

Islamic New Public Management Model for Excellent Service in Government Institutions

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Article Info

Article History:

Received 10 September th,
2025

Revised 12 October th, 2025

Accepted 15 November th,
2025

Available online in 25
January 2026

DOI:

10.70095/alamwalv17i2

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ABSTRACT

Introduction: *The service of an institution is a measure of public satisfaction with employee performance. Therefore, innovation in service is needed to keep customers happy and coming back. In addition, public service is also crucial in government, because the public needs comfort in receiving service. This study aims to first explore the practice of excellent service in government institutions. Second, analyze the new public management model in services in government institutions. Third, analyze the Islamic values contained in the new public management in services in government institutions. Fourth, create an Islamic new public management model in services in government institutions.*

Methods: *This study uses a qualitative approach with a case study type. The case focused on in this study is the presence of one-stop service in Investment and One-Stop Integrated Services Agency in Jember Regency. The determination of research subjects was carried out purposively, with the criteria for selecting informants who were directly related to the one-stop service model. Data were collected using observation, interview and documentation techniques. Data were analyzed using the Miles and Huberman interactive model technique and tested through source triangulation.*

Results: *This study provides results, first, excellent service that is carried out leads to digital transformation making licensing services faster to complete, previously 1 week to 1 month, after the transformation it became only 1 day. The innovation is to make the licensing service a one-stop service. Thus, employee performance is maximized because the public does not need to move from location to location when doing licensing. Second, the new public management model that is carried out is to present the OSS (Online Single System) system in service. Third; Islamic values that are present in the practice of new public management, namely the*

value of *siddiq* (honesty) which is in the form of transparency, the value of *amanah* (integrity) which is the commitment of employees, *fathonah* (smart) which is innovative and creative, the value of discipline and the value of efficiency. Fourth, the Islamic new public management model offered to maximize excellent service, namely the model of integrating Islamic values in service, so that service is not only technology-based but also ethics-based.

Conclusion and suggestion: The conclusion is that digital transformation in the licensing office with a one-stop model is a model for maximizing employee performance and has an impact on public satisfaction.

Keywords: Digital Transformation, Service, Islamic Values

Paper type:
Research paper

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INTRODUCTION

Service is the key to the success of an institution in attracting the hearts of its customers (Masruroh et al., 2024). Good service is a service that positions the customer as king (Ong et al., 2024). Good service in management theory is known as excellent service, which is urgently implemented by both government and private institutions (Romi et al., 2024). In Indonesia, so far the public knows public services in private institutions better than government institutions (Agustina & Lismawati, 2024). Thus, not a few people often criticize public services in government institutions (Cikusin & Anadi, 2024). In providing public services, the main thing that must be prioritized is customer comfort. The more customers feel comfortable and satisfied with the service provided, the better the agency (Gutium, 2023). The 3 S principle (Greetings, Smiles and Greetings) should not just be a slogan, because the object of service is humans. So, this principle must be truly implemented so that the public trusts the institution (Pereira Filho et al., 2024). According to Parasuraman A, Zeithamal V, Malhotra A (2005), service quality consists of dimensions, namely tangible, reliability, responsiveness, assurance and empathy (Parasuraman et al., 2005). These 5 dimensions must be present in the service if the service is to be categorized as excellent service. Especially in modern times and entering the metaverse era, every society wants fast and effective service, because nowadays people want everything to be instant and fast (Zeithaml et al., 2002).

Therefore, digital transformation needs to be carried out in order to accelerate services, in addition to employee performance in the agency also being effective and optimal (Lakemond et al., 2024). The modern era or era 5.0 technology is not something foreign, in fact it has become an obligation for all lines of agencies, especially those in the service sector (Butt et al., 2024). Services no longer need to have a long flow but the presence of service technology must be in one hand (Müller et al., 2024). Therefore, in Jember Regency, like other regencies, implementing a one-stop service program. One-Stop Integrated Service is one of the government's programs to improve public services, reduce bureaucracy in licensing and non-licensing services and as an effort to achieve good governance and improve ease of doing business (Ease of Doing Business/ EoDB).

Improving the quality of public service delivery has become a central concern in contemporary public sector governance, particularly amid growing demands for transparency, accountability, and service excellence. The New Public Management (NPM) paradigm has been widely adopted by government institutions as a reform strategy aimed at enhancing

efficiency, performance orientation, and managerial effectiveness through private-sector practices. However, in societies with strong religious and ethical foundations, particularly Muslim-majority contexts, the conventional NPM framework reveals inherent limitations, as it largely prioritizes economic rationality and performance metrics while underemphasizing moral, spiritual, and social justice dimensions. Existing studies on public service excellence predominantly focus on operational efficiency, customer satisfaction, and administrative performance indicators, with limited integration of Islamic governance principles such as *amanah* (trustworthiness), *ihsan* (excellence), *adl* (justice), and *maslahah* (public welfare). As a result, there remains a significant conceptual gap between modern public management practices and Islamic ethical values that should underpin public service delivery in government institutions serving Muslim communities. Moreover, the application of NPM without an ethical–spiritual framework has been criticized for encouraging managerialism and performance-driven behavior that may overlook social equity and moral accountability.

Furthermore, empirical research that develops and tests an integrated Islamic New Public Management (INPM) model remains scarce. Prior studies tend to be either normative or fragmented, offering limited operational frameworks that systematically combine NPM efficiency mechanisms with Islamic value-based governance. This lack of a comprehensive and empirically grounded model constitutes a critical research gap. Therefore, this study seeks to address this gap by proposing and examining an Islamic New Public Management model for excellent service in government institutions, integrating managerial effectiveness with Islamic ethical and spiritual values to promote sustainable, equitable, and high-quality public service delivery.

Table 1. Implementation of New Public Management (NPM)

| Agency | NPM |
|---|------------|
| DPMPTSP | Already |
| Civil Registry | Already |
| Department of Public Works and Public Works | Already |
| Cooperatives Department | Already |

Source: Processed, 2025

Table 1 presents the implementation status of the New Public Management (NPM) approach across selected government agencies. The findings indicate that all observed institutions namely the Department of Investment and One-Stop Integrated Services (DPMPTSP), Civil Registry Office, Department of Public Works, and Cooperatives Department—have already adopted NPM principles in their organizational practices. The implementation of NPM in these agencies is reflected in the application of efficiency-oriented service mechanisms, performance-based management, standard operating procedures, and an increased focus on service quality and accountability. The uniform adoption status suggests that NPM has become an institutionalized governance framework within these government agencies, particularly in managing public service delivery and administrative functions. However, while NPM has been formally implemented, the table does not capture the extent to which ethical, social, and value-based dimensions especially Islamic principles are integrated into daily service practices. This indicates that the existing NPM implementation primarily emphasizes managerial efficiency and administrative effectiveness, leaving room for further enhancement through the incorporation of Islamic ethical values to support excellent and socially responsible public services. Therefore, Table 1 serves as an empirical baseline,

highlighting that although NPM implementation is already established across government agencies, there remains a strategic opportunity to advance toward an Islamic New Public Management (INPM) model that integrates efficiency with ethical and spiritual accountability.

