

Volume. 18, No. 1  
January- June  
2026

Al-Amwal: Jurnal Ekonomi dan Perbankan Syariah  
ISSN: 2303-1573 e-ISSN: 2527-3876

Homepage: <https://www.syekhnurjati.ac.id/jurnal/index.php/amwal>  
email: [alamwal@uinssc.ac.id](mailto:alamwal@uinssc.ac.id)

## 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 22  
January 2026

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**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, service innovation is needed to keep customers happy and coming back. In addition, public service is crucial in government because the public needs confidence in receiving service. This study aims to explore the practice of excellent service in government institutions, analyze the new public management model in government services, examine the Islamic values embedded in the new public management in government services, and develop an Islamic new public management model for government services.

**Methods:** This study used a qualitative case study approach. The case studied here was the presence of one-stop service at the Investment and One-Stop Integrated Services Agency in Jember Regency. The selection of research subjects was purposive, with informants selected based on criteria directly related to the one-stop service model. Data were collected through observation, interviews, and documentation. Data were analyzed using the Miles and Huberman interactive model technique and tested through source triangulation.

**Results:** This study found several points. First, excellent service delivery drives digital transformation, enabling licensing services to be completed faster: previously, 1 week to 1 month; after the transformation, only 1 day. The innovation was to make the licensing service a one-stop service. Thus, employee performance was maximized because the public does not need to move from one location to another for licensing. Second, the new public management model being implemented was to present the OSS (Online Single System) service. Third, Islamic values that were present in the practice of new public management, namely the value of siddiq (honesty), which was in the form of transparency, the value of amanah (integrity), which was the commitment of

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employees, *fathonah (smart)*, which was innovative and creative, the value of discipline, and the value of efficiency. Fourth, the Islamic new public management model was proposed to deliver excellent service, namely by integrating Islamic values into service, so that service is not only technology-based but also ethics-based. **Conclusion and suggestion:** Digital transformation in the licensing office, through a one-stop model, maximizes employee performance and positively impacts public satisfaction.

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**Keywords:** Digital Transformation, Service, Islamic Values

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**Paper type:**  
**Research paper**

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## INTRODUCTION

Service is key to an institution's success in winning over its customers (Masruroh et al., 2024). Good service 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 private institutions' public services 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 primary priority 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. Thus, this principle must be fully implemented to ensure public trust in the institution (Pereira Filho et al., 2024).

According to Parasuraman et al. (2005) service quality consists of dimensions, namely tangible, reliability, responsiveness, assurance, and empathy. These 5 dimensions must be present in the service for it to be categorized as excellent service. Especially in modern times, as we enter the metaverse era, every society seeks fast, effective service, because people now want everything to be instant (Zeithaml et al., 2002). Therefore, digital transformation needs to be carried out to accelerate services, and employee performance in the agency must also be effective and optimal (Lakemond et al., 2024). The modern era, or era 5.0 technology, is not 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 service technology must be present on one hand (Müller et al., 2024). Therefore, in Jember Regency, like other regencies, 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 support good governance and 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. Government institutions have widely adopted the New Public Management (NPM) paradigm as a reform strategy to enhance 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, a significant conceptual gap remains between modern public management practices and the 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)**

<b>Agency</b>	<b>NPM</b>
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), the Civil Registry Office, the Department of Public Works, and the 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 suggested 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. It indicates that the existing NPM implementation primarily emphasizes managerial efficiency and administrative effectiveness, leaving room for further improvement by incorporating Islamic ethical values to support excellent, 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 has implemented New Public Management (NPM) in Jember Regency, which several agencies, including the Investment and One-Stop Integrated Service Office, Dukcapil, PU Cipta Karya Office, and the Cooperative Office, have implemented. In comparing the service agencies, of course, these agencies are interconnected and operate in the field of public services in Jember. The service system across the four Agencies is not much different, but the Investment and One-Stop Integrated Service Office has used the OSS system, which has been implemented since August 4, 2021. Business licensing is integrated electronically via the Online Single Submission (OSS) to serve as a reform in the field of business licensing. Applicants do not need to go directly to the Office to obtain permits; they can use the OSS system. Before the OSS, people used a manual system because permits submitted had to go through a lengthy process and bureaucracy, and applicants had to be

physically present. With the OSS, people can handle business permits more practically and quickly, without leaving their homes or offices.

