

THE IMPLEMENTATION OF THE ONE-STOP SERVICE (PTSP) POLICY TO IMPROVE THE SERVICE QUALITY AT THE MINISTRY OF RELIGIOUS AFFAIRS OFFICE IN GORONTALO

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ABSTRACT

This research aims to 1) analyze and describe the implementation of the One-stop Service (PTSP) policy to improve the service quality at the Ministry of Religious Affairs Office in Gorontalo, 2) analyze and describe the supporting factors of the implementation of one-stop service (PTSP) to improve the quality of religious education and religious affairs services at the Ministry of Religious Affairs Office in Gorontalo, and 3) analyze and describe the inhibiting factors of the implementation of the One-stop Service (PTSP) policy to improve the quality of religious education and religious affairs services at the Ministry of Religious Affairs Office in Gorontalo. The research method used is qualitative-descriptive; while the research location is the Ministry of Religious Affairs Office in Gorontalo. The data collection techniques are observation, interview, and documentation. The descriptive data are analyzed using Miles and Huberman's theory with the approaches i.e. 1) data reduction and simplification, 2) data presentation, and 3) conclusion drawing. This research clarifies that the implementation of the One-stop Service (PTSP) policy in the Ministry of Religious Affairs Office in Gorontalo is conducted by the plan and procedures following SOP and KMA No. 90/2018. Some improvements are made through regular evaluations of target achievement, supporting power, and challenges. Institutional and technical supporting factors are crucial for the implementation of One-stop Service (PTSP). Among the inhibiting factors found are a lack of resources, a lack of public awareness of operational service standards, the level of activity of the officials in charge of the legality of the document, and a limited budget. The corrective actions are adjusting the service provision to the allocated budget, giving socializations regarding the service procedures via printed and audio media, conducting verbal communication, and mapping and proffering the fulfillment of budget by considering the priority scale.

Keywords: *Implementation, Policy, One-stop Services (PTSP)*

INTRODUCTION

Through the dynamics and attempts made to convene social interaction between communities, a mutual relationship is established. The shared expectation can thus be realized to improve the beneficial service quality. One of the essential stakeholders in service delivery is the government institutions authorized and having expertise in certain planes needed by the community.

An increase in the community needs demand for the preparedness of the government institutions in manifesting an easy, convenient, and punctual service delivery system. The government institutions are consistently making attempts to

improve the service delivery system. Multiple service delivery systems are continued to be tested to elevate community satisfaction in accessing the fulfillment of their needs for licensing, non-licensing, and other administrative stuff.

Public service delivery helps the community fulfill any needs that demand them to engage with the government. Therefore, sustainable improvement of service quality should be realized to deliver a quality public service. The improvement of public service quality should be made in an overarching and integrated way. Even we need a universal improvement, either internal or external. An effective system and management are thus required.

One of the most popular policies in terms of public service delivery is PTSP (One-stop Service). The current evidence reveals that almost all of the government institutions implement the policy as the One-stop Service (PTSP) system enables the institutions to give services in a transparent, equal, easy, efficient, quick, and fair way. One-stop Services (PTSP) allows the institutions to give services with measurable and effective performance. One-stop Services (PTSP) is an activity to deliver both licensing and non-licensing services. The staffs of One-stop Services (PTSP) have been authorized by the institutions that have authorization in licensing and non-licensing affairs. The service activities at One-stop Services (PTSP) include application submission and document issuance finished in one place.

As one of the government institutions, the Ministry of Religious Affairs consistently optimizes its public service delivery because the majority of its tasks are related to social community issues. The Ministry of Religious Affairs is responsible for at least the following service deliveries i.e. 1) Hajj and umrah, 2) Development of Islamic and sharia community, 3) Madrasa education, 4) *Diniyah* education and Islamic boarding schools, 5) Public affairs, and 6) Employee affairs. The Ministry of Religious Affairs should thus make various innovations with various service delivery concepts. Besides, it should study other integrated, measurable, and applicable public service delivery concepts.

As a vertical government institution, the Ministry of Religious Affairs should consider thorough public service delivery concepts to support its vision. That obligation makes the policy implementation refer to the national regulation standards although different regions will demand different services. One of the standards in the

improvement of public service delivery is the One-stop Service (PTSP) policy. The improvement aims to better the image of the Ministry of Religious Affairs. Optimizing One-stop Services (PTSP), the Ministry of Religious Affairs issues the Decree of the Ministry of Religious Affairs No. 90/2018 on Procedures for Integrated Service Delivery at the Ministry of Religious Affairs.