The One-Stop Integrated Service Model (PTSP) based on the comparative table data above shows that the agency provides the implementation of New Public Management (NPM) in Jember Regency, which has been implemented by several agencies including the Investment and One-Stop Integrated Service Office, Dukcapil, PU Cipta Karya Office, Cooperative Office. From the comparison of the service agencies engaged in services, of course, these agencies are interconnected and engaged in the field of public services in Jember. The service system between the four Agencies is not much different, but the Investment and One-Stop Integrated Service Office has used the OSS system, the implementation of which has been carried out since August 4, 2021. Business licensing is integrated electronically or Online Single Submission (OSS) with the aim of being a form of reform in the field of business licensing, applicants do not need to go directly to the Office to take care of permits, it is enough in the OSS system. Before the OSS, people used a manual system because initially the permits submitted had to go through a long process and bureaucracy and had to be physically present. With the OSS, people can take care of business permits more practically, quickly, without having to leave their homes or offices.

The Investment and One-Stop Integrated Services Agency of Jember Regency is an agency under the auspices of the government, the authority of the Investment and One-Stop Integrated Services Agency of Jember Regency is based on the Regent Regulation Number 56 concerning the position, organizational structure, duties and functions and work procedures of the Investment and One-Stop Integrated Services Agency of Jember Regency. With the existence of a service model through a digital basis, it will provide effectiveness in the performance of managing community permits, so that there is no gap between the government and the community. so that the community can communicate with the government.

Based on these facts, there are several Islamic values that emerge in New Public Management through ethical values and *nubuwwah* values (Ali Sya'bana et al., 2023) . Transparency and accountability are important points in every public service implemented by government agencies (AF et al., 2023). Therefore, this research is important to be conducted with the aim of, *first*, explore the practice of excellent service in government institutions. *Second*, analyze the new public management model in services in government institutions. *Third*, analyze the Islamic values contained in the new public management in services in government institutions. *Fourth*, create a model of Islamic new public management in services in government institutions. The new thing offered by this study is to create a model of Islamic New Public Management in public services, especially through the Investment and One-Stop Service Office of Jember Regency.

LITERATURE REVIEW

New Public Management

Definitively, NPM means an approach to public service using a new management model (Krogh & Triantafillou, 2024). Actually, this theory has been developing since the 1980s in the field of public administration of private companies that want to be accepted publicly (Lewis, 2024). However, NPM has been applied in various agencies including government agencies in order to improve excellent service to the community (Roberts, 2024). NPM focuses on public sector management that is performance-oriented, not policy-oriented (Goldfinch & Halligan, 2024). The use of the NPM paradigm has several consequences for the government,

including demands for efficiency, cost cutting, and tender competence (Cordery & Hay, 2024). NPM provides a fairly drastic change in public sector management from a traditional management system that seems rigid, bureaucratic, and hierarchical to a flexible public sector management model that better accommodates the market (McDonald-Kerr & Boyce, 2024). These changes are not just small and simple changes. These changes have changed the role of government, especially in terms of relations between government and with the community (Mahmoud & Othman, 2024).

Some NPM components in accordance with NPM objectives include: *first*, professional management in the public sector, namely professional management in the context of HR is the implementation of these functions in developing HR quality professionally. The characteristics of professional management in developing HR quality can be seen from the operational and managerial side, namely: obtaining top management support, beneficial for internal and external interests of the organization, having long-term and sustainable programs, oriented to the future with a holistic approach (touching the elements of feeling/spiritual), implementing the principles of efficiency and effectiveness, taking action in a planned/programmed manner, monitoring, evaluating and receiving feedback, having employees and unit leaders who: have competence or expertise and long experience in their fields, thirsty and brave for challenges, innovative, creative, initiative, and efficient, have high integrity, respect other professions, always ready to face all risks and be responsible for every word and deed (Wicaksono, 2019).

In addition, the characteristics of professional management in developing human resource quality are: being able to use appropriate technology, leadership in building commitment, all levels actively participate in all activities, solid teamwork, giving awards to every employee who excels (compensation including opportunities for further training and career promotion) and persuasion to employees who underperform to be the best through consultation, guidance and continuous training, having a corporate culture: transparency (open), independence (not dependent), responsiveness (quick response), accountability (can be accounted for) and honest. From the explanation above, it is clear that professional management in the NPM public sector requires public sector organizations to be managed professionally. The consequence of implementing professional management in the public sector is the freedom and flexibility of public managers to manage the organizations they lead accountably (Strohmeier, 2020; Zhang & Chen, 2024).

Second, the existence of performance standards and performance measures. In conducting performance evaluations, standards called performance standards are needed. Performance standards are essential, because performance evaluations are carried out by comparing assessed performance with established standards. In other words, performance evaluations cannot be carried out without performance standards (Mulia et al., 2024). The function of performance standards has several functions (DoD, 2020; Wahyuni et al., 2022), including: *first*, as a benchmark to determine the success and failure of assessed performance. *Second*, to motivate employees to work harder to achieve standards. To make performance standards that can truly motivate employees, they need to be linked to rewards or compensation in the compensation system. *Third*, to provide direction for the implementation of work that must be achieved, both in quantity and quality. *Fourth*, to provide guidelines to employees regarding the process of implementing work in order to achieve the established performance standards.

Performance indicators is often equated with performance measure, but is actually different even though both are used in performance measurement. Performance indicators refer to indirect performance assessment, namely things that are only indicative, so that the

form tends to be qualitative only (Siom, 2020). While performance measures are criteria that refer to direct performance assessment so that they are more quantitative or can be calculated. In this performance assessment there is a main area of success called Critical Success Factors (CSF) (Agustin Simatupang et al., 2022). To be a guide for management in determining what is the measure of performance indicators in practice, it usually only contains between 3 to 10 performance indicators for each level or level of the organization according to its complexity (Aini & Maulana, 2023; Virnanda et al., 2023). For example, performance measures can be grouped into the following six categories, but each organization can develop them according to the mission of each organization. The six categories of performance measures according to Moehersono (2021) are as follows: 1) effective, this indicator measures the degree of conformity produced in achieving something desired. 2) efficient, this indicator measures the degree of conformity of the process of producing output using the lowest possible cost. 3) quality, this indicator measures the degree of conformity between the quality of the product or service produced and the needs and expectations of consumers. 4) punctuality, this indicator measures whether the work has been completed correctly and on time. 5) productivity, this indicator measures the level of effectiveness of an organization and 6) safety, this indicator measures the overall health of the organization and the work environment of employees in terms of health aspects (Hidayat, 2021).