The Investment and One-Stop Integrated Services Agency of Jember Regency is a government agency. 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, functions, and work procedures of the Investment and One-Stop Integrated Services Agency of Jember Regency. With a service model based on a digital platform, it will improve the effectiveness of managing community permits, so there is no gap between the government and the community, enabling the community to communicate with the government. Based on these facts, several Islamic values emerge in New Public Management, including ethical values and values of *nubuwah* (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 conduct to first explore the practice of excellent service in government institutions. Second, analyze the new public management model in government services. Third, analyze the Islamic values contained in the new public management in services in government institutions. Fourth, develop a model of Islamic new public management in government services. The new contribution of this study is to develop a model of Islamic New Public Management in public services, particularly through the Investment and One-Stop Service Office of Jember Regency.

## LITERATURE REVIEW

### New Public Management

Definitely, NPM refers to an approach to public service based on a new management model (Krogh & Triantafillou, 2024). Actually, this theory has been developing since the 1980s in the field of public administration, focusing on private companies seeking public acceptance (Lewis, 2024). However, NPM has been applied across various agencies, including government agencies, to improve service to the community (Roberts, 2024). NPM focuses on performance-oriented public sector management, not policy-oriented management (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 represents a significant shift in public sector management from a traditional, rigid, bureaucratic, and hierarchical system to a more flexible model that better accommodates the market (McDonald-Kerr & Boyce, 2024). These changes are not just small and simple. These changes have altered the role of government, especially in its relations with the community (Mahmoud & Othman, 2024).

Some NPM components, in accordance with NPM objectives, include: first, professional management in the public sector, namely HR management, which involves implementing these functions to improve HR quality. 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 in a professional manner. The consequence of implementing professional management in the public sector is the freedom and flexibility for public managers to manage the organizations they lead in an accountable manner (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 compare 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 are often equated with performance measures, but they are actually different, even though both are used in performance measurement. Performance indicators refer to indirect performance assessment, only indicative things, so that the form tends to be qualitative only (Siom, 2020). At the same time, performance measures are criteria that refer to direct performance assessment and are more quantitative or can be calculated. In this performance assessment, the main area of success is the Critical Success Factors (CSF) (Simatupang et al., 2022). To serve as a guide for management in determining performance indicator measures in practice, it usually contains only 3 to 10 performance indicators for each organizational level, depending on 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 its own measures based on its mission. The six categories of performance measures according to Moheriono (2021) are as follows: 1) effective, which 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, which measures the level of effectiveness of an organization, and 6) safety, which 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. In the public sector, the traditional organizational model is heavily dominated by bureaucratic organizations. The bureaucratic organizational model developed by Max Weber initially proved highly effective in increasing organizational efficiency, but over time it failed because public-sector organizations grew and became more complex, leading to the emergence of organizational institutions that are, by nature, centralized (Adair-Toteff, 2015; Kurz, 2021). Fifth, creating competition in the public sector. The NPM doctrine holds that public sector organizations should adopt market mechanisms and foster competition. The purpose of creating competition in the public sector is to save costs (Reiter & Klenk, 2019).

Sixth, the adoption of management styles in the business sector into the public sector. When adopting management styles from the business sector into the public sector, the NPM concept assumes that private-sector practices are superior to public-sector ones. Some

management practices considered better include performance appraisal, performance-based compensation and promotion systems, 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 in the Directorate General of Taxes, the Directorate General of Treasury, and the Directorate General of Customs and Excise, and with 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, greater emphasis on discipline and economy in resource use. New Public Management requires public sector organizations to pay close attention to the economic and efficient use of resources. 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 growing importance of service-to-service users, devolution, and regulatory reform to improve the quality of public services (Çolak, 2019).