The Decree defines the objective of integrated service delivery that is to give easiness and certainty to the community when accessing services. The easiness intended is in terms of information acquiring and service settlement complaints. Meanwhile, the certainty intended is in terms of legal certainty.

The Ministry of Religious Affairs in Gorontalo has been implementing One-stop Services (PTSP) in the last one year. To maintain the existence and management of One-stop Services (PTSP), the Ministry of Religious Affairs in Gorontalo was inaugurated on December 15th, 2018 by the Secretary-General of the Ministry of Religious Affairs of the Republic of Indonesia. Institutionally, One-stop Services (PTSP) need adequate facilities and on-target coordination access. In that way, public service delivery can run effectively.

The One-stop Service (PTSP) policy does not necessarily mean that the service delivery at the Ministry of Religious Affairs is poor. Instead, there should be several improvements in some services, especially religious and Islamic education, *diniah* education and Islamic boarding schools, hajj and umrah, marriage and waqf distribution, and other licensing, data, and administrative services. From the anew implemented policy, the expected outcome is improved service quality and the community's satisfaction level.

Implementing the One-stop Service (PTSP) policy, the Ministry of Religious Affairs in Gorontalo operates 16 services i.e. license to establish and operate madrasa, issuance of certificate replacing diplomas/legalizing diplomas, recommendations (assistance, research), Islamic education consultation, operational permits for hajj guidance groups, ratification of the establishment of PPIU, special hajj registration services, religious consultations, data service requests, KITAS issuance, and other services. "There are two consultation services; while the others are administrative ones." Of the 16 PTSP at the Ministry of Religious Affairs in Gorontalo, we focus our

research on the religious education and religious affairs services handled by the division of Madrasa Education and the division of Religious Education and Islam Religion.

The division of Madrasa Education, prevailing as one of the divisions that specifically manages madrasa as an educational institution at the Ministry of Religious Affairs in Gorontalo, has the roles and functions related to the service system management regarding madrasa education, either in terms of its institutional administration, educating workers and educational workers, facilities and infrastructures, and standard operational procedures for educational activities. Therefore, the division of Madrasa Education has several sub-divisions that are the sub-divisions of curriculum and evaluation, student affairs, institutional facilities and infrastructures, and staff affairs. The sub-divisions also focus on educational service delivery. The division of Madrasa Education and its sub-divisions orient to improve the output of madrasa activities and manage the access system to selective easy quality educational service delivery.

Besides the division of Madrasa Education, the division of Religious Education and Islam Religion also implements assistance and consultation service and the information system management regarding religion and religious affairs. Its specific functions are *to deliver services, consultation, and assistance in terms of Islamic education at young children's education, kindergartens, primary schools, secondary schools, diniyah education, Koran education, and Islamic boarding schools and to manage the information system regarding religious education and religious affairs.*

The main issue in terms of service delivery at the division of Religion and Islam Religion in the Ministry of Religious Affairs in Gorontalo is its delayed service delivery due to its separated and segmented bureaucracy. Another issue is that those that cannot access the segmented services altogether will repeatedly come. With the implementation of One-stop Service policy, the issues can be managed.

To analyze the implementation of One-stop Service policy at the Ministry of Religious Affairs in Gorontalo, we conduct this research and expect to reveal empirical evidence regarding the implementation in a valid and reliable way.

METHODS

This research uses the qualitative approach and the descriptive-qualitative research method. Using the qualitative approach, it aims to describe the implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo. Meanwhile, using the descriptive-qualitative research method, this research aims to describe the setting of a certain object in a detailed and thorough way. This design is selected as it enables us to (1) examine the researched phenomenon in the desired context that is the implementation of PTSP policy in terms of the improvement of service quality and (2) use diverse data sources to make the research credibility and validity reliable. We begin the determination of the design by determining some focuses i.e. a) the implementation of the One-stop Service (PTSP) policy, b) the internal and external supports for the implementation of One-stop Service (PTSP) to improve the public service quality, and c) the inhibiting factors of the implementation of One-stop Service (PTSP) to improve the public service quality and how to deal with them.