Third, greater emphasis on output and outcome control. In the NPM concept, all organizational resources must be mobilized and directed to achieve performance targets. The emphasis is on meeting outcomes, not on policies. Output and outcome control must be the primary focus of the organization's attention, no longer just input control, such as budget, staff numbers, materials and so on. One example of this change is the use of performance budgeting (DoD, 2020). *Fourth*, breakdown of work units in the public sector. The breakdown of work units in the public sector, the traditional public sector organizational model is very much dominated by bureaucratic organizations. The bureaucratic organizational model developed by Max Weber was initially very strong in increasing organizational efficiency, but over time this pattern failed because the public sector organization grew and became more complex, resulting in the occurrence of organizational institutions because this nature is centralized (Adair-Toteff, 2015; Kurz, 2021). *Fifth*, creating competition in the public sector. Creating competition in the public sector NPM doctrine states that public sector organizations need to adopt market mechanisms and create competition. The purpose of creating competition in the public sector is to save costs (Reiter & Klenk, 2019).

Sixth, adoption of management styles in the business sector into the public sector. Adoption of management styles in the business sector into the public sector NPM concept assumes that management practices in the private sector are much better than public sector management. Some management practices that are considered better include performance appraisal, compensation and promotion systems based on performance, cost management, flexible structures, accounting systems, and more advanced budgeting. Almost all echelon 1 in the Ministry of Finance have implemented it, with the modernization of offices both in the Directorate General of Taxes, the Directorate General of Treasury, and the Directorate General of Customs and Excise, also related to the provision of remuneration according to employee job grades. Likewise, in the BPK, in addition to office modernization and remuneration, the relationship between superiors and subordinates is increasingly dynamic, the seniority gap only appears in matters of professionalism that are needed (Alamsyah, 2022).

Seventh, emphasis on greater discipline and economy in using resources. New Public Management requires public sector organizations to pay great attention to the use of

resources economically and efficiently. This doctrine requires public sector organizations to make savings on direct costs, improve employee discipline, and activities that lead to improved quality at low cost. These characteristics emphasize that NPM is closely related to the increasing importance of service to service users, devolution, regulatory reform towards better quality public services (Çolak, 2019).

Excellent Service

Excellent service is the best service provided by a company or agency to provide comfort and satisfaction for customers. In excellent service, the customer is king. According to Tjiptono, (2002) service excellence is formed with 4 pillars, namely speed, accuracy, ease and comfort of service (Tjiptono, 2005; Tjiptono & Tjiptono, 2012). Meanwhile, according to Zeithaml (1990) it consists offrom the dimensions of tangible, reliability, responsiveness, assurance and empathy. According to Gronross in Gerson (2002), "Service is an activity or series of activities that are invisible (cannot be touched) that occur as a result of interaction between consumers and employees or other things provided by the service provider company which is intended to solve consumer or customer problems" (Tontini et al., 2022). According to Daryanto (2014), the functions of excellent service include the following. a) Serving customers in a friendly, precise, and fast manner b) Creating an atmosphere so that customers feel important c) Placing customers as business partners d) Creating a good market share for products/services e) Winning market competition f) Satisfying customers, so that they want to do business with the company again g) Providing benefits to the company (Kusuma, 2024).

Dimensions of excellent service that are usually applied in government agencies include (Zeithaml et al., 2002). *First, tangible*. In service, tangible is a physical activity carried out to provide service to customers. This physical activity can be in the form of infrastructure or service activities from the physical side, for example the appearance of customer service, how to speak and so on that are related to the physical. This tangible can be seen from the physical manifestation carried out by the agency to fulfill the satisfaction of its customers. *Second, reliability*. It is the accuracy of the service provider in providing services according to the specified time and the right way. This reliability can include timeliness, speed, consistency of service, compliance with promises that have been made, handling problems appropriately and quickly. *Third, responsiveness*, namely the willingness and ability to provide public services. Aspects that must be present are speed in responding, readiness to help, solving problems quickly and conducting effective communication. Responsiveness is a reflection of the readiness of the agency in providing services to customers.

Fourth, assurance, namely a guarantee from the service owner to customers regarding the comfort of the service provided. *Fifth, empathy*, at this point the service provider also feels the things experienced by the customer. The ability to listen, feel and provide feedback is important for customers. The aspects that are considered are, listening attentively, providing appropriate responses, conveying concern sincerely, providing an understanding of the customer's perspective and using an approach to understanding customers rather than just providing queue numbers (Parasuraman et al., 1991).

These dimensions are used in measuring service quality. In the service sector, Parasuraman, Zeithaml & Berry (1985) provide the main indicators that influence, namely expected service and perceived service. If the service that has been felt is in accordance with expectations, then the quality of the service can be perceived as good and satisfying. If the service received exceeds consumer expectations, then the quality of service is perceived as ideal service quality. However, if the service received is lower than perceived, then the quality

is bad (Parasuraman et al., 1985). According to Zeithaml (1996), good service quality can produce satisfaction. The resulting satisfaction can improve the quality of service again (Zeithaml et al., 1996).

Islamic Values in Public Services

In the service carried out to provide satisfaction and comfort to the public, there are several Islamic values that are present in every practice carried out. Islamic values in service include *First*, *nubuwwah* value. This value comes from the prophetic traits of the prophet Muhammad. In his nature, he always prioritizes others in terms of service (Junoh et al., 2019). So, the Islamic values of *nubuwwah* that can be adopted include, *siddiq* (honest), which is the trait most favored by Islam (Anwari & Dzikrulloh, 2024). The Prophet applied this trait until he was nicknamed "al amien". Honesty always prioritizes transparency in every activity. Conveying things as they are without covering them up. So, in service, honesty is needed to see the quality of the service provided. If in service, the value of honesty is prioritized, then customers will never doubt the service provided. For example, being honest in words and actions (Ni'am & Nurhayati, 2018; Taufik, 2023). *Amanah* (maintaining trust/integrity), having integrity in work is the main thing in service (Fauzi, 2022). Especially in public service, employee performance must reflect sincerity in providing service. In addition, in practice, it does not discriminate and is fair in treating customers (Agung & Husni, 2017). Furthermore, the nature of *tabligh* (informative), conveying information related to customer needs but covering it up. Clear and straightforward in explaining, and not convoluted. Through this nature, there is openness of information and educational delivery to customers by conducting easy-to-understand communication. The bureaucratic changes that occur are conveyed communicatively and educationally to all people who need services (Nirwana & Rahim, 2020). *Fathonah* (innovative), always innovates and collaborates to improve services (Muhammad et al., 2019). In this innovation, it is necessary to internalize technology, because now without technology, services cannot be efficient and effective (Nirwana & Rahim, 2020; Zahroh & Nafik HR, 2015).

