

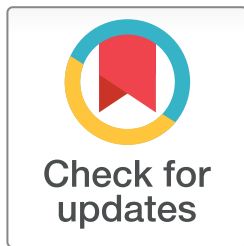
ARTICLE

Developing Depok's Government Strategies for Strengthening the Public Services Using SWOT Analysis

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OPEN ACCESS

Citation: Rahayu, A. Y. S., Khafian, N., Rahmayanti, K. P., Anza, F. A., & Afra, S. A. (2022). Developing Depok's Government Strategies for Strengthening the Public Services Using SWOT Analysis. *Jurnal Bina Praja*, 14(1), 175–187. <https://doi.org/10.21787/jbp.14.2022.175-187>

Received: 4 February 2022

Accepted: 6 July 2022

Published: 28 July 2022

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Abstract: The Depok City One-Stop Integrated and Investment Service (DPMPTSP) has an important role in providing public services in Depok City, especially in licensing services. During the last four years, the trend of investment realization in Depok City showed a positive trend in 2017 and 2018. During the pandemic, investment realization decreased due to the Covid-19 pandemic, but public demand for business permits is still quite high. Of the 77 types of licensing services, during the year 2021, 29,491 licenses have been issued. This shows that DPMPTSP has an important role in providing licensing services in Depok City. During the pandemic, the DPMPTSP requires strengthening licensing services related to increasing investment. The objectives of this research are; How is the strategy for strengthening licensing and non-licensing services at the DPMPTSP through an analysis of the organization's internal and external environmental factors. This study uses a post-positivism approach, which deductively uses the operationalization of the SWOT concept to find IFAS (Internal Factor Analysis Strategies) and EFAS (External Factor Analysis Strategies) scores. The analysis results show that DPMPTSP Depok City has the capital of strengths and opportunities with a convincing score. Thus, it is possible to do an expansion. However, on the other hand, it also has weaknesses and threats that are quite severe, so empowerment is needed in the field of excellent service, cooperation/networking, and increasing digitalization capacity. The recommendation given is that the strengthening of the Depok City DPMPTSP must be directed to minimize weaknesses and threats.

Keywords: Analysis Strategy; Public Services; Empowerment Strengthening; Service Capability Improvement; DPMPTSP

1. Introduction

The main objectives of regional autonomy include bringing public services closer to the user community in the region. Public services in Indonesia cannot be separated from the role of the Regional Government as an implication of the implementation of regional autonomy as regulated in Law Number 22 of 1999 concerning Regional Government and Law Number 25 of 1999 concerning Financial Balance between Regional Government and Central Government which was later revised by Law Number 32 of 2004 and Law Number 33 of 2004. After the implementation of these laws and regulations gave birth to radical changes in the administration of government, especially related to public services in Indonesia. Local governments currently play an important and strategic role in optimizing public services in their respective regions.

Public service is a social mechanism that is formed, funded, and managed by the government, both central and regional, to meet the needs of the community that the market cannot meet. The government is legally responsible for implementing public services and supervises their implementation (Chapman & Cowdell, 1998). Based on Law Number 25 of 2009 concerning Public Services, types of public services include public goods and public services as well as administrative services, namely education, teaching, employment and business, residence, communication and information, environment, health, social security, energy, banking, investment and investment, transportation, natural resources, and tourism. Public services in the regions are increasingly advanced and oriented towards community satisfaction along with one-stop integrated services (PTSP), which are then integrated with investment and investment services into the nomenclature of the Investment Service and One-Stop Integrated Services (DPMPTSP). Investment and investment is one of the keys to regional development that can be optimized to increase the rate of growth and the level of regional income so that economic growth in an area also increases. Depok City, apart from being one of the buffer areas for the capital city of DKI-Jakarta, is also a potential investment area because several areas have rapid economic growth. The indications are infrastructure networks, social facilities, and the public. Therefore, licensing aspects related to investment and investment are very important.