Source of Data

The research data sources are both observed behaviors and statements of the staff regarded as informants in this research on One-stop Service (PTSP) at the Ministry of Religious Affairs in Gorontalo, especially at its division of Religious Education and Religious Affairs and other supporting data i.e. notes and documents relevant with the research problems and informants' statements. The description of the data is as follows:

1. Primary Data

The primary data are the data directly collected at the research location and stated by the staff regarded as the research informants. The data should be related to the research variable that is the implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo.

2. Secondary Data

The secondary data are the supporting data collected from notes or documents, in the form of either journals or reports relevant to the implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo.

Data Collection Technique

The data collection technique is the technique selected by a researcher to gather data information relevant to the issue being discussed. Therefore, a proper organization and the use of technique is required. In this research, the techniques used are:

1. Observation

The observation technique is used to observe the research object directly. To acquire structural research findings, the observation is conducted at several steps i.e. a) Observation: a universal observation, either visual or audio, b) Focused observation: an observation of a certain aspect being researched, and c) Mapped observation: an observation where the observer organizes and maps the observation result so the data information can be categorized in accordance with the research problems. Based on the explanation, we observe an activity that is the implementation of the One-stop Service (PTSP) policy, including PTSP mechanism and system oriented to the improvement of public service quality at the Ministry of Religious Affairs Office in Gorontalo. To initiate this research, we determine the research objects i.e. the head of the Office, the heads of the divisions of Madrasa Education and Religious Education and Religious Affairs, and the PTSP staff and confirm their willingness. After the confirmation, we conduct a direct observation.

2. Interview

The interview technique is one of the techniques used to collect data. In this research, we perform structural interviews with all informants that are the head of the Office, the heads of divisions, and the PTSP staff that directly manages the improvement of public service quality.

Table 1 lists the interview activities and informants regarded as the research objects.

Table 1. Data of Informants

No.	Informants	Keterangan
1.	Head of the Office	Informants are determined based on the task competence and the personal functions of the regional office and the issue being discussed.
2.	Head of the division of Madrasa Education	
3.	Head of the division of Religious Education and Religious Affairs	
4.	One-stop Service (PTSP) staff	
5.	Representatives from madrasa and the community	
6.	The head of the sub-divisions of Pendmad and Pakis	

In conducting interviews, we focus on questioning the issues that support us to find the empirical evidence of the problem that is the implementation of the One-stop Service (PTSP) policy to improve the service quality regarding religious education and religious affairs in the Ministry of Religious Affairs Office in Gorontalo. We also conduct unstructured interviews to collect data that support and complete the main data. The interviews are situational, without any temporal and spatial plan.

Due to the situational type of interview, we use practical supporting tools to collect either audio, visual, written, or recorded data. Although the interviews are situational and unplanned, we have to contact the informants prior to the data collection and ask for their willingness to give accurate information.

Before interviews, we have to make some preparations as follows: a) preparing and mapping the list of informants that will be interviewed, b) organizing the issues questioned by the informants that will be interviewed with, c) determining the interview actions, d) writing and recording the interview results and confirming the validity of the data collected, and e) determining the further actions after interviews to furnish the research data.

3. Documentation Study

The documentation technique allows us to collect data by noting and recording using audio tools or other types of tools. The documentation techniques conducted are identifying the attributes of the PTSP supporting system and PTSP structure in terms of public service delivery, identifying and observing at PTSP offices, especially the PTSP offices that manage the religious education and religious affairs services, and documenting the interview and observation activities. To support the activity, we use some tools i.e. a camera, a handphone, and a flash disk.

FINDINGS AND DISCUSSION

Implementation of the One-stop Service (PTSP) policy to Improve the Religious Education and Religious Affairs Service quality at the Ministry of Religious Affairs Office in Gorontalo

The implementation of a new policy should be based on the identification and evaluation of what efforts have been made and what achievements and challenges are confronted. Therefore, the implementation can be oriented to a change that will optimize and better the achievements.

The implementation of policy in a certain government institution or organization should be supported by preparedness and overarching supports for the vital aspects i.e. human resources, facilities and infrastructures, administrative aspects, and budget. The supports are the main priorities so the Ministry of Religious Affairs in Gorontalo has been able to implement the new policy of the One-stop Service since 2017.

The implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo is conducted at three stages i.e. planning, implementing, and evaluating. In the three stages, we acquire different findings.