Second, discipline value. Islam teaches its servants to always be on time in carrying out their duties (Pratiwi et al., 2018). Discipline has been outlined in the Qur'an through the letter al-Ashr which talks about time (Azwar, 2023). That in service, time is important to pay attention to. If the service does not pay attention to service, customers will usually leave, so that certainty and punctuality are given (Claudia & Pujiarti, 2023; Idariyani, 2018; Marthasari & Kurniawan, 2022). *Third*, efficiency value (Juniar et al., 2021). This efficiency is closely related to innovation from Human Resources, the more innovative employees are in providing services, the more efficient the time required and the more time-saving (Twizeyimana & Andersson, 2019). *Fifth*, ethical and moral values. Ethics and morals are always important in every action (Andarsari, 2024). In service, ethics are the main thing that must be prioritized to satisfy customers. Employees must have good ethics and morals in providing services, such as greeting, greeting well, empathizing and serving well. Can understand customer conditions.

Previous Studies

The position of the novelty of this research is very important, so that in this research it is necessary to study several previous studies. The theme of new public management is not a new theme in government studies or in the business world, so research on new public management has been widely conducted. According to the year of publication, the research of Korgh A, Triantafillou P (2024) is a new study that talks about the development of the

concept of new public governance as a model of public management reform. This research not only talks about service but explores new concepts in government as a form of reform in implementing government programs (Krogh & Triantafillou, 2024). This study has a difference in terms of the scope of discussion, because the research of Korg A, Triantafillon P (2024) is broader on bureaucratic reform in government. While this study focuses more on public services carried out by government agencies. In this study, there are Islamic values that are internalized in service. Similar research was also conducted by Henriquesz-Aravena A, Gomez-Poblete M (2024), discussing new public governance on the internationalization of universities that occurred in Chile (Henríquez-Aravena & Gómez-Poblete, 2024). This study has similarities with previous studies from the side of public bureaucracy and related to reform. However, this study is more on bureaucratic reform from the service side only and includes Islamic values. In addition to the two titles, many previous studies talk about excellent service or other service themes. However, researchers have not found research that discusses Islamic values in service. So, this study is still relevant to be carried out, especially talking about Islamic values in carrying out public services.

Research Framework

Based on previous theoretical and research studies, and based on the problems raised, the research framework can be described as follows:

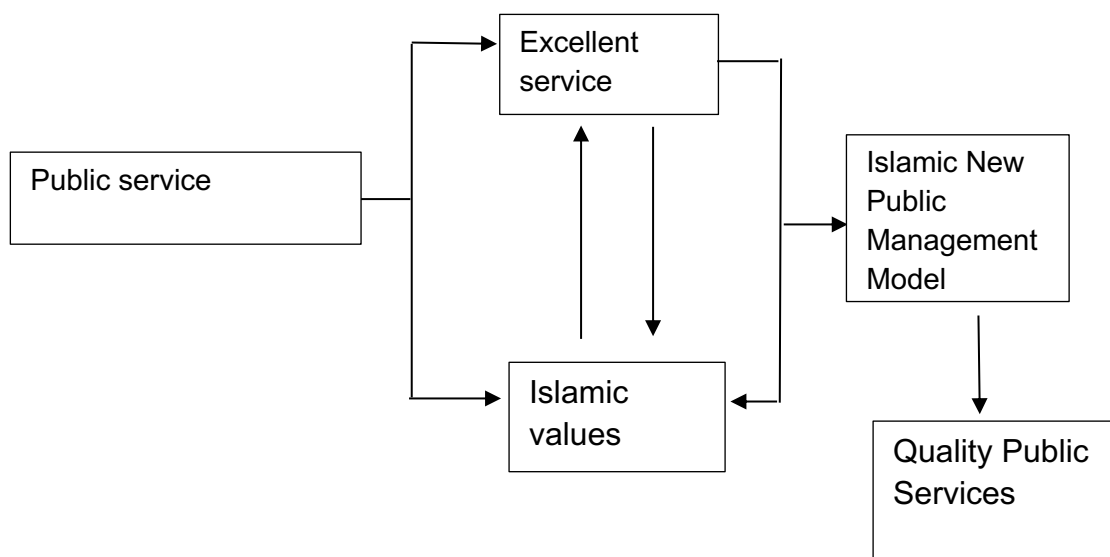


Figure 1. Theoretical Framework

METHOD

The data collected in this study is primary data, because in qualitative research all data obtained becomes the main source in answering the problems raised in the study (Chu, PH. and Chang, 2017). The data in the study is in the form of data from observations of the condition of public services carried out by The Investment and One-Stop Service Office of Jember Regency and the excellent service practices that have been carried out. Data on the implementation of the new public management model in services at the Investment and One-Stop Service Office, as well as data on Islamic values applied to public services carried out.

Data is supported by documents related to public services carried out. After the data was collected, this study created a model based on the analysis of public service practices and analysis of Islamic values, so that it could become a new public management model with integration with Islamic values. The model built in this study is an integration of new public management that has recently developed and is referred to in public services with Islamic values. These values are developed into a model that can be used as a reference in carrying out public services and providing benefits to the community, especially customers.

The approach used is a qualitative approach, namely a research approach that explores the facts that occur behind the phenomenon (Cohen & Saisana, 2014). A qualitative approach does not measure relationships or influences but explores data (Creswell, 2003b). The type of research used in this study is a case study. The use of this type, because the Investment and One-Stop Service Office of Jember Regency has a different strategy from other offices. This office has used digital transformation with applications using the OSS system, the implementation of which has been carried out since August 4, 2021. Business licensing is integrated electronically or Online Single Submission (OSS) with the aim of being a form of reform in the field of business licensing, applicants do not need to go directly to the Office to take care of licensing, it is sufficient in the OSS system. Before the OSS, people used a manual system because initially the permits submitted had to go through a long process and bureaucracy and had to be physically present. With the OSS, people can take care of business permits more practically, quickly, without having to leave their homes or offices. So, the stages in this research are described in the following image:

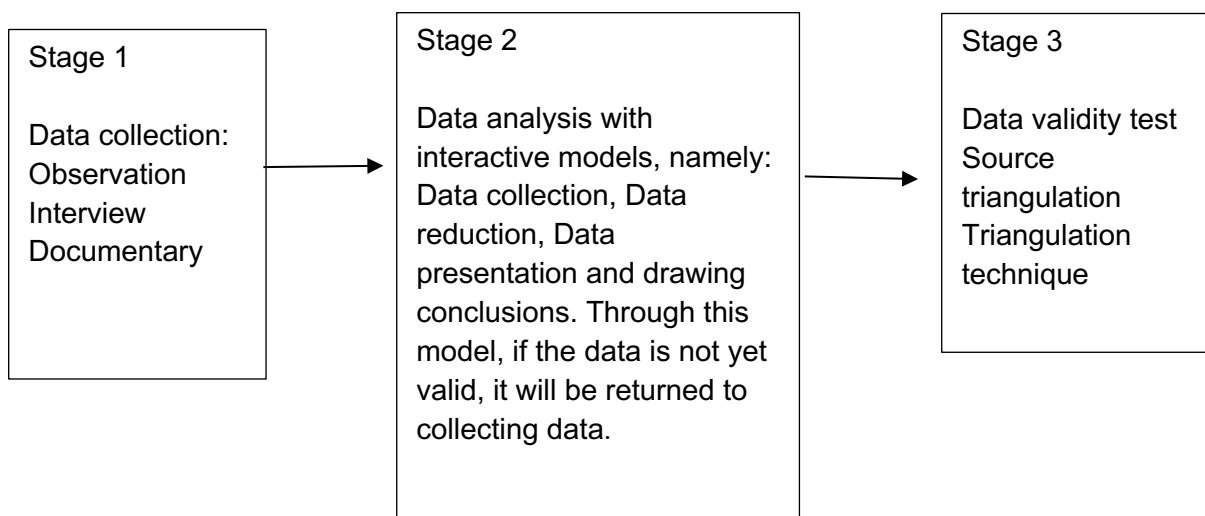


Figure 2. Research Stages

Figure 2 based on these stages, the data obtained continues to be verified as the steps that have been carried out in both stages 2 and 3. In qualitative research, depth and completeness of data are needed (Creswell & Creswell, 2018). Therefore, the interactive model of Miles and Huberman is appropriate in this study (Miles & Huberman, 2014). Because, if after the data analysis is not valid, the researcher must return to the field to find the data again (Harahap, 2021). In addition, source triangulation is carried out to confirm one piece of data information from one source to another. In addition, it is also strengthened by techniques that support each other in data acquisition. So, after conducting interviews, researchers can

immediately confirm through the documents they have, researchers can also see directly the practice of public services provided (Creswell, 2003a).

RESULT AND ANALYSIS

Excellent Service Practices at the Investment and One-Stop Integrated Services Office of Jember Regency

In providing services to the community, the Jember Investment and One-Stop Service Office or commonly abbreviated as DPMPSP has a vision of making Jember is friendly to investment friendly services. The vision is clarified in the mission that is owned, namely to provide public services to the community with easy, fast, transparent and accountable services and can fully contribute to the progress of investment in Jember Regency, East Java Province, Indonesia and even the world. This means that DPMPSP provides excellent service in granting permits for entrepreneurs, especially MSMEs and investment and capital investment. The Jember Regency Investment and One-Stop Integrated Service Office is here to be one of the best service providers for anyone who wants to invest and become an entrepreneur in Jember Regency. The Jember Regency Investment and One-Stop Integrated Service Office continues to improve quality and performance to provide the best service to the community as a form of the Jember Regency government's support for MSMEs. The Jember Regency Investment and One-Stop Integrated Service Office strives to provide excellent service by approaching stakeholders with socialization programs and accelerating the licensing process with more representative rooms, supported by more complete facilities, co-working spaces, investment lounges, supporting agency counters, disabled facilities, meeting rooms and comfortable workspaces.

The Office of Investment and Integrated Services which functions to serve the community, is now friendlier, safer, faster and more comfortable, with service requirements: facilities for disabled homes, facilities for elderly homes, child-friendly spaces. The Office of Investment and Integrated Services one-stop supports MSMEs and investment in Jember Regency to continue to grow, through licensing services and investment facilities. In practice, this Service also uses the principle of excellent service, which is manifested through the principle, *first*; speed and efficiency, the application of this principle by having a time standard in service. The implementation of this principle is implemented by paying attention to the skills and efficiency of time in service. In shortening service time, this service has innovated services through technological transformation by creating the One Single System Risk Based Approach (OSS RBA) application since October 5, 2021. All permits are only through this system, so that people who initially had to go through various institutions to obtain permits, since this system has been in place, it has also been through one service. Through this system, people do not have to come to the service office to register and queue, they can just do it from home. This system simplifies and accelerates services for the community. In addition, time efficiency also has an impact on the performance of MSMEs that are granted permits. Because, if business permits are granted faster, then applicants for permits such as MSMEs will immediately get their legality. When legality is already owned, the productivity and performance of MSMEs can be increased immediately. In addition, MSMEs can penetrate the market with the legality they already have.

Second, openness of information. The agency conducts socialization through various social media to make it easier for the public to understand the licensing procedures that can be carried out. This openness of information is also provided in the context of transparency related to public services carried out by the agency. The information provided is not only

related to procedures but also related to the cost of licensing if needed. The social media used is not only websites, but also uses Instagram, Tiktok, Facebook and even YouTube media for education. The use of these media makes it easier for the public to access the information needed regarding services. *Third*, friendliness and empathy. Employees in the office use the 3 S principle, namely greeting, smiling and greeting. Every person who comes is served according to the applicable SOP, even though they are disabled and small business owners, the employees treat them equally. The BUMN principle in service is also applied by the Investment and One-Stop Integrated Service Office, the principle is AKHLAK (Trusted, Competent, Harmonious, Loyal, Adaptive and Collaborative). This principle is relevant and in accordance with the practices implemented by the Investment and One-Stop Integrated Service Office of Jember Regency. *Fourth*, accuracy. The licensing section is definitely related to various information and data, so employees must be accurate in conducting checks. This accuracy shows that there is thoroughness in checking incoming documents. Through proper accuracy, errors in providing information will be minimized. Thus, the party that handles the licensing also does not need to repeat the administrative and filing process carried out by the applicant. Theoretically, according to Zeithaml, excellent service is measured from several aspects. These aspects are practiced by the Investment and One-Stop Service Office of Jember Regency. The aspects in question are:

Table 2. Relevance of Service Practices to Zeithaml's Service Quality Theory

| No | Aspect | Form in service |
|----|----------------|--|
| 1 | Tangible | Physical activities carried out are with 3 S and AKHLAK. In addition, good performance of employee performance and office performance such as facilities, starting from parking lots to the provision of bathroom facilities |
| 2 | Reliability | Discipline, never late especially in service. Fast and responsive in providing service, consistent with SOP, not breaking promises and resolving community problems quickly and accurately |
| 3 | Responsiveness | Providing a quick response to complaints from the public, readiness to provide solutions to problems faced by the public regarding licensing |
| 4 | Assurance | Providing guarantees for the issuance of legality and business permits submitted |
| 5 | Empathy | In service, employees use a family approach. Through this approach, a close relationship is established between employees and the community on duty. |

Source: Processed, 2025

Table 2 illustrates the relevance of service practices in government institutions to Zeithaml's Service Quality Theory, which emphasizes five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. The findings demonstrate that public service practices align closely with these theoretical dimensions, indicating a structured and comprehensive approach to service excellence. In terms of tangibles, service quality is reflected through the implementation of the 3S (Smile, Greeting, and Salutation) culture and the institutionalization of AKHLAK values, alongside employees' professional appearance and performance. Adequate office facilities, ranging from parking areas to restroom availability,

further support a conducive service environment, reinforcing the importance of physical evidence in shaping public perceptions of service quality. The reliability dimension is demonstrated through employee discipline, punctuality, and consistency in service delivery. Services are provided in accordance with established Standard Operating Procedures (SOPs), with officers fulfilling commitments, avoiding service delays, and resolving community issues accurately and efficiently. This consistency strengthens public trust in government institutions.