From 2018–2021, the development of investment realization was dominated by investment growth in the toll road sector, educational facilities (campus), and property. During the last four years, the trend of investment realization in Depok City showed a positive trend in 2017 and 2018. There was an increase in investment realization of IDR5,865,013,821 (46.15%) from 2017. In 2018 investment realization in Depok City was IDR18,948,027,867,217. Meanwhile, the realization of investment in 2019 was IDR8,443,718,982,008. The investment value in 2019 decreased by 54.69%. Various causes trigger the decline in investment trends; in 2019, it is estimated that the emergence of Covid-19 will be one of the triggers for the decline in global economic trends so that investors are relatively holding back their investment, and eventually, several large projects have to be postponed. On the other hand, data from the Depok City Investment Activity Report (LKPM) in 2018–2019 recorded an addition of 390 investment applicants, a request for a Trading Business Permit, as many as 1,068 applicants, as well as an additional 18 applicants for investment data from principal approval. The data shows that although investment realization has decreased, public demand for business licenses is still quite high. Of the 77 licensing services in 2021, 29,491 permits were issued (DPMPTSP, 2021). The services mostly served to the community are related to applications for making Trading Business Permits.

In the current pandemic era, various efforts have been made to increase the ease of licensing services, among others, by carrying out various strategies and public service innovations. These strategies and efforts are directed at six focuses of current public service achievements, namely: 1) user satisfaction; 2) increasing public trust or public trust; 3) use of digital services; 4) good and effective service; 5) public services

that are full of certainty and 6) greater employee involvement (Government of Ireland, 2020). The problem is that some public service agencies are not aware to achieve these goals, public services must pay attention to the dynamics of environmental change. The results of a survey conducted by McKinsey show that environmental pressures and environmental dynamics make organizations have to be more aware of external conditions to respond to the challenges and pressures they face. Especially in public sector organizations which tend to be less volatile than the private sector. The organizational environment is very important and becomes a reference for every strategic change in the organization (Rahayu, 2015). Movements in the internal and external environment greatly influence what actions the organization must take for its future.

Several real problems presented by The Depok City One-Stop Integrated and Investment Service Depok City and obtained through FGD activities and a series of research at the Depok City DPMPTSP show some of the problems faced by the Depok City DPMPTSP, such as the use of online and digital services, resource capabilities human resources still need to be improved. Networking between agencies needs to be developed, and it is a problem that hinders changes toward an integrated service. The main objective of this study is to strengthen the DPMPTSP of Depok city; however, it must begin with research on the organization's internal and external environmental conditions. The need for environmental surveys both internally and externally is the first step to creating the right strategy, which in turn becomes a reinforcement for public services.

SWOT Analysis is one of the methods used to analyze the internal and external environment faced by the organization. SWOT Analysis is a strength and weakness, where both are in the organization's internal environment while O (opportunity) and T (threat) are in the environment outside the organization. Both of these environments, namely internal and external, must be identified so that the organization can find the right strategy to deal with the dynamics of environmental change. This means identifying the strengths and weaknesses of the organization's internal environment, aimed at anticipating the opportunities of the organization's external environment (Davis et al., 1991). According to Rangkuti (2015), the SWOT Analysis method is a way to evaluate yourself so that an organization can make projections, strategies, and plans to build a better organization. The existing literature has not succeeded in describing the origin of the swot analysis. An article reviews that from the empirical aspect, the basic SWOT analysis was introduced in 1952 by Lockheed's Corporate Development Planning Department and conceptually introduced by Robert Franklin Stewart, head of the Theory and Practice of Planning group at the Stanford Research Institute (Puyt et al., 2020).

In 1965, Stewart published SOFT as an approach in reports used by large companies, which he described "Logical set of steps (the so-called chain of reasoning) for corporate aim setting." The term SOFT developed into Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. Robbins and Coulter (2005) explains that "SWOT analysis is an analysis which is based on the strengths, weaknesses, opportunities, and threats of the environment." SWOT (Strengths, Weakness, Opportunity, Threats) analysis is a way to observe the internal and external marketing environment. Researchers in Indonesia often cite Rangkuti (2006) to explain SWOT analysis. Strategic planning practice is something that has been widely developed in sector organizations. A survey of government employees in the United States found that 3/4 of respondents (n=987) carried out strategic planning by analyzing strengths, weaknesses, potentials, and threats (Berry & Wechsler, 1995).

There is various SWOT analysis research with various qualitative and quantitative methods. Qualitative methods in SWOT analysis have been carried out using two stages of discussion, namely the first discussion stage to collect SWOT and the next stage to confirm. It is recognized that this SWOT analysis is part of the strategic planning stage (Velotti et al., 2012). Other research that reviews compensation schemes in Spain also analyzes SWOT, although the data collection method is not

explained (Enríquez-de-Salamanca et al., 2017). There has been research that uses SWOT analysis to analyze business conditions in Indonesia, such as in the context of software developer development in Indonesia (Amanah, 2015; Anggadwita et al., 2016) and aquaculture (Rimmer et al., 2013). There are various methods of collecting data in SWOT analysis, including facilitated workshops (Rimmer et al., 2013), interviews and discussions (Anggadwita et al., 2016), and some use questionnaires, interviews, and observations (Amanah, 2015). The application of SWOT analysis can be used for strengthening and developing strategies in the public sector.