Regarding the implementation of the One-stop Service (PTSP), the planning stage can be observed from its two aspects i.e. strengths and weaknesses. In terms of planning the implementation of the One-stop Service (PTSP) policy, an internal regulative study has been performed to design the concept of the implementation of the One-stop Service (PTSP) policy by engaging with all elements in the divisions. The planning is aimed to allow the implementation process to accommodate all service interests in all divisions existing at the Ministry of Religious Affairs in Gorontalo. Despite its weaknesses, the concept designed can be used as one of the references by the One-stop Service (PTSP) unit at the Ministry of Religious Affairs in Gorontalo.

Furthermore, the implementation stage is an important stage for the existence of a One-stop Service (PTSP) unit at the Ministry of Religious Affairs in Gorontalo. The standards referred to is the concept that has been examined by all divisions. The basic concept that supports the implementation process is examined using the following indicators i.e. room availability, human resources, working tools or media, job description, and standard operational procedures. Legally speaking, One-stop Services can be operated when all supporting elements have been prepared through a more thorough study. However, identification and preparedness mapping are also required. As a result, gradually, the implementation of the One-stop Service policy at the Ministry of Religious Affairs in Gorontalo can be well operated.

The evaluation stage constitutes an effort made to evaluate and analyze to what extent the implementation of the One-stop Service (PTSP) policy is optimized, effective, and efficient. The analysis of the result of the evaluation is expected to assist us to develop a better, stepwise, and sustainable implementation process of the One-stop Service (PTSP) policy. Therefore, we have to formulate the evaluation standards and perform the evaluation in a measurable way. The result can thus be used as one of the references to make a thorough improvement at the respective division.

Supporting and Inhibiting Factors of the Implementation of the One-stop Service (PTSP) policy to Improve the Religious Education and Religious Affairs Service Quality at the Ministry of Religious Affairs in Gorontalo

A policy is made to regulate and set a certain condition and aims to result in the expected outcome. It is similar to the implementation of One-stop Service (PTSP) at the Ministry of Religious Affairs in Gorontalo. The institution, in terms of its tasks, is closer to the public service delivery. Therefore, the service delivery system should always be improved.

Nevertheless, regarding the implementation of the One-stop Service policy, based on the interview and observation conducted at the Ministry of Religious Affairs in Gorontalo, there are supporting and inhibiting factors.

Table 2 The Supporting and Inhibiting Factors of the Implementation of the One-stop Service (PTSP) policy to Improve the Religious Education and Religious Affairs Service Quality at the Ministry of Religious Affairs in Gorontalo

No .	Indicators of Evaluation	Research Findings			
		Plus		Minus	
		Findings	Impacts	Findings	Impacts
1.	Facilities and infrastructures	<ul style="list-style-type: none"> - PTSP workspace has been available and formalized. - As a supporting device, computers have also been available. 	<ul style="list-style-type: none"> - Employees can focus on the service delivery. - Service delivery can be optimized as needed. 	<ul style="list-style-type: none"> - The rooms and facilities do not meet the maximum service standards. 	<ul style="list-style-type: none"> - The service delivery activities are delimited.
2.	Human resources	<ul style="list-style-type: none"> - There is an organizational structure. - There are seven technical workers hired. 	<ul style="list-style-type: none"> - Employees' working orientation is according to their roles and functions. 	<ul style="list-style-type: none"> - Human resources are insufficient. 	<ul style="list-style-type: none"> - Available employees have double workloads. - PTSP is not regarded as

			- Each division can finish their tasks well.		the primary task.
3.	Morality	- There is interactive cooperation between employees. - Employees work following the time regulation and other regulations.	- Employees support each other in service delivery. - Employees set a target in terms of service delivery.	- There is no specific budget prepared.	- Work orientation is delimited to what the institution is capable of. - Employees are not bound to their tasks.

Referring to Table 2, we can observe several factors that support the implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo. The factors are:

1. Facilities and Infrastructures

One of the urgent factors that can support public service delivery programs is the provision of facilities and infrastructures. As a working unit in public service delivery, One-stop Services (PTSP) should be supported by adequate facilities and infrastructures to give better results. Based on Table 2, although established two years ago, One-stop Service (PTSP) delivery at the Ministry of Religious Affairs in Gorontalo has been equipped with facilities and infrastructures that sustain its service delivery. Besides, the sub-divisions at the Ministry work effectively. The Ministry of Religious Affairs in Gorontalo is under the authorization of the general sub-division that also manages facilities and infrastructures, optimizing the facilities and infrastructures required by One-stop Services (PTSP) delivery. However, adjusting to the global development, the needs of One-stop Services (PTSP) delivery at the Ministry of Religious Affairs in Gorontalo to facilities and infrastructures remain the top priority to make service delivery processes easier, more affordable, faster, and more efficient.