Regarding responsiveness, the table highlights the readiness and speed of service providers in addressing public complaints and licensing-related issues. Employees actively respond to community needs and provide timely solutions, reflecting a proactive service orientation that aligns with expectations of modern public service management. The assurance aspect is evident in the provision of legal certainty for licenses and business permits issued by the institution. Employees demonstrate competence, credibility, and accountability, ensuring that service users feel secure and confident in the legitimacy and reliability of administrative outcomes. Finally, empathy is manifested through a family-oriented approach to service delivery.

New Public Management Model in Public Services

New Public Management (NPM) a new public management technique to change public administration for the better by incorporating various principles from the private sector into the public sector. New Public Management (NPM) provides a fairly drastic change in public sector management from the traditional management system that seems rigid, bureaucratic, and hierarchical to a flexible public sector management model that better accommodates the market. The change is not just a small and simple change. The change has changed the role of government, especially in terms of the relationship between government and society. Implementation of New Public Management (NPM) at the Investment and One-Stop Service Office of Jember Regency.

First, professional management in the public sector the requirement for public sector management to be professional is by making a clear division of main tasks and functions, who does what is responsible to whom. The implementation of this principle has been carried out by compiling a description of the duties and functions of each position and the Standard Operating Procedure (SOP). The main tasks and functions are based on Perbup no. 24 of 2022 in accordance with the Work Organizational Structure (SOTK). Through this, licensing has exceeded the predetermined target. The target is 10,000 permits per year, it turns out that there are approximately 12,000 thousand permits through the new system, namely OSS, both from Professional permits, Industrial business permits and Building and Spatial Planning permits. The Perbup is also in line with Perbup no. 19 of 2021 concerning the position of the latest organizational structure and functions.

Second, the existence of performance standards and performance measures. New public management requires every public sector organization to have clear goals and set performance targets to be achieved, both organizational and individual targets that are measurable and standardized in the Investment and One-Stop Integrated Service Office. Every leader or manager and employee member is obliged and jointly responsible for achieving the target. The government has stipulated "Presidential Regulation No. 29 of 2014 concerning the Government Agency Performance Accountability System (SAKIP)" as an instrument for assessing accountability and improving performance that is oriented towards results (outcomes). Performance standards and performance measures are carried out according to their respective duties, such as: secretariat, investment sector, licensing sector,

functional job groups. Performance standards and performance measures in the duties of the investment sector: conducting promotions, socialization for investors and bringing in business actors (Covi morning) with the aim of business actors. The licensing sector has the task of planning, implementing, coordinating, analyzing and evaluating licensing service activities and data processing as well as other tasks assigned by the Head of the Service. The main task and function of the licensing sector is related to the technical control of licensing, from filling in data to issuing a recommendation letter according to the permit required by the applicant. The standardization of performance measurement of the Investment and One-Stop Integrated Service Office prioritizes speed and accuracy in achieving predetermined targets. The speed of service in accordance with PP 5 of 2021 is a maximum of 28 working days. In addition, accuracy in the performance measurement of its application is the accuracy of officers when checking applicant files for licensing before going to the technical field.

Third, greater emphasis on output and outcome control. In output and outcome control by means of a public satisfaction survey through a suggestion box filled in by applicants when they have finished taking their permits. In improving human resources, there is discipline in working, employees from 7:30-15:00 the service continues to run, in taking breaks only during breaks, prayers, eating which are done alternately, in the service process to be able to make it easier and more practical with the OSS application system. So, there is an increase.

Fourth, breakdown of work units in the public sector. The existence of NPM offers a concept of breaking down organizational units, so that authority is not centralized in only one hand (centralistic) but is broken down into organizational units below it (decentralization) and devolution. So that it can provide broader authority to subordinates with the aim of making work units more efficient and effective by cutting bureaucracy that causes the organization to run slowly. The breakdown of performance units in the public sector is divided into several areas that are directly related to the applicant, including a waiting room that can provide direction, the CS area is tasked with checking the completed files, and the technical licensing area is tasked with making a recommendation letter that will be sent to the Technical Service, the three areas of the work unit are directly related to the service of the permit applicant.

Fifth, creating competition in the public sector. NPM as an approach in public sector management is adopting a market mechanism where there is competition in attracting consumers. Competition here in the context of the public sector provides fast, transparent and cheap services. Things that attract consumers by providing fast, transparent and cheap services, this is related to licensing is done free of charge related to costs only in its levies such as IMB and advertising permits (taxes), for payment through Bank Jatim.

Sixth, adoption of management styles in the business sector into the public sector. If the public sector wants to advance, it must be willing to adopt the management concept applied in the private sector which has been proven to be better because it always follows developments. Management in the private sector that can be adopted, for example: performance appraisal, compensation system, employee placement and promotion based on performance, careful planning. The performance appraisal of the Investment and Integrated One-Stop Service Office uses a system for ASN employees which is seen from the discipline of absence, for example before 07.00. Later, they will be absent again at 15.00, for ASN, the absence is manual when they have arrived at the secretariat, this assessment is seen from often attending roll calls, never being late, often not asking for permission and others. Compensation system with employee placement and promotion cannot be determined by the Office itself, but from the superior directly, the Regent, for the addition of new employees, the

direction is from the Head of the General and Personnel Sub-Division, such as training, dismissal of civil servants, and discipline of civil servants.

