement above, the researcher concludes that service quality is all forms of service provided by a person or organizer. maximum service with all the advantages in order to meet customer needs and expectations.

2. Service Principles

Theoretically, the principle of public service is basically to satisfy the community. To achieve this satisfaction, professional quality public services are required, according to Sinambela (2015:4), these principles consist of:

1. Transparency is open, easy and accessible to all parties who need it and is provided fully and easily understood.
2. Accountability Can be held accountable in accordance with statutory provisions.
3. Conditional In accordance with the conditions and capabilities of the service provider and recipient while adhering to the principles of efficiency and effectiveness.
4. Participatory Encouraging community participation in the delivery of public services by taking into account the aspirations, needs and hopes of the community.
5. Security of Rights Non-discrimination in the sense of not distinguishing between ethnicity, religion, race, class, gender and economic status.
6. Balance of rights and obligations. Givers and recipients of public services must fulfill the rights and obligations of each party.

In the process of service activities, service principles are also regulated as a guideline in supporting the implementation of activities. The principles of public service according to MENPAN Decree No. 63/ KEP/ M. PAN/ 7/ 2003 include:

- a) Simplicity Public service procedures are not complicated, easy to understand and easy to implement.

b) Clarity of technical and administrative requirements for public services; work units or officials who are authorized and responsible for providing services and resolving complaints or problems and disputes in the implementation of public services; details of public service costs and payment procedures.

c) Certainty of time. Implementation of public services can be completed within a predetermined time period.

d) Accuracy Public service products are received correctly, precisely and legally.

e) Security Public service processes and products provide a sense of security and legal certainty.

f) Responsibilities of the leadership of public service providers or appointed officials who are responsible for providing services and resolving complaints or problems in the implementation of public services.

g) Completeness of facilities and infrastructure. Availability of adequate work and other supporting facilities and infrastructure, including the provision of telecommunications and information technology facilities.

h) Ease of access Places and locations as well as adequate service facilities, easily accessible to the public, and able to utilize telecommunications and information technology.

i) Discipline, politeness and friendliness Service providers must be disciplined, polite and courteous, friendly, and provide service sincerely.

j) Comfort, the service environment must be orderly, orderly, provided with a comfortable, clean, tidy waiting room, a beautiful and healthy environment and equipped with service support facilities such as parking, toilets, places of worship, etc.

From the statement above, the researcher concludes that the service principles mentioned above are guidelines for the implementation of public services by government agencies. With the existence of standards in public service activities, it is hoped that the public can receive services that suit their needs and that the process is satisfactory and does not make things difficult for the public.

3. Service Factors

Good service will ultimately be able to provide satisfaction to the community. Optimal service will ultimately also be able to improve the organization's image so that the organization's image in the eyes of the public continues to improve. If there is a good organizational image, then everything the organization does will be considered good too. According to Kasmir (2016:23) states that "the main factor influencing service is human resources". Meanwhile, according to Moenir (2016-88), the factors that influence service implementation are:

1. Awareness Factor Awareness shows a condition in a person's soul, namely it is a meeting point of various considerations so that a belief, calm, determination and balance are obtained in the soul concerned.

2. Rules Factor Rules are an important tool in all people's actions and actions. The role of rules must be created, obeyed and monitored so that targets can be achieved in accordance with the objectives.

3. Organizational Factors The organization referred to is not solely in the embodiment and structure of the organization, but more in the arrangements and mechanisms that must be able to produce adequate services

4. Income Factor A person's receipt as compensation for the energy and thoughts that have been devoted to the organization, either in the form of money or facilities within a certain period of time

5. Skill and Ability Factors Ability comes from the basic word capable which in relation to work means being able to do work to produce goods or services, while skill is the ability to carry out work using the body parts and work equipment available

6. Service Facilities Factor All types of equipment, work equipment and other facilities that function as the main tools in carrying out work.

Meanwhile, according to Barata (2015:87) service factors are influenced by internal factors and external factors. Each of these parts is influenced by several quite important factors, namely as follows:

1. Factors that influence the quality of internal services (organizational employee interactions), general management patterns of the organization, provision of supporting facilities, human resource development, work climate and harmony of work relationships, as well as incentive patterns.

2. Factors that influence the quality of external services (external customers), namely service patterns and service provision procedures, service patterns in service delivery."

From the statement above, the researcher concludes that the service factors above have different roles but influence each other and together will realize optimal service implementation in the form of verbal services, written services or services in the form of movements/actions.

4. Service Quality Indicators

Service quality indicators are dimensions of service quality where each service offered has several aspects that can be used to determine the level of quality. According to Lupiyoadi (2015: 148) in evaluating the quality of service provided to customers, 5 (five) main dimensions are used, namely:

1. Physical Evidence (Tangibles), the company's ability to demonstrate its existence to external parties. The appearance and capability of the company's physical facilities and infrastructure and the condition of the surrounding environment are concrete evidence of the services provided by the service provider.

2. Reliability, namely the company's ability to provide services as promised accurately and reliably. Performance must be in accordance with customer expectations, which means punctuality, the same service to all customers without errors, a sympathetic attitude, and high accuracy.

3. Responsiveness, namely a willingness to provide fast and accurate service to customers, by conveying clear information. Leaving consumers waiting without a clear reason causes a negative perception of service quality.

4. Assurance, knowledge, politeness and ability of company employees to foster customers' trust in the company. Consists of several components, including communication, credibility, competition and courtesy.