2. Human Resources

As the technical power directing all technical aspects of PTSP delivery, human resources should be optimized, in terms of either quality or quantity, by using any available potency. Even though the quantity aspect is not fulfilled yet,

we should also focus on the quality of human resources that act as competent staff when completing technical tasks of service delivery at the PTSP unit. With support from human resources, the implementation of PTSP policy can make changes and give new hope to the Ministry of Religious Affairs in Gorontalo, encouraging it to deliver service to the public.

3. Morality

The implementation of a policy should be accompanied by the unity of all communities in an institution that is going to implement the policy. It is crucial as each institution has different divisions and programs. In terms of public service delivery, the related institutions must have different roles and functions too. However, despite the different roles and functions, there should be no difference in the public service delivery process. Therefore, a unit that can similarize the forms of service delivery is implemented at the Ministry of Religious Affairs in Gorontalo. The unit is One-stop Service (PTSP). The implementation of the policy has gained full supports from all divisions in the Ministry of Religious Affairs in Gorontalo. The supports are indicated by the fact the divisions have One-stop Service (PTSP) units to deliver public services regarding managing certain files and documents.

Meanwhile, the moral supports are indicated by the cooperative behaviors shown by each division when finishing their tasks and responsibilities. They also work punctually. This is an essential shared commitment that later will improve the quality of public service delivery. One of the important moral supports is the staff's awareness of using time. Therefore, all insitutions, either the government or private, regulates their working hours through a shared agreement that refers to the applicable regulation. As a part of an institution, the time regulation of the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo refers to that of the Ministry of Religious Affairs. In other words, in terms of time, there has been a working standard that can be referred to by the One-stop Service (PTSP) unit. Moreover, all employees working at the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo has double tasks. Besides working at the One-stop Service (PTSP) unit, they also work at staff in the general sub-division.

Besides the supporting factors that have been defined, there are also the inhibiting factors that should be rectified to optimize service delivery at the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo. As listed in Table 2, the indicators of the inhibiting factors are:

1. Availability of Staff that Does Not Meet the Working Standards of One-stop Service (PTSP)

Despite the operation of One-stop Service (PTSP) unit at the Ministry of Religious Affairs in Gorontalo, the number of staff is not adequate. Evidently, there is the staff that is given double tasks. To optimize service delivery, each staff is supposed to be given one task only. Furthermore, the One-stop Service (PTSP) unit is authorized by the general sub-division so almost their entire staffs are also the staff of the sub-division.

2. Legalization by the Authorized Official

The legalization of a document at an institution is authorized by the supreme official or the head of the office. Still, there are also documents legalized by the daily executive officers appointed by the head of the office. However, the problem arises when the head of the office is absent when there is a document that must be signed. The problem is serious since officials; especially those working at a vertical institution such as the Ministry of Religious Affairs in Gorontalo must have a busy schedule requiring them to visit other institutions or regions.

3. Public Apprehension of Service Delivery Procedures

Public apprehension of operational service procedures is necessary for assuring easiness and quickness in service delivery. Once the public lacks apprehension, the service delivery process at the One-stop Service (PTSP) unit will be impeded. That situation may happen as the service delivery process must take time to implement. Once an application is submitted, the unit cannot process it. The staff should identify the completeness of the requirements. Therefore, when customers do not understand the service procedures at the One-stop Service (PTSP) unit, the service delivery process will be interfered with.

4. Lack of Budget

Budget is one of the issues confronted by all institutions, either the government or private ones. That situation occurs due to more increasing needs that are not accompanied by the adequate budget provision. For example, the One-stop Service (PTSP) unit is required by the Ministry of Religious Affairs. Besides, the unit has been formalized through the Regulation of the Ministry of Religious Affairs No. 90/2018. Nevertheless, we cannot find any budget specifically provided for the One-stop Service (PTSP) unit at DIPA Regional Office. Consequently, improvements in the unit cannot be optimized.