Strengthening the public sector, in particular, is related to the importance of continuous empowerment of public services so that the target of community welfare can be achieved in a sustainable manner. This strengthening can be in human resource empowerment, capacity building, training, and skill development (United Nations Development Programme, 2021). In addition, achieving sustainable development and strengthening resilience requires a long-term perspective in policy-making and institutional building at all levels, based on effective governance for sustainable development and organizations that are adaptive to change (United Nations, 2011).

DPMPTSP of the city of Depok requires learning support about the importance of environmental surveys to be further used as a strategy for strengthening licensing and non-licensing services. Apart from that, referring to various SWOT literature that has been widely practiced, the focus of this research aims to find the strategies needed for licensing and non-licensing services at the Depok City DPMPTSP using SWOT analysis. Thus, the research questions are: How does the strategy for strengthening licensing and non-licensing services at the Depok City DPMPTSP compile through an analysis of the organization's internal and external environmental factors.

2. Methods

This study uses a post-positivism approach, which deductively uses the operationalization of the SWOT concept to find IFAS (Internal Factor Analysis Strategies) scores and EFAS (External Factor Analysis Strategies) scores. Both IFAS and EFAS will then be a combination of SWOT strategies. Creswell and Creswell (2017) and Riccucci (2010) state that the post-positivism approach to data collection methods can be made qualitatively and quantitatively. In this study, the IFAS data collection method was carried out qualitatively. The qualitative method used is through in-depth interviews or FGDs with internal and external stakeholders to confirm and explore in-depth information related to IFAS and EFAS factors. At the same time, the quantitative data collection method was carried out for community users who were asked to assess the quality of the Depok City DPMPTSP licensing service.

The IFAS factor is an internal organizational factor in the form of strengths and weaknesses of the Depok City DPMPTSP, while the EFAS factor is an external factor in the form of opportunities and threats (call: challenges) from the Depok City DPMPTSP. Furthermore, the combination of internal factors (IFAS) with external factors (EFAS) resulted in 4 (four) SWOT strategies, namely the SO strategy; WO; ST; and WT as shown in Table 1.

Table 1. Combination of IFAS & EFAS Strategies, 2021

EFAS	IFAS	Strengths (S)	Weaknesses (W)
Opportunities (O)		SO Strategy: The strategy of using strength to pursue opportunities	WO Strategy: Strategy to minimize weaknesses to take advantage of opportunities
Threats (T)		ST Strategy: The strategy of using strength to subdue a threat or challenge	WT Strategy: Strategy to minimize weaknesses and avoid threats

Source: Rangkuti (2006)

This research design begins by determining a sample of respondents and informants related to the search for internal and external factors of the organization. First, internal factors were explored through in-depth interviews and FGDs with employees and internal licensing officials for the Depok City DPMPTSP. Meanwhile, external factors were explored and found through surveys of external respondents, namely the user community, and in-depth interviews and FGDs with external stakeholders of Depok City DPMPTSP, namely the user community, NGOs, academics, and related horizontal agencies. The second step was to choose the IFAS and EFAS factors from the results of internal and external questionnaires. The selection of these IFAS and EFAS factors requires FGD with internal officials and external stakeholders. This is done because, in addition to validation, it also sees which priorities must be taken to benefit the SWOT strategy. The third step was to give the weights and rankings of the selected IFAS and EFAS factors, where the multiplication of the weights and rankings will become the score values in 4 SWOT quadrants.

The SWOT quadrant is the intersection of the X (horizontal) and Y (vertical) axes. The right X-axis represents the positive Strength score, while the left X-axis represents the negative Weakness score. While the Y-axis is a vertical line, the upward vertical line represents Opportunities with a positive score, and the downward vertical line represents the negative threats score. The results of multiplying the weights and rankings of each IFAS and EFAS factor will then become the 'dots' combination of SO, ST, OW, and WT that determine the strategy that becomes a priority for the organization.