### **Excellent Service**

Excellent service is the best a company or agency can provide, offering customers comfort and satisfaction. In excellent service, the customer is king. According to Tjiptono (2002), service excellence is built on 4 pillars: 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).

The dimensions of excellent service are commonly applied in government agencies (Zeithaml et al., 2002). First, tangible. In service, a tangible is a physical activity carried out to provide service to customers. This physical activity can take the form of infrastructure or service activities on the physical side, for example, the appearance of customer service, how to speak, and so on, which are related to the physical. This tangible can be seen in the agency's physical manifestations to satisfy its customers. Second, reliability. It is the service provider's accuracy in providing services within the specified time and the right way. This reliability can include timeliness, speed, consistency of service, compliance with promises made, and handling problems appropriately and quickly. Third, responsiveness, namely the willingness and ability to provide public services. Aspects that must be present include speed of response, readiness to help, quick problem-solving, and effective communication. Responsiveness is a reflection of the agency's readiness to provide 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 what the customer experiences. The ability to listen, feel, and provide feedback is important for customers. The aspects considered are listening attentively, providing appropriate responses, conveying concern sincerely, understanding 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 et al. (1985) identified the leading indicators of service quality as expected service and perceived service. If the service received meets expectations, 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 the perceived service, the quality is poor (Parasuraman et al.,

1985). According to Zeithaml (1996), high service quality can lead to satisfaction. The resulting satisfaction can improve the quality of service again (Zeithaml et al., 1996).

### **Islamic Values in Public Services**

In the service provided to satisfy and comfort the public, several Islamic values are present in every practice. Islamic values in service include, first, the value of Nubuwwah. This value stems from the Prophet Muhammad's prophetic traits. By nature, he always prioritizes others in service (Junoh et al., 2019). Thus, 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, honesty is prioritized, 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) and having integrity in work are the main things in service (Fauzi, 2022). Especially in public service, employee performance must reflect sincerity in providing service. In practice, it does not discriminate against customers and treats them fairly (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. In this way, there is openness in information and educational delivery to customers through easy-to-understand communication. The changes that occur are communicated to and explained to all people who need services (Nirwana & Rahim, 2020). *Fathonah* (innovative), consistently innovates and collaborates to improve services (Muhammad et al., 2019). In this innovation, it is necessary to internalize technology, as without it, services cannot be efficient or 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 is described in the Qur'an through the letter *al-Ashr*, which discusses time (Azwar, 2023). 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; Idariany, 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 primary priority for satisfying customers. Employees must have strong ethics and morals when providing services, such as greeting, greeting well, empathizing, and serving well. Can understand customer conditions.

### **Previous Studies**

The novelty of this research is significant, so it is necessary to review several previous studies. The theme of new public management is not new in government studies or the business world, so research on it has been widely conducted. According to the year of publication, Krogh & Triantafillou (2024) discussed the development of the concept of new public governance as a model of public management reform. Their research not only discussed service but also explored new concepts in government to reform the implementation of government programs. This study differs in scope, as Korg, Triantafillou's (2024) research is broader in its discussion of bureaucratic reform in government. This study focused primarily on public services provided by government agencies. In this study, Islamic values are internalized in service. Henríquez-Aravena & Gómez-Poblete (2024) also conducted similar research; their study was about new public governance on the internationalization of universities that occurred in Chile. This study has similarities with previous studies on the side of public bureaucracy and reform. However, this study is primarily focused on bureaucratic reform from the service side 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 any studies that discuss Islamic values in service. So, this study is still relevant to be carried out, especially regarding Islamic values in the delivery of 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:

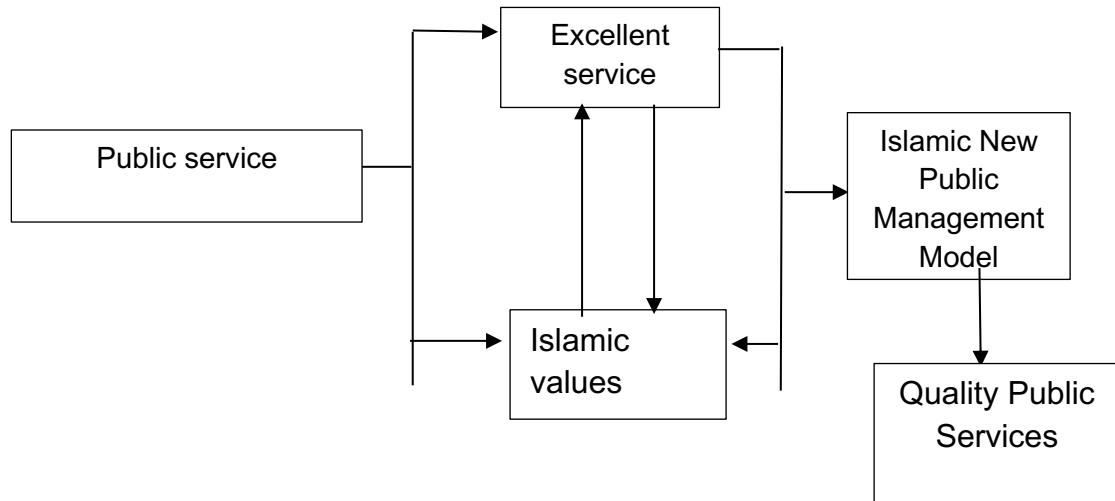
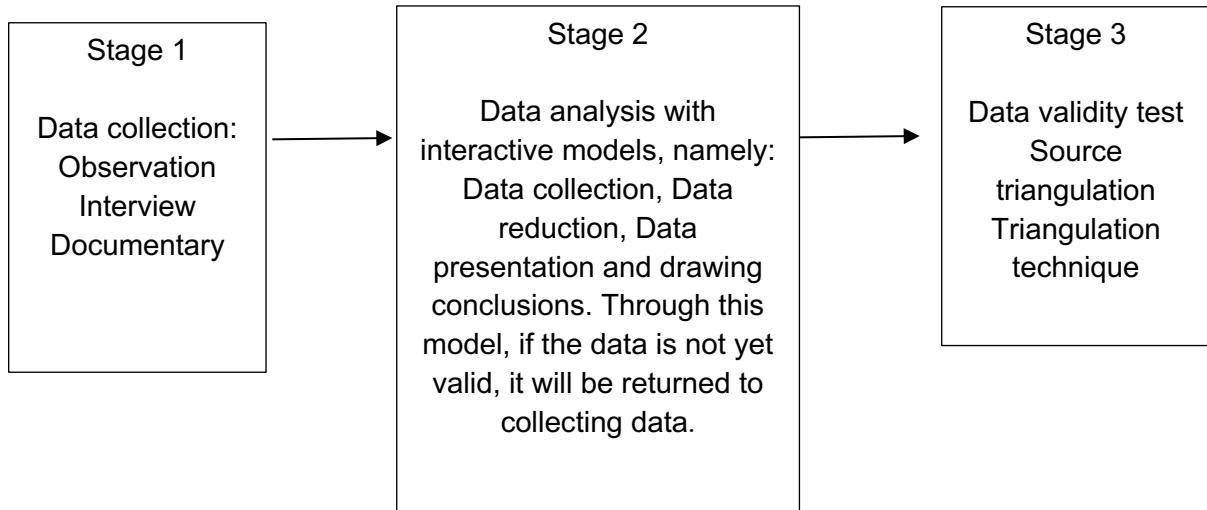


Figure 1. Theoretical Framework

### METHOD

The data collected in this study were primary, because in qualitative research, all data obtained serve as the primary source for answering the problems raised in the study (Chu & Chang, 2017). The data in the study were from observations of the condition of public services conducted by the Investment and One-Stop Service Office of Jember Regency, as well as from excellent service practices implemented. 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 was supported by documents related to public services carried out. After data collection, this study developed a model based on analyses of public service practices and Islamic values, aiming to create a new public management model integrating these values. The model developed in this study integrates new public management, which has recently emerged, with Islamic values in public services. These values were incorporated into a model that can serve as a reference for delivering public services and providing benefits to the community, especially customers.