We have described the inhibiting factors of the implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo. Despite the insignificant result caused by inhibiting factors, the service delivery process becomes slow.

Implementation of the One-stop Service (PTSP) policy to Improve the Religious Education and Religious Affairs Service Quality in the Ministry of Religious Affairs in Gorontalo

The implementation of a policy is an effort made to realize a certain goal of an institution. Therefore, a policy is made based on not only personal or communal desires but also a shared study of all institutional performances. Based on the study, a new policy oriented to gradually and sustainably improve the output and target performance can be formulated.

The One-stop Service (PTSP) delivery is a policy made to optimize public service delivery at the Ministry of Religious Affairs. The new policy is stipulated through the Decree of the Ministry of Religious Affairs No. 90/2018 on Technical Procedures for the Implementation of Integrated Services at the Ministry of Religious Affairs. The decree is then followed up by all staff in the Ministry of Religious Affairs.

Implementing the One-stop Service (KTSP) policy, the Ministry of Religious Affairs in all governance levels attempt to build public trust in their service delivery. The Ministry of Religious Affairs is one of the government institutions whose tasks and functions are to deliver public services. It is the reason why its daily institutional activities are dominated by public interaction.

The tasks the government gives to the Ministry of Religious Affairs demand in-depth studies to formulate policies prevailing as regulations that support the acceleration of the government's programs authorized to the Ministry of Religious Affairs.

Building upon the considerations, the implementation of public service delivery should be optimized. One of the effective approaches is an integrated public service delivery that makes better public service more accessible. The best option is thus establishing a One-stop Service (PTSP) unit.

One-stop Service (PTSP) delivery at the Ministry of Religious Affairs in Gorontalo has made a change in terms of public service delivery. 16 services provided by the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo has been well delivered.

Considering the necessity level of the community and the functions of services delivered at the Ministry of Religious Affairs in Gorontalo, the One-stop Service (PTSP) unit formulates its limitation in the form of standard operational works so the public can well be served.

It is in line with the integrated service principle implemented by the Ministry of Religious Affairs that wants to give both efficiency and certainty to the public regarding service delivery. The efficiency and certainty are expected to cover easy access to the information regarding service delivery, convenience and accessible office, financing, requirements, procedures, and service delivery and complaints.

Successful implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo depends on the well-prepared mechanism, including planning, implementing, and evaluating.

At the planning stage, the implementation process is begun with a study of policy. Here, we analyze the regulative material or the Decree of the Ministry of Religious Affairs No. 90/2018 on Procedures for Implementing Integrated Service Delivery at the Ministry of Religious Affairs. The analysis aims to identify applicable vital points in the regulative material and to create a conditional concept that suits the potencies of the Ministry of Religious Affairs in Gorontalo.

The planning is conducted by engaging all relevant policy-makers. The engagement aims to enable the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo to assist and accommodate the roles of each division

regarding public service delivery. It is thus expected that the policy can cover the interests of all divisions.

At the implementing stage, all supporting attributes i.e. facilities and infrastructures, human resources, and internal regulative attributes are prepared. The attributes are regarded as references that can be used by all technical implementers in the One-stop Service (PTSP) unit of the Ministry of Religious affairs in Gorontalo.

When implementing the policy, the technical implementing unit refers its work to the work structure that has been formulated in the form of standard operational procedures. The standard operational procedures are built upon the study of the Decree of the Minister of Religious Affairs No. 90/2018 on Guidance for Implementing Integrated Service Delivery at the Ministry of Religious Affairs. This research explains that the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo has been well implemented. Nevertheless, there are several issues that need to be rectified.

Furthermore, at the evaluating stage, all activities that have been implemented will be evaluated and analyzed and they will make a comparison between the outcome and the work programs.

Evaluating both the process and the outcome of public service delivery at the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo is crucial. The evaluation aims to observe what potencies and information that can be developed to improve the service quality are. Based on that evaluation, we can find both weaknesses and strengths in the service delivery process. The weaknesses and strengths can be regarded as references when they want to rectify some issues regularly and sustainably.

A monthly evaluation is preferred. The objects evaluated are the service delivery process and the outcome measured using the service quality and quantity. By the means of that evaluation, the implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo will be continuously improved.

Supporting and Inhibiting Factors of the Implementation of the One-stop Service (PTSP) policy to Improve the Religious Education and Religious Affairs Service Quality at the Ministry of Religious Affairs in Gorontalo.

The supports for the implementation of the One-stop Service (PTSP) policy are required to optimize the service functions. The supports can be in the form of institutional awareness of and moral responsibility for religious public service delivery.

Service quality is greatly determined by the vision and awareness owned by an institution. The Ministry of Religious Affairs, especially the Ministry of Religious Affairs in Gorontalo, through its religious service functions, should establish more engagements with the community. Among the engagement methods is to deliver services well. The engagement spirit generates the One-stop Service (PTSP) policy.

The positive enterprises made to improve One-stop Services (PTSP) delivery should be given full supports from its planning, implementation, and evaluation.

Based on this research, the supports for the optimization of service delivery performances of the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo can be categorized into three supporting indicators i.e.:

The first support is given in the form of facilities and infrastructures. The One-stop Service (PTSP) unit in the Ministry of Religious Affairs in Gorontalo has been facilitated with a room with a specific function that is public service delivery. The unit has also been equipped with media-based facilities. This support is essential as the operational tasks of the unit relate to managing various documents and information.

This support will also encourage the staff to optimize their roles and functions. In the end, the customers will feel satisfied.

Human resources play an important role in the existence of the One-stop Service (PTSP) unit. They give spirit to the religious service delivered by the Ministry of Religious Affairs. Human resources are supported by fixed and measurable reference standards, orienting the works completed can realize the institution's vision, especially the vision of One-stop Service (PTSP). Therefore, either in quality or quantity, human resources are the determinant of the implementation of the One-stop Service (PTSP) policy at the Ministry of Religious Affairs in Gorontalo.

The third one is moral supports. The supports are intended to encourage an individual awareness of the One-stop Service (PTSP) unit in terms of cooperation and mutual supports between staff. The cooperation and mutual supports are important as the services given by each division relate to each other. The poor performance of a division will interfere with the performance of another division. Furthermore, each task should

be completed in accordance with fixed and measurable working time. As a result, what is targeted can be achieved and measured.

Despite that supports, some issues should be rectified so that we can make a solution to optimize the One-stop Service (PTSP) delivery at the Ministry of Religious Affairs in Gorontalo.

Among the issues is the workspace that should be made more spacious and the target can thus be achieved. Furthermore, the public will feel convenient when applying their documents and asking information regarding services at the One-stop Service (PTSP) unit; the lack of staff. There are staff that should do double jobs; and a limited budget. The One-stop Service (PTSP) unit should manage its budget per se so they can make the improvements needed to optimize public service delivery at the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo.

As evidenced, the One-stop Service (PTSP) policy has been implemented at the Ministry of Religious Affairs in Gorontalo. However, the issues existing in the implementation process should always be evaluated and rectified, optimizing the performance of the One-stop Service (PTSP) unit of the Ministry of Religious Affairs in Gorontalo.

CONCLUSION

In conclusion, referring to this research, the One-stop Service (PTSP) policy to improve the religious education and religious affairs service quality at the Ministry of Religious Affairs in Gorontalo has been well implemented, resulting in maximal services. The achievement is supported by the following factors.

- a. Planning has been in accordance with the indicators of a successful implementation of One-stop Service (PTSP). Planning is conducted by studying the regulations and can thus generate a shared decision and standard operational services to which the implementers can refer. Also, facilities and infrastructures have been prepared.
- b. Service delivery has been well implemented following the agreed procedures and technical guidance set by the Decree of the Ministry of Religious Affairs No. 90/2018.
- c. Regular evaluation inspires the staff to always rectify and improve the service quality in a planned and sustainable way.

1. The supporting factors of the implementation of the One-stop Service (PTSP) policy improve the service delivery process. The supporting factors are supports from policymakers and staff, effective and efficient service time management, and minimum but significant facilities and infrastructures.
2. There are also several inhibiting factors of the implementation of One-stop Service (PTSP) at the Ministry of Religious Affairs in Gorontalo. The One-stop Service (PTSP) delivery is dependent and under the authorization of the general sub-division. That status gives double jobs to its staff that plays double roles as a staff of the One-stop Service (PTSP) unit and the staff of the general sub-division. Another issue is regarding the document legalization process that must be conducted by the authorized. Furthermore, the One-stop Service (PTSP) unit does not have a budget per se and some customers do not comprehend the service procedures for One-stop Service (PTSP) delivery.

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