Seventh, emphasis on discipline and greater savings in using resources. In the concept of NPM, the public sector must pay attention to the use of various existing resources, both economically and efficiently. Saving does not mean reducing quality, but maintaining quality but at a low cost. Saving resources can be done by the government through controlling expenditure costs so that there is no mismanagement, misallocation that can cause waste and what is important to note is that resource management must not damage the environment. In maintaining quality or quality in its human resources and to reduce bureaucracy in services, namely by following BIMTEK and IPTEK, both secretariat, treasury, service section and determination of permits from ASN and Non ASN employees. In saving resources, it is done through controlling expenditure costs so that there is no mismanagement. The use of the budget comes directly from Bapeda, and every budget that comes out is equally distributed to the Investment, Licensing, Secretariat, General Affairs and Personnel Sub-Divisions: the Investment sector has socialization activities for MSMEs, the Licensing sector has socialization related to licensing procedures, the secretariat has facilities and infrastructure (sarpras), both office stationery, broken AC.

Implementation NPM at the Investment and One-Stop Integrated Service Office of Jember Regency has been implemented in the service system and supporting infrastructure to provide comfort to the community (applicants), this implementation can be seen from the seven principles of NPM. Performance standards and performance measures in services based on Perbup 24 2022 according to SOTK, one of which is the secretariat, the task is related to office facilities, infrastructure (sarpras), and personnel. The Investment Sector by conducting promotions, socialization for investors and bringing in business actors (Covi morning). The Licensing Sector is tasked with controlling its permits from filling in data to issuing a recommendation letter. Of the three sectors engaged in services, apart from performance standards, there are also performance measures for their implementation at the same speed as accuracy in achieving targets, the speed in performance measures according to PP 5 2021 is 28 working days at the longest, in processing accuracy in service is required, namely the accuracy of officers when checking applicant files before going to the Technical Division.

In the licensing sector to cut bureaucratic processes by more effective and efficient objectives of the Investment and One-Stop Integrated Services Office there is a breakdown of work units in the public sector that are directly related to the applicant, including a waiting room that can direct to the CS field, then the CS field is tasked with checking the completed files, after the applicant's files are declared complete the next stage in the Technical Licensing Field is tasked with making a recommendation letter that will be sent to the Technical Service according to the permit requested by the applicant. From the licensing flow stage that is owned is done free of charge related to costs, only levies such as IMB permits, advertising (taxes) are paid through Bank Jatim. Applicants in taking care of permits from the licensing flow until the permit is issued at the Investment and One-Stop Integrated Services Office in controlling the output and outcome of the community (applicant) fill in the suggestion box that has been provided satisfied or dissatisfied with the applicant during the licensing process this is done to find out the results of the community satisfaction survey, satisfaction seen by the applicant on facilities and infrastructure, discipline of HR in working, and the OSS application system to make it easier and more practical.

Discussion

Islamic values in New Public Management in services at the Investment and Integrated Services Office

In the practice of NPM in public services at the Investment and One-Stop Integrated Service Office, after analysis, there are several Islamic values that are practiced. These values are internalized in daily service activities starting from the registration process to the issuance of permits. The Islamic values contained in the service process are in synergy with the AKHLAK principle carried out by the Investment and One-Stop Integrated Service Office. The Islamic values that are practiced include:

Table 3. Islamic Values in Service

| No | Value | Form/practice |
|----|------------|---|
| 1 | Siddiq | Employees in serving the community are always honest in words and deeds. Open to all information and do not cover up new things in the service. |
| 2 | Trust | This value is in line with AKHLAK, which means in terms of language it can be trusted, but in practice the service is integrity and maintains credibility. So that the public trusts that their affairs will be resolved quickly. This integrity is proven by the commitment to complete the licensing process on time, not doing things that are not their job description. Especially when carrying out tasks |
| 3 | Tabligh | Conduct cross selling and always provide information and offer new products or new services owned by the Department. Informative and do not cover up any information related to the service. Always inform the things asked by the public and do not cover up any information related to the service |
| 4 | Fathonah | Smart, creative, innovative and solution-oriented. So that it is able to solve licensing problems experienced by the community. Always innovate services so that there is always improvement and always change. Changes are intended to accelerate services |
| 5 | Discipline | This value is practiced with services that are always on time according to the time set. In addition, it is also careful in checking the submission files provided by the community. This discipline is closely correlated with integration, because if there is no discipline, public trust will not be realized. |
| 6 | Efficiency | This value is related to tabligh, every time creating innovations that can streamline services. So that day by day, services are getting faster and more precise. |

Source: Processed, 2025

Table 3 the above values are internalized in every service process carried out. These values are synergized with the AKHLAK principle so that it is more perfect. The following is the registration flow until the permit is issued which contains Islamic values.

