



Strategies of the Investment and One-Stop Integrated Service Office in Increasing Investment in Jember Regency

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Abstract: Economic growth in a region is influenced by investment. So that the existence of business actors either on a macro or micro scale contributes to subsequent economic growth. Therefore, the government must be responsible for the investment process so that all parts of society benefit from investment. This research argues that an adequate licensing system is interesting to study. This is because an adequate licensing system has a huge impact. For example, investment growth can increase the amount of goods or services sold, create added value, increase labor, and other economic resources. One of the objectives of this research is to find the strategies used by the efforts of the One- Stop Investment and Integrated Services Agency (DPMPTSP) in increasing investment in Jember Regency. In addition, this study also wanted to find out the factors that support and hinder the efforts of the One-Stop Investment and Integrated Services Office to increase investment in Jember Regency. The results of this study state that the Jember Regency government has created an investment strategy and improved the quality and skills of the community through training. Investors and businesses will better understand their responsibilities to report investment activities and conduct complete investment promotion activities. An additional strategy proposed by the DPMPTSP of Jember Regency is local regulations relating to the investment sector. This research uses Brayson's theory explaining that strategic planning is conducted using five indicators: establishing the vision, mission and goals of the organization; conducting an analysis of the internal and external environment; finding strategic issues; and then creating a strategy. The conclusion shows that of the five measurement criteria four of them run satisfactorily. While one of them is not good, namely the strategy developed by DPMPTSP Jember Regency is less than optimal as in the case of the absence of local regulations that can support future investment, the absence of a potential map and opportunity map, as well as limited internal and external human resources.

Keywords: Strategy, Investment, Integrated Services

Introduction

Regional autonomy means the authority, rights and responsibilities of autonomous regions in running and implementing the wheels of government as well as the interests of society independently (Undang-Undang Republik Indonesia 23 Tahun 2014 Tentang Pemerintahan Daerah, 2014). According to Article 21 of the Law on Public Services, public service standards that have been met will result in higher quality public services, according to the definition, public services are one type of government action to meet community needs (Titania, 2023). Law No. 25/2007 on investment regulates the activities of domestic investment (PMDN) and foreign investment (PMA) currently operating in the territory of the Republic of Indonesia (Undang- Undang Republik Indonesia Nomor 25 Tahun 2007 Tentang Penanaman Modal, 2007). Capital owned from foreign countries, foreign nationals, companies, legal entities, or legal entities abroad that own part or all of the capital from foreign parties is called foreign investment. Foreign Direct Investment (PMA) creates new jobs, technology transfer, and management expertise transfer, which is a practice that has many long-term benefits (Putra, 2018). Domestic investment (PMDN) is capital owned by the Republic of Indonesia, Indonesian citizens, or business entities, both incorporated and unincorporated. The place of investment of Domestic Investment (PMDN) plays an important role in the country's economy because it helps economic growth (Meilaniwati & Tannia, 2021).

Various potentials in Jember Regency are expected to improve the economy through the restoration of an attractive investment climate, attracting potential investors. To improve the investment climate, increase the ease of doing business, and improve investment protection and control, the government passed Law Number 11 on Job Creation (BPK, 2020). In addition, the government quickly issued regulations governing the Job Creation Law, such as Government Regulation Number 5 of 2021 on the Implementation of Risk-Based Business Licensing; Government Regulation Number 7 of 2021 on the Ease, Protection, and Empowerment of Cooperatives and Micro, Small and Medium Enterprises; and BKPM Regulation Number 5 of 2021 on Guidelines and Procedures for Risk-Based Business Licensing Supervision (Peraturan Pemerintah Republik Indoneisa Nomor 5 Tahun 2021 Tentang Penyelenggaraan Perizinan Berusaha Berbasis Resiko, 2021).

An investment will affect every step of current development and will impact changes to the intended development area (- et al., 2020). Therefore, the government must be responsible for the investment process so that all parts of society benefit from investment. Taxes and levies can increase people's income, which is one of the sources of income for the region. One thing that will become the right and authority of the region is to manage capital investment or investment. To facilitate the management of various kinds of community interests, various ideas are combined, one of which is licensing. The independence of a community to seek its own welfare through entrepreneurship and improving the investment climate are some of the factors that improve welfare (Mulyadi, 2018).

Investment can be said to be the same as direct investment. In addition, the book explains that direct investment is defined as a long-term investment in a venture or business, whether new or pre-existing, in which the investor actively controls management (Rahmah, 2020).

Economic growth is a long-term increase in a country's expertise in providing many types of goods to its people. Investment benefits all parties: the investor, the economy of the country where the capital is invested, and the investor's home country (Dahliah, 2023). In general, investment is an investment activity with the aim of generating profits in the future (Regiyati & Rusli, 2021).