The approach used was qualitative, namely one that explores the facts underlying the phenomenon (Cohen & Saisana, 2014). A qualitative approach does not measure relationships or influences; instead, it explores data (Creswell, 2003). The research design used in this study was a case study. The use of this type differs because the Investment and One-Stop Service Office of Jember Regency follows a different strategy from other offices. This office has implemented digital transformation through applications using the OSS system, which began on August 4, 2021. Business licensing is now integrated electronically via the Online Single Submission (OSS) to support reform in the field. Applicants do not need to go directly to the office to handle licensing; they can use the OSS system. Before the OSS, people used a manual system because permits submitted had to go through a lengthy process and bureaucracy, and applicants had to be physically present. With the OSS, people can handle business permits more practically and quickly, without leaving their homes or offices. The stages in this research are described in the following image:



**Figure 2. Research Stages**

Figure 2 shows that, across these stages, the collected data are continuously verified throughout both Stage 2 and Stage 3. Qualitative research requires depth and data completeness to ensure analytical rigor (Creswell & Creswell, 2018). Therefore, this study adopts the interactive model proposed by Miles and Huberman, which is well-suited to qualitative (Miles & Huberman, 2014). When data analysis results are found to be invalid or insufficient, researchers are required to return to the field to collect additional data (Harahap, 2021). Furthermore, source triangulation is employed to verify information by comparing data obtained from different sources. This process is further strengthened through the use of complementary data collection techniques. For instance, after conducting interviews, researchers cross-check the findings using relevant documents and directly observe the implementation of public services to ensure data credibility (Creswell, 2003).

## 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, commonly abbreviated as DPMPSP, has a vision of making Jember is friendly to investment-friendly services. The vision is clarified in the mission: to provide public services to the community with easy, fast, transparent, and accountable services, and to fully contribute to the progress of investment in Jember Regency, East Java Province, Indonesia, and beyond. It means that DPMPSP provides excellent service in granting permits to entrepreneurs, especially MSMEs, and in investment and capital. 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 part 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 engaging stakeholders through socialization programs and accelerating the licensing process through more representative rooms, supported by comprehensive facilities, co-working spaces, investment lounges, supporting agency counters, disabled facilities, meeting rooms, and comfortable workspaces.

The Office of Investment and Integrated Services, which serves the community, is now friendlier, safer, faster, and more comfortable, with service requirements: facilities for disabled homes, facilities for elderly homes, and child-friendly spaces. The Office of Investment and

Integrated Services provides a one-stop support for MSMEs and investment in Jember Regency to continue to grow, through licensing services and investment facilities. In practice, this Service also adheres to the principle of excellent service, which is manifested in the following: first, speed and efficiency; and the application of this principle through the use of a service time standard. This principle is implemented by paying attention to the skills and efficiency of time spent in service. In shortening service time, this service has innovated through technological transformation, creating the One Single System Risk-Based Approach (OSS RBA) application since October 5, 2021. All permits are issued only through this system, so that people who previously had to go through various institutions to obtain permits now do so through a single 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 affects the performance of MSMEs granted permits. If business permits are granted faster, applicants, such as MSMEs, will immediately gain legal status.