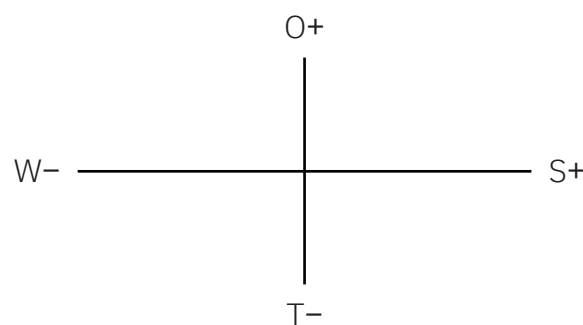


Figure 1. X and Y Axis Intersect in SWOT Dimension

Source: Researchers (2021)

As for the limitations of the research, there are at least two limitations in this research. First, this type of research is a case study, specifically discussing cases in the DPMPTSP in Depok City only. The results of this study can be used as a reference for other similar studies, but the results of this study certainly cannot be generalized to all DPMPTSP in other areas.

Second, the implementation of this research activity was carried out while the Covid-19 pandemic was still ongoing. So that research activities are carried out online, and there are various technical adjustments in the implementation of activities. Although, the adjustment did not have a critical effect on the substance of the study.

3. Results and Discussion

3.1. IFAS and EFAS Findings

3.1.1. Strength Indicators (Weaknesses - Internal Organizational Factors)

Finding internal (IFAS) and external (EFAS) factors as a basis for finding organizational strategy is a challenge in itself; in general, organizations feel that their existence is currently seen as sufficient, let alone public organizations. All are considered established and stable, even though any organization, including public organizations, requires regeneration or capacity building to increase its existence again (Muñoz &

Branzei, 2021). The internal and external environment of the organization is always moving dynamically, so it is very important for the organization to always monitor its environment. Increasing organizational capacity is only possible if we know the map of our internal and external environment, the strengths and weaknesses of the organization, and how big the opportunities and threats are out there. The results of this study describe the findings of several IFAS and EFAS factors which are generally difficult for organizations such as DPMPTSP to know because they are trapped in routine aspects.

Table 2. Results of Calculation of Strength Score (S)

IFAS	Factors	Significance Level	Weight (0–1)	Rating (1–10)	Score (b × r)
S1	Availability of an online Licensing System	5	0.11	7	0.76
S2	Integrated licensing technical team	5	0.11	8	0.87
S3	Availability of clear SOPs	5	0.11	8	0.87
S4	High Public Interest	3	0.07	9	0.59
S5	There is a licensing acceleration officers	3	0.07	6	0.39
S6	Licensing Integration between OPD	5	0.11	9	0.98
S7	Timely completion	5	0.11	8	0.87
S8	There is an investment promotion	5	0.11	8	0.87
S9	Solid team work	5	0.11	8	0.87
S10	Adequate facilities and infrastructure	5	0.11	7	0.76
Total Score S			1.00		7.83

Source: Primary Data Process (2021)

The following are the findings of the IFAS factors from the Depok City DPMPTSP, including the dimensions of Strengths (strengths) and Weaknesses (weaknesses). In Strengths, ten factors were found, namely: 1) the availability of an online licensing system, 2) the integration of the technology licensing team, 3) the availability of clear SOPs, 4) high public interest, 5) the existence of a licensing acceleration task force, 6) integration of licensing between OPDs, 7) timely completion of permits, 8) online investment promotion, 9) solid teamwork, and 10) adequate infrastructure. The calculation found that the total value of the Strengths score, namely the product of the weight and rating, was 7.83 and was on the positive X-axis. Table 2 is the results of the calculation of the Strength Score (S).

3.1.2. Weaknesses Indicators (Weaknesses - Internal Organizational Factors)

In the dimension of Weaknesses of DPMPTSP, 17 factors were found, namely: 1) the low ability of frontline services, 2) the lack of quantity of field verification personnel, 3) the lack of information media and service SOPs that can be accessed by the public, 4) Weak availability of valid data on unlicensed buildings, 5) weak consistency of central and regional regulations, 6) technical service responses are often late, 7) there is no MPP, 8) low budget for human resource capacity building, 9) no supporting equipment in service, 10) not optimal database tidying, 11) not yet the publication of service standards guided by PermenPANRB Number 15 of 2014, 12) the preparation of service standards has not been collaborative and has not been published, 13) there are no guidelines for implementing the Community Satisfaction Survey (SKM), 14) there is no follow-up to SKM, 15) the results of customer surveys are not available published yet, 16) the queuing system has not been done electronically, and 17) there is not yet an adequate investment profile for the city in epic. The total score of W is -2.69. Table 3 is the calculation of the weakness score (W) of the Depok City DPMPTSP organization.