Based on preliminary analysis of data from the 2021-2023 DPMPTSP strategy plan, there is an increase in investment realization data for PMDN and PMA from 2021 to 2022. This is in contrast to 2023, when investment declined. The low amount of incoming investment and the problems faced by businesses are the problems of 2023. In this case, businesses are required to make and submit regular reports on how investment realization is going with the problems faced by businesses. However, this task was not fulfilled properly. Small businesses with a value between 1- 5 billion must report once every 6 months, while medium and large businesses with a value of more than 5 billion must report once every 6 months. One form of investment control, according to Law No. 25/2007 on Capital Investment, is to monitor business actors who already have a Business Identification Number (NIB) to make an Investment Activity Report (LKPM)

This study aims to identify the methods used by DPMPTSP in Jember Regency and the inhibiting and supporting factors faced by the Office in increasing investment in Jember Regency.

Methodology

This research was conducted using qualitative research methods. Sugiono in (- et al., 2020) states that descriptive analysis serves to use data or samples that have been collected to describe or provide an overview of the subject to be studied. The research took place at DPMPTSP Jember Regency. The selection of this location is based on preliminary observations by directly visiting and directly seeing the problems that occur at the location. Research informants are people who know more information and problems in depth about the problems to be studied (Snow Ball Sampling) (Sugiyono, 2018). The Head of Service, Head of Investment, and Investors will be informants in this research. This aims to identify the methods used by DPMPTSP in Jember Regency as well as the inhibiting and supporting factors faced by the Office in increasing investment in Jember Regency.

According to the ideas used by Brayson in this study (Melati Sukma Bakri et al., 2022) the strategy consists of planning which consists of the following stages:

1. Determine the vision, mission and goals of the organization;
2. Analyze the internal environment;
3. Analysis of the external environment;
4. Identification of strategic issues;
5. Developing strategies.

The researcher collected data about the problem through interviews, observations, and documentation. In addition, collecting data through direct interviews and with other methods that can be used as a reference for data analysis. After that, the data will be processed, analyzed, and conclusions made. Primary and secondary data are used in this research. Primary data comes from the main data, for example from investors or business actors who get directly from the DPMPTSP of Jember Regency. Secondary data comes from supplementary data obtained through searching from existing sources, such as documents provided by the DPMPTSP of Jember Regency (Sugiyono, 2018).

Result and Discussion

A. Defining the Vision and Mission and Goals of the Organization

Choosing organizational goals by identifying the strategies, policies, and programs needed to achieve them is referred to as strategy. Identifying the methods to be required by ensuring that policies and strategies are implemented is also necessary to implement the strategy in its initial context, this is conveyed by Handoko in (Kaawoan, 2021). The existence of a vision and mission in an organization or institution is very necessary to carry out all activities. This is due to the fact that vision and mission are the basis on which organizations are usually established. Therefore, the vision and mission are very important for the success of the organization.

Jember Regency DPMPTSP is responsible for developing the various potentials available. By developing various concepts and creating strategies to increase investment in Jember Regency, one of which is by realizing the vision and mission that has been set, that the vision of the DPMPTSP of Jember Regency is Towards a service-friendly and investment-friendly Jember Regency. The mission is to provide public services to all

B. Internal Environment Analysis

The internal environmental analysis stage is carried out by researchers to discuss the strengths and weaknesses of the organization. The goal is to anticipate what is happening within the organization so that they can act quickly and appropriately to achieve success.

DPMPTSP Jember Regency has strengths and weaknesses faced in increasing investment in Jember Regency. The strength is that the local government continues to simplify regulations to attract investors to invest. By following good government policies and cooperating with local government organizations that exist inside and outside, In addition, we provide support to the community in making investments at DPMPTSP Jember Regency by providing facilities in the form of adequate facilities and infrastructure. The services we provide are considered smooth and straightforward according to procedures. The service is also smooth if the investor's requirements have been met. The DPMPTSP of Jember Regency has an organizational structure that is in accordance with its main tasks and functions that are carried out and regulated, and human resources such as government, business, and the community also support this with communities in an easy, fast, transparent, and accountable manner. This will help the progress of investment in Jember Regency, East Java Province, Indonesia, and even around the world.

In order to achieve the vision and mission, DPMPTSP of Jember Regency has been providing the best licensing services and generating investment by continuously attracting investors to invest in Jember Regency. To increase investment in Jember Regency, the local government and DPMPTSP collaborate. DPMPTSP is an implementing element in government affairs related to investment and one-stop integrated services. It is led by the Head of Service who has a position under, and is responsible to the Regent through the Regional Secretary. In an effort to increase investment in Jember Regency, the local government of Jember Regency is creating a map of potential and a map of investment opportunities. DPMPTSP functions as a liaison between the Government and Investors. It is expected that by creating a community-friendly investment environment, people can easily start investing in Jember Regency.