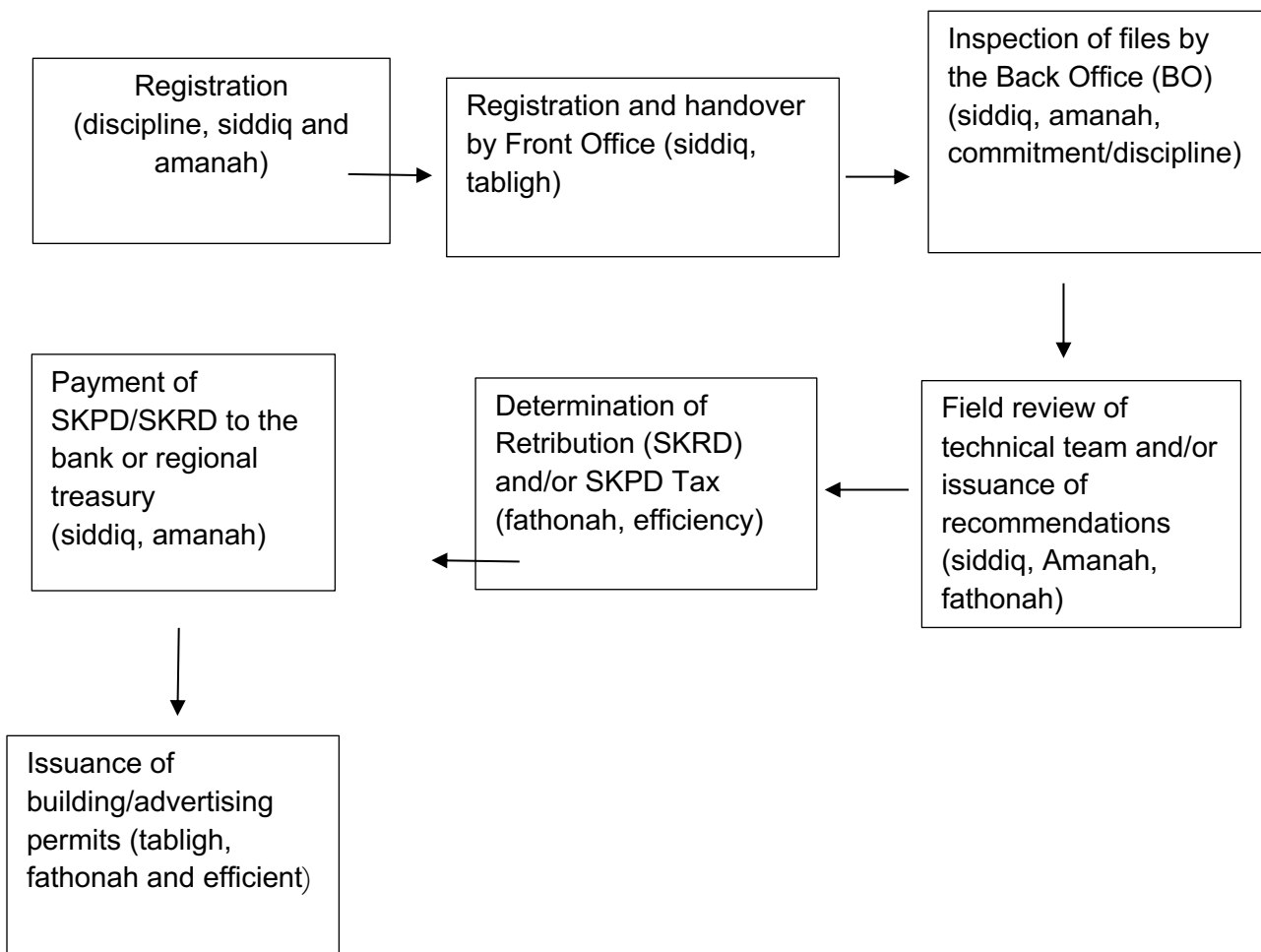


Figure 4. Islamic Values in the Flow of Registration for Permits for Fees

Framework of Islamic New Public Management Model in Public Services

Based on the data presented above, this study tries to create a model framework in strengthening NPM in public services. So that NPM is not seen as a change that does not contribute anything other than speed, because in addition to technological changes that lead to efficiency, there must also be a change in character in employees who provide services to the community. Islamic values must become a culture in serving the needs of the community, not forced. Through the analysis of Islamic values in public services provided by the Investment and One-Stop Integrated Service Office, it becomes more integrative and has a strong character strength. Because society needs high service and appreciation as God's creatures. Public services should prioritize moral values in every performance that is carried out. The following is the framework of the Islamic new public management model based on the analysis of the data presented above:

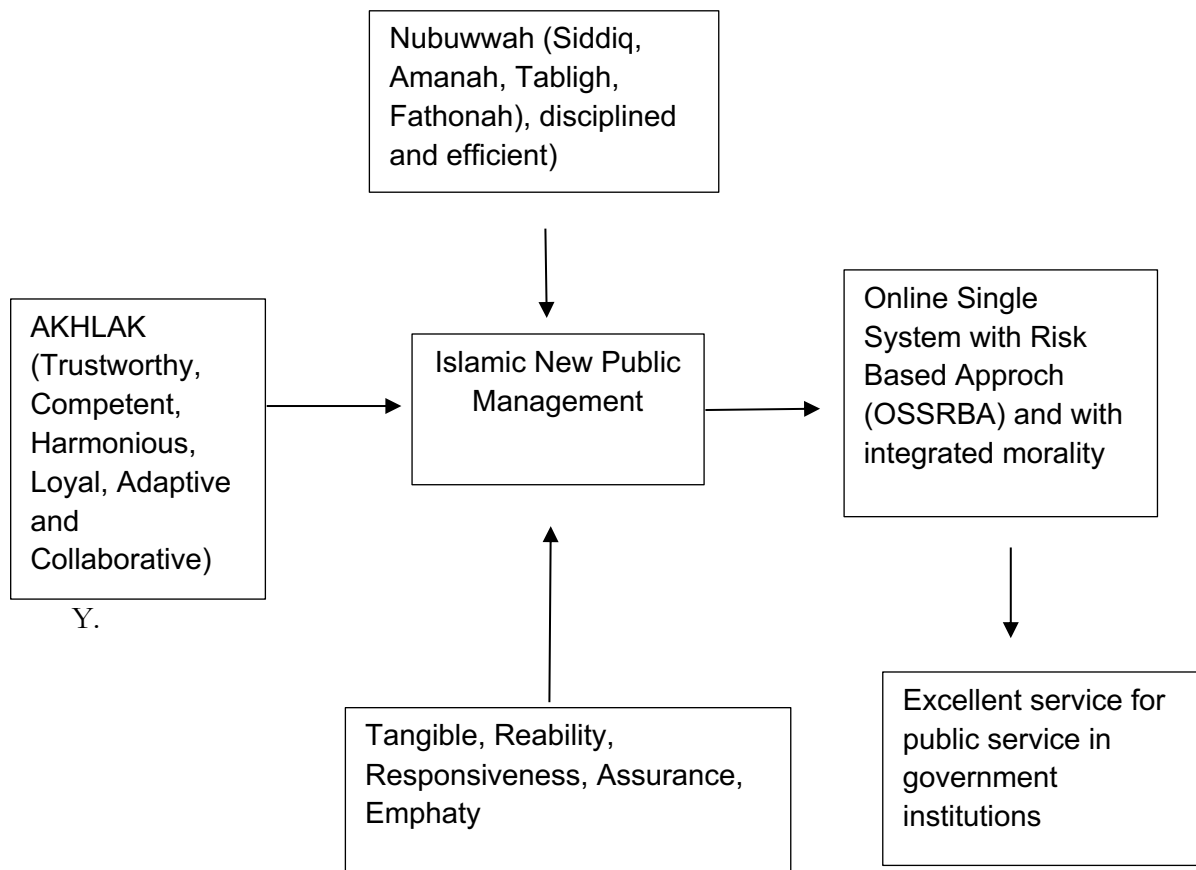


Figure 5. Islamic Values in the Flow of Registration for Permits for Fees

Table 5 the framework above explains that Islamic New Public Management is not only present from NPM concepts, but is integrated with Islamic values in the form of prophecy, discipline and efficiency. In addition, it also adopts the principles developed by BUMN as a reference in managing state institutions, namely AKHLAK. In its refinement, because it is related to service practices, in measuring service quality, it uses the theory developed by Zeithaml and Berry, which includes tangible, reliability, responsiveness, assurance and empathy. These three things are then integrated with NPM which has 7 dimensions, so that it becomes Islamic New Public Management. In practice, it is realized with technological integration, namely through the OSS RBA application which should be integrated with morality. Thus, the goal of excellent service for public services can be met, namely customer or community satisfaction

CONCLUSION

The findings of this study state that in carrying out public services, institutions must innovate services. The innovation is integrated with the NPM model developed with the framework of Islamic values. The integration includes the values of nubuwwah, discipline, efficiency with the principle of AKHLAK. Then integrated with technology that is realized through the OSS RBA application. Based on the existing findings, the recommendation of this study is that institutions should always update information and innovations related to services, so that the public can experience fast and precise services

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