Table 3. Result of Weaknesses Score Calculation (W)

IFAS	Factors	Significance Level	Weight (0–1)	Rating (1–10)	Score (b × r)
W1	Frontline service capability is still low	5	0.06	2	-0.12
W2	Lack of quantity of field verification personnel	3	0.04	4	-0.16
W3	Weak information media and service SOPs that can be accessed by the public	5	0.06	3	-0.18
W4	Weak valid data on unlicensed buildings	5	0.06	3	-0.18
W5	Weak consistency of central and regional regulations	5	0.06	2	-0.12
W6	Technical service response often late	5	0.06	4	-0.24
W7	There is no MPP yet	5	0.06	1	-0.06
W8	Low budget for increasing HR capacity	5	0.06	1	-0.06
W9	There is no supporting service equipment	5	0.06	3	-0.18
W10	The database is not optimal yet	5	0.06	3	-0.18
W11	The service standards that are guided by the PANRB Regulation Number 15 of 2014 have not been published yet	5	0.06	4	-0.24
W12	The preparation of service standards has not been collaborative and has not been published	5	0.06	2	-0.12
W13	There are no guidelines for implementing the Community Satisfaction Survey	4	0.05	4	-0.20
W14	There has been no follow-up to the Community Satisfaction Survey	3	0.04	3	-0.12
W15	Customer survey results have not been published	5	0.06	3	-0.18
W16	The queuing system has not been done electronically	5	0.06	3	-0.18
W17	There is not yet an adequate investment profile for the city of Depok	5	0.06	2	-0.12
Total Score W			1.00		-2.69

Source: Primary Data Process (2021)

3.1.3. Opportunity Indicators (Opportunities - Organizational External Factors)

Furthermore, the findings of the EFAS factor from the Opportunities and Threats dimensions are presented. From the Opportunities dimension, there are ten factors, namely: 1) SOPs and technology-based business processes, 2) Cipayung landfill investment potential, 3) LRT and Depok monorail availability as a hub-city, 4) PDAM coverage development was still below 30%, 5) Depok population which is very large, 6) formation of tourist and industrial zoning, 7) synergies in licensing the provision of housing for low-income communities, 8) providing incentives for developers to provide housing for low-income communities, 9) application of Law No. 12/2020 on job creation related to OSS development, 10) increasing certainty, convenience, effectiveness, and transparency. The total score of opportunity (O) was 7.83. Below, the results of the calculation of the opportunity score (O) are presented in Table 4.

Table 4. Results of Calculation of Opportunity Score (O)

IFAS	Factors	Significance Level	Weight (0–1)	Rating (1–10)	Score (b × r)
O1	Technology-based SOPs and business processes	5	0.12	9	1.10
O2	Cipayung landfill investment potential	3	0.07	6	0.44
O3	Availability of LRT and Depok monorail as hub-city	5	0.12	9	1.10
O4	Coverage development for Regional Drinking Water Companies is still below 30%,	3	0.07	7	0.51
O5	The population of the city of Depok is very large	5	0.12	8	0.98

Table 4. Results of Calculation of Opportunity Score (O)

IFAS	Factors	Significance Level	Weight (0–1)	Rating (1–10)	Score (b × r)
O6	Establishment of tourist and industrial zones	3	0.07	9	1.10
O7	Synergy for licensing the provision of housing for low-income communities	4	0.10	6	0.44
O8	Providing incentives for developers to provide housing for low-income people	4	0.10	7	0.51
O9	Implementation of Law No. 12/2020 on job creation related to OSS development,	4	0.10	7	0.51
O10	increased certainty, convenience, effectiveness, & transparency	5	0.12	9	1.10
Total Score O			1.00		7.83

Source: Primary Data Process (2021)

3.1.4. Threats Indicator (Threats - Organizational External Factors)

In the Threats dimension, 11 factors are found that pose a threat to the organization, namely: 1) there is no legal umbrella related to innovation to be implemented, 2) the alignment of central and regional regulations in OSS practice, 3) wider access to the community to obtain public services, 4) the community's strong desire for easier, faster and online-based licensing, 5) inter-service synergy and between institutions and the community, 6) there is still Corruption, Collusion, and Nepotism that affect services, 7) there is no standardization from the DPMPTSP & the Education Office for recommendations for permits to establish private schools, 8) Consistency in the application of spatial planning licensing regulations based on Perda 18, 9) simplification of regulations and improving a conducive investment climate, 10) application of synergies in post-disaster applications, 11) implementation of the OSS law for lost work. The Threats score found -4.00, which is located on the vertical Y-axis towards the bottom (-). In the following, Table 5 is presented in the form of calculating the threat score (T).