Investment realization, the provision of the best licensing services, and the preparation of an efficient strategic plan are some of the goals and visions that must be achieved based on the description above. DPMPTSP Jember Regency after the organization has set a vision and mission, the next step is to determine the objectives to be achieved. By setting goals, it will be easier to establish what it wants to do and collaborate with other organizational resources for a long time.

The goal of the Jember Regency DPMPTSP is to provide licensing and non-licensing services and increase the amount of investment that occurs in Jember Regency. In addition, the organization strives to attract investors to invest in Jember Regency. One way is by informing people about the various potentials that each place has. So, the goal of Jember Regency DPMPTSP is to optimize internal human resources with good performance management. In addition, it cooperates with organizations inside and outside the local government to ensure sustainable investment and improve the accountability of the Regional Apparatus. good cooperation, good supervision of the implementation of investment, the best service provided, and employees who are loyal to their work.

In addition to strengths, weaknesses also affect the internal environment organization. So far, the results of the data obtained by the researcher show that some of the weaknesses of the Jember Regency DPMPTSP face obstacles due to the absence of local regulations that are important to support future investment. In addition, there are no potential maps and opportunity maps, as well as limited internal human resources, which are important factors to encourage increased investment in Jember Regency. In addition, data related to investment in Jember Regency is not optimal and has not been integrated.

C. External Environment Analysis

External environmental analysis is a scan of the company's external environment with the aim of finding opportunities and threats that affect the company's performance. Opportunities and threats always exist and always exceed resources.

The results of this study show that the DPMPTSP of Jember Regency attracts investors who want to invest in Jember Regency, We take advantage of investment opportunities by utilizing all existing fields, including development and licensing. In addition, they cooperate with local government agencies inside and outside.

The threats faced by a company or organization in addition to taking advantage of existing opportunities are also a form of external factors that greatly affect the operations of a company or organization. The cause of the decline in the number of investments made by investors who want to invest in Jember Regency is the lack of awareness of investors or business actors to make and submit Investment Activity Reports (LKPM) as investors regularly. The increase and decrease in investment is directly related to the added value of investment plans reported by businesses or investors in accordance with their business sectors.

D. Identification of Strategic Issues

Identification of Strategic Issues If Jember Regency DPMPTSP wants to survive and succeed, they must find strategic issues and address them in the best and most effective way. If they do not, they will miss opportunities. One of the issues is the high or low level of investment realization. Has a large or significant influence on the achievement of the objectives of the Regional Medium-Term Development Plan (RPJMD), Is the duty and responsibility of the regional apparatus organization (OPD), Has leverage for regional development, A political promise that needs to be realized.

Cumulative Realization of PMDN and PMA Investment Value in 2021-2022				
No.	Total Company		2021	2022
1.	Domestic	Capital	Rp. 466,600.000.000	Rp. 1,490.000.000.000
	Investment (PMDN)			
2.	Foreign	Direct	Rp. 516.989.696.656	Rp. 6.900.000.000.000
	Investment (PMA)			

2023 is a year that presents problems for businesses and the amount of incoming investment is low. In this case, businesses should make and submit regular reports on

investment realization and problems encountered. However, this did not happen properly.

E. Developing a Strategy

In order to realize and maintain the value of investment that can meet the target and is high, of course, strategic action is needed to maintain it. DPMPTSP has made it a reference to create a program with socialization and also a discussion forum for micro and micro small business actors in Jember Regency. To be able to socialize how to do licensing and also cooperate with agencies related to increasing investment. In the socialization movement and also the discussion forum, DPMPTSP collaborates with the Office of Cooperatives and Micro Enterprises, East Java Province DPMPTSP and the Office of Food Security and trade to provide direction and guidance to business actors in Jember Regency. In this activity, it provides direction regarding starting from BPOM registration and also how to register INB through OSS which may currently be less understandable due to technological constraints that make it difficult for business actors to register their business.

Conclusion

The researcher will conclude as follows based on the findings of the discussions that have been discussed and explained: Jember Regency DPMPTSP conducts strategic planning by setting the vision, mission and goals of the organization, conducting an analysis of the external environment and internal environment finding strategic problems, and creating strategies. The results showed that of the five assessments for strategic plan development, four went well and one went poorly, indicating that strategy development was not optimal. The local government and DPMPTSP of Jember District worked well together and proposed a Regional Regulation (PERDA) to encourage investment into Jember District. The Jember Regency DPMPTSP continues to attract investors to invest in Jember Regency. One way to control investment is to supervise business actors who already have a Business Identification Number (NIB).

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