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 to information is also reflected in the agency's transparency regarding the public services it provides. The information provided covers not only procedures but also, if needed, the licensing costs. The social media used is not only websites; it also includes Instagram, TikTok, Facebook, and even YouTube for education. The use of these media makes it easier for the public to access the information they need about services. Third, friendliness and empathy. Employees in the office use the 3 S principle: greeting, smiling, and greeting. Every person who comes is served in accordance with 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 conduct checks accurately. This level of accuracy demonstrates thoroughness in checking incoming documents. Through proper accuracy, errors in providing information will be minimized. Thus, the party handling the licensing does not need to repeat the administrative and filing process carried out by the applicant. The Investment and One-Stop Service Office of Jember Regency practices these aspects. 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 demonstrated that public service practices align closely with these theoretical dimensions, indicating a structured and comprehensive approach to service excellence. In terms of tangible outcomes, service quality is reflected in 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 was 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 with which service providers address 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) is a public administration approach that aims to improve public administration by incorporating principles from the private sector. New Public Management (NPM) represents a significant shift from the traditional, rigid, bureaucratic, hierarchical public sector management system to a more flexible model that better accommodates the market. The change is not just a small, simple one. The change has altered the role of government, especially in its relationship with society. It has led to the implementation of New Public Management (NPM) at the Investment and One-Stop Service Office of Jember Regency.

First, in the public sector, the requirement for professional management is to establish a clear division of main tasks and functions, specifying who is responsible for 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). As a result, licensing has exceeded the predetermined target. The target is 10,000 permits per year. It turns out that there are approximately 12,000 permits through the new system, namely OSS, including Professional permits, Industrial business permits, and Building and Spatial Planning permits. The Perbup is also in line with Perbup no. 19 of 2021 regarding 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, both organizational and individual, that are measurable and standardized within the Investment and One-Stop Integrated Service Office. Every leader, manager, and employee 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, oriented towards results (outcomes). Performance standards and performance measures are carried out in accordance with their respective duties, including the secretariat, investment sector, licensing sector, and functional job groups. Performance standards and performance measures for the investment sector's

duties: conducting promotions, socializing with investors, and attracting business actors (Covi morning). The licensing sector is responsible for 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 the technical control of licensing, from data entry to issuing a recommendation letter in accordance with 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 service speed, in accordance with PP 5 of 2021, is a maximum of 28 working days. In addition, the performance measurement accuracy of its application is the accuracy of officers when checking applicant files for licensing before entering 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 work 7:30-15:00; the service continues to run; taking breaks, prayers, and eating are done alternately; and the service process is designed to be 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 a single hand (centralization), but is distributed across organizational units below it (decentralization) and devolved. So that it can provide subordinates with broader authority, aiming to make work units more efficient and effective by cutting bureaucracy that slows the organization down. 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, adopts a market mechanism in which there is competition to attract consumers. Competition in 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, which is free of charge, with costs only in levies, such as IMB and advertising permits (taxes), for payment through Bank Jatim.

Sixth, the 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 used in the private sector, which has been proven to be better because it always keeps pace with developments. Management practices in the private sector that can be adopted, for example: performance appraisal, compensation systems, employee placement, performance-based promotion, and careful planning. The performance appraisal of the Investment and Integrated One-Stop Service Office uses a system for ASN employees that considers discipline for absences, for example, before 00.00. Later, they will be absent again at 15.00 for ASN. The absence is manual when they arrive at the secretariat. This assessment is based on often attending roll calls, never being late, often not asking for permission, and other factors. The Office itself cannot determine the compensation system for employee placement and promotion, but the direction for adding new employees comes directly from the superior, the Regent. For matters such as training, dismissal, and discipline of civil servants, the direction comes from the Head of the General and Personnel Sub-Division.

Seventh, emphasis on discipline and greater savings in using resources. In the NPM concept, the public sector must pay attention to the efficient use of existing resources. Saving does not mean reducing quality; it means maintaining quality at a low cost. The government can save resources by controlling expenditure costs to prevent mismanagement and misallocation that can cause waste. It is important to note 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 for the secretariat and treasury, the service section, and permit determination for ASN and Non-ASN

employees. In saving resources, this is done by controlling expenditure costs to prevent mismanagement. The budget is used directly by Bapeda. 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), and both office stationery and broken AC.

The NPM implementation at the Investment and One-Stop Integrated Service Office of Jember Regency