Table 5. Calculation Results of Threat Score (T)

IFAS	Factors	Significance Level	Weight (0–1)	Rating (1–10)	Score (b × r)
T1	There is no legal umbrella related to innovation that will be implemented yet	3	0.08	5	-0.38
T2	alignment of central and local regulations in OSS practice	5	0.13	4	-0.51
T3	wider access to the community to obtain public services	4	0.10	4	-0.41
T4	community's strong desire for easier, faster and online-based licensing	3	0.08	5	-0.38
T5	synergies between inter-agency and inter-agency and community,	4	0.10	4	-0.41
T6	there is still Corruption, Collusion and Nepotism that affect service	4	0.10	3	-0.31
T7	there is no standardization from the DPMPTSP & the Education Office for recommendations for permits to establish private schools	4	0.10	3	-0.31
T8	Consistency in the application of spatial planning licensing rules based on Regional Regulation 18	3	0.08	4	-0.31
T9	simplification of regulations and improving a conducive investment climate,	4	0.10	4	-0.41
T10	application synergies post OSS implementation	3	0.08	4	-0.31
T11	the application of the work copyright law creates the potential for loss of regional retribution	2	0.05	4	-0.26
Total Score T			1.00		-4.00

Source: Primary Data Process (2021)

3.2. Combination of SWOT Strategy towards Depok DPMPTSP

Based on the IFAS and EFAS scores, the combination points between S-O, W-O, W-T, and S-T were then found, as shown in Table 6.

Table 6. Position of Points, Quadrant Area, and Strategic Priorities

SWOT Combination	Quadrant	Point Position		Area Matrix (X × Y)	Strategy
		X	Y		
S-O	I	7.83	7.83	61.3089	Expansion
W-O	II	-2.69	7.83	- 21.0627	Stability
W-T	III	-2.69	-4.00	10.7600	Retrenchment
S-T	IV	7.83	-4.00	- 31.3200	Combination

Source: Primary Data Process (2021)

The strategies in the 4 SWOT quadrants above are: First, the combination of S-O (Strengths – Opportunities), which is at point (7.83, 7.83) and occupies quadrant I with the largest matrix area among the other quadrants, namely 61.3089. This means that the Depok City DPMPTSP organization is in a strong position where the IFAS and EFAS factors have the same strength, namely 7.83. Because both factors have strengths, the organization's work can be continued in an expansionary manner, using strengths and at the same time pursuing opportunities. The availability of an online licensing system, the integration of the technology licensing team, the availability of clear SOPs, high public interest, the existence of a licensing acceleration task force, integration of licensing between OPDs, timely completion of permits, online investment promotion, solid teamwork, and adequate infrastructure can be improved. Some of them are through the establishment of SOPs and business processes based on technology and even digital, increasing investment in the Cipayung landfill, supporting the LRT and Depok monorail, which will become a hub-city, as well as developing tourism and industrial zoning in the city.

The first combination is that S-O is a real current condition that must be maintained and improved and the main strategy to be maintained and developed. In this strategy, the organization can maintain its strengths and develop the organization by optimizing the potential opportunities (opportunities) estimated during FGD activities. For example, by developing existing services in terms of quantity and quality.

Second, the W-O combination is a combination that is likely to be the first priority which is referred to as stability, meaning that the stability of the Depok City DPMPTSP must take into account the 17 weak factors that exist if the expansion is to be carried out. This is related to a great opportunity to be considered considering the opportunity for the Depok City DPMPTSP, which has such a good score but still has internal weaknesses. The 17 weak factors which require attention are how to overcome the consistency of regulation between the center and the regions, then the slow response to the related technical offices, the absence of Service Standards or MPP Guidelines, the habit of not following up on the results of the Community Satisfaction Survey and socializing it through social media is still lacking, the profile of various investment programs in the city of Depok as well as the inadequate digital marketing socialization. The ability to digitize HR seems to be an obstacle to seizing the existing opportunities. This W-O combination will then become the second priority of the Depok City DPMPTSP by minimizing the weaknesses mentioned above. For example, one of the weaknesses related to the digitalization of HR that has been mentioned previously can be overcome by using an existing online system and is categorized in the strengths of DPMPTSP.