5. Empathy (Empathy), providing sincere and individual or personal attention given to customers by trying to understand consumer desires. Where a company is expected to have understanding and knowledge about customers, understand specific customer needs, and have operating times that are comfortable for customers."

From the statement above, the researcher concludes that service quality indicators consist of five important elements, namely, physical evidence, reliability, responsiveness, assurance and empathy. To create positive quality services, companies must be able to fulfill the expected services by the community.

RESEARCH METHODS

A. Type of Research

The type of research used in this research is qualitative. As a first step, the author collected data related to the topic using books that were used as reference sources in obtaining a theoretical

basis and ways to analyze data. The next step is a research approach by researching a certain subject and the conclusions only apply to that subject.

B. Location and Time of Research

This research was carried out at the South Minahasa Regent's Office at the One Stop Integrated Service Investment Service. The time used in this research is months, from March to July 2023.

C. Operational Definition of Variables and Measurement

1. Operational definition of variables

a. Total quality management Total quality management is a quality management system that aims to develop processes within the organization. There are several elements that mean something is said to be quality, namely: 1. Quality includes efforts to meet or exceed customer expectations. 2. Quality includes products, services, people, processes and the environment. 3. Quality is an ever-changing condition (what is considered quality now may be considered less quality at another time). 4. Quality is a dynamic condition related to products, services, people, processes and environments that meet or exceed expectations.

b. Service system A service system is a complete unit of a series of interrelated services, if a part or branch of a service system is disturbed, it will also disrupt the entire service itself. There are several elements in service, namely: 1. Convenience in obtaining services related to the location of the service location. 2. Clarity of information about the services provided. 3. Protection against the impact of service results. 4. Relationship between organizational structures. c. Service implementation Service implementation is a policy within a policy in every action which is defined as the implementation or implementation of a service. There are several principles in implementing servants, namely: 1. Leadership effectiveness 2. Motivation 3. Quality 4. Teamwork 5. Organizational communication.

D. Data Collection Techniques In this research, the data collection methods used by the author are as follows:

1. Data collection methods

a. Data collection was based on interviews obtained from informants, namely the secretary of the South Minahasa Regency One Stop Integrated Services Investment Service.

b. Library Research (library research) Collecting data by studying lecture materials, literature and other sources collected to help strengthen theory and analysis.

DISCUSSION

To provide excellent service that can answer the problems faced, the South Minahasa Regency One Stop Investment and Integrated Services Service. Service quality is described as a statement of attitude, a relationship resulting from a comparison of expectations with performance. There are several studies regarding service quality on community satisfaction, including Analysis of the Influence of Service Quality on Community Satisfaction in Paulan Village, Colomadu, Karanganyar (Mayasari, 2020) and the Influence of Service Quality on community satisfaction at the Gorontalo City Investment and One -Stop Integrated Services Service (Hambali, 2021). Research on the influence of service quality on community satisfaction has been researched previously by Mayasari (2020), Analysis of the influence of service quality on community satisfaction in Paulan Village, Colomadu, Karanganyar aims to determine the influence of service quality on community satisfaction, which is very important in improving the quality of community services. is at the Paulan Village Office, Colomadu District, Karanganyar Regency. Meanwhile, research by Hambali, 2021, aims to prove that service quality has a positive and significant effect on the satisfaction of people who receive services at the Gorontalo City Investment and One-Stop Integrated Services Service. These two studies are benchmarks for this research which intends to analyze Total Quality Management Analysis in Improving Services to the Community at the South Minahasa Regent's

Office. In carrying out government duties, the South Minahasa Regency Investment and One-Stop Integrated Services Service still experiences problems. Some of the obstacles and problems that still arise regarding the main duties and functions of the South Minahasa Regency One-Stop Integrated Service and Investment Service are: Problems related to the Implementation of One-Stop Integrated Services (a) The public is not yet aware of policy changes related to Business Licensing (b) Occurrence Economic High costs when processing Environmental Approvals and SLF (c) Lack of Facilities and Infrastructure in Providing Services to the Community (d) Not yet Optimal Use of Online Licensing (SIP2T) in the community (e) Not yet Optimal Services for Public Complaints (f) Not all Human Resources in DPMPTSP who have Competency Certification. (DPMPTSP South Minahasa Regency 2022-2026 Strategic Plan). The large number of services provided does not guarantee an increase in the quality of DPMPTSP public services. Because in reality, what has been stated previously regarding the quality of public services and customer satisfaction has not been fully implemented in the South Minahasa Regency Investment and One-Stop Integrated Services Service. The public is often disappointed with the services provided by the government in terms of processing permits, such as a lack of information about the next stages, long and complicated service procedures, the issuance of permits which sometimes do not comply with the specified time and various other problems. This is in line with the problems described by DPMPTSP, such as the lack of public information regarding related policy changes which of course causes complicated and lengthy procedures. According to the Secretary of the One Stop Integrated Services Investment Service, South Minahasa Regency, Mr. Johnly Sumampow (2023) said that the South Minahasa Regency Government prioritizes service to investors in opening a business in South Minahasa Regency, if there are obstacles in processing a permit to open a business, the employees at the Investment and One Stop Integrated Services Service will still help so that the permit processing can be completed quickly and precisely.

CONCLUSION

1. The implementation of total quality management at the Investment and One-Stop Integrated Services Service has been implemented well with fast service, but on the other hand, society has not adapted to the changing dynamics with the application of technology.

2. The service system implemented at the Investment and One Stop Service in South Minahasa Regency has an efficient bureaucracy so that it does not take a long time to provide services to investors.

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