The third is the combination of W-T dimensions. These two dimensions show that there are two factors of weakness (-2.69) and threats (-4.00), both of which are in the negative quadrant; of course, the organization will need a high effort to make a strategy based on the W-T combination because, on the one hand, it must minimize

internal weaknesses while the threat is quite large. Thus, the W-T strategy is not a top priority so that the Depok City DPMPTSP can save more energy (retrenchment) in strengthening its role, moreover, in the W-O dimension, the weakness factor has been handled properly and becomes the first priority for Depok City DPMPTSP.

Then, the last is the combination of S-T dimensions. This combination consists of 10 organizational strength factors and 11 threat factors. With the strength factors possessed by the Depok City DPMPTSP, it is hoped that the 11 existing threats can be overcome; although somewhat severe, 6 of them that must be considered are: 1) there is no legal umbrella related to innovation that will be implemented, 2) alignment of central and regional regulations in OSS practice, 3) weak synergy between inter-service and inter-community institutions, 4) there is still KKN that affects services, 5) consistency in the application of licensing regulations space based on the regional regulation, 6) the application of the job creation law creates the potential for loss of regional levies, will require a rather heavy effort. This threat is not light, but it is feasible and must be pursued by the Depok City DPMPTSP because similar agencies in other cities have been able to overcome this problem such as trying to create synergy between existing inter-service offices, creating high integrity and responsibility in preventing Corruption, Collusion and Nepotism (KKN), and of course, increasing human resource capabilities in digitizing so that networking between agencies and with the community becomes more intensive and easy. The following is the matrix in the excel illustration of the SWOT quadrant and the matrix area of each quadrant.

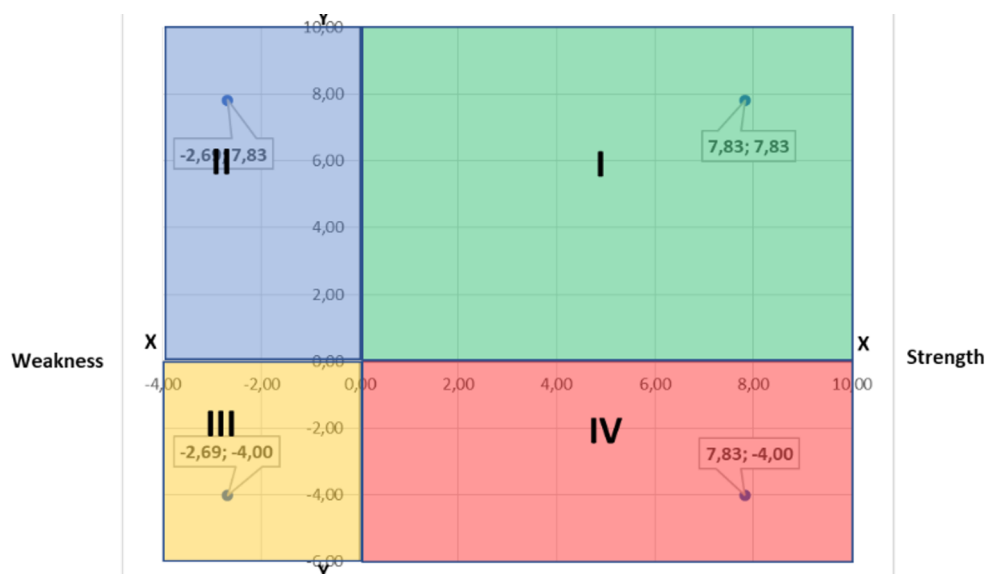


Figure 2. Quadrant and Area of the Matrix in SWOT

In Figure 1, it can be explained quadrant I was a strategy called expansion in which the organization has great and positive strengths and opportunities to develop itself so that this does not need any effort but only maintained while improving what already exists. While in quadrant II, it can be the first priority of organizational strategy, where great opportunities that are also supported by great strengths must be balanced by minimizing organizational weaknesses. This strategy does not require great effort. In quadrant III, it should be chosen as the last priority because its two dimensions, namely weaknesses and threats, will be addressed in the next quadrants II and IV. Furthermore, in quadrant IV, the combination of strengths and threats can be the second priority because the strength factor will be able to subdue threats. If this effort is successful, then this strategy will simultaneously boost the third strategy, namely W-T.

Strategic priorities depend on how far the organization can and has problem-solving capabilities. Service quality factors for front-line employees, digitalization, and collaboration between agencies or networking between stakeholders in Depok City

DPMPTSP are key in the strategy to strengthen DPMPTSP in the future. Vielmetter and Sell (2014) reminds us that the strategy of organizations, including government agencies, is very dependent on leaders in reading the organization's future. In Vielmetter and Sell's predictions, digitalization and networking factors determine future organizational success. In the current pandemic era, it is evident how important the internet is in any form; the use of social media, websites, application-based technology, online systems, and digitalization is now undeniable.

The lessons learned from the study of the internal and external environment of the organization show how important it is that the organizational environment can dynamically trigger organizational change. On the other hand, if the organization does not pay attention to its environment, it will remain static and, of course, not change (Rahayu, 2015). Public services such as the Depok City DPMPTSP are one of the many public services that rarely monitor the organizational environment. Why does this happen? First, in general, public service agencies feel they have no competition, so there is no worry that their customers will be left behind. Of course, this is not true because today's society is getting smarter and can judge the good or bad of public service. The visible impact will certainly appear public distrust of local governments.

Second, the existence of a public service bureaucracy that adheres to the 'served' paradigm. This old paradigm must be eradicated; it is the community that must be served because philosophically, the state must protect and guarantee its people's welfare. Public service bureaucracies must be flexible and cannot be single authoritarian. The external environment in the form of the community, similar agencies, suppliers, and academia are the determinants for changes in public services to be more dynamic than previously very rigid. Customer surveys have become a must (Rahayu & Juwono, 2019).

Third, most public services have limited funds and human resource capabilities in carrying out monitoring, evaluation, and even surveys of the internal and external environment. If there is an internal research and development institution within the agency, it also has a very small budget, less than 1% of their APBD. How is it possible that the organization will be able to develop? This classic worry is always recurring, and there is no solution. Academics in public service agencies should be able to share the focus of their research to help improve and develop public services in the regions. Existing research clusters can be directed toward this goal (Rahayu et al., 2019).

As stated above, research on the organization's internal and external environment resulted in an organizational development strategy, in this case, the Depok City DPMPTSP. From where the strengthening will start, of course, from turning weaknesses into opportunities (W-O). There are 17 weakness factors of the Depok City DPMPTSP, but what needs to be addressed is 1) the need for clearer service standards for each type of service, 2) the need for knowledge to be used to follow up on the results of the Community Satisfaction Survey (SKM) and the ability to disseminate information to the community through social media, 3) need to improve the ability to create networks or networking with local stakeholders, 4) need the ability to market various program, and investment opportunities are in the city of Depok to attract investors. For this reason, the ability to build an investment system profile must also be considered, and the last is increasing the organization's digitalization capabilities.

4. Conclusion

Based on the results of the study, it can be concluded that the results of the SWOT analysis indicate that the Depok City DPMPTSP can expand or develop public service programs because the strength and opportunity scores are quite large and very balanced. This is the main capital for DPMPTSP to make changes for the better. However, Depok City DPMPTSP must also be vigilant because of the weaknesses and threats quite large. In this case, the strengthening of the Depok City DPMPTSP should be directed at minimizing weaknesses and threats, particularly regarding increasing

the capability of human service resources, increasing networking and cooperation between related agencies, and increasing knowledge regarding digitalization of services and marketing of Depok City's investment products. The prioritized strategies are the W-O Strategy and the ST Strategy. A strategic recommendation is a form of practical contribution to a policy study.

On the other hand, apart from the practical contribution as a policy study, this research also has a theoretical contribution. This research has a major contribution to State Administration Science, especially in enriching research related to strategies for improving the quality of public services, which so far have often been seen only from the perspective of customers/service users. The use of SWOT analysis allows knowing the service quality strategy both from the internal and external sides.

The recommendations for research on related issues in the future are; The use of SWOT analysis is sufficient to predict future strategies for strengthening public services, but more comprehensive studies can be carried out and further elaborated, for example, through the Balanced Scorecard, which also pays attention to the internal and external environment.

Acknowledgment

We would like to express our gratitude to the Head of One-Stop Integrated Service and Investment Service, along with the management personnel and leaders of Depok City. They provide their consent to be the locus of research and provide input and support for the implementation of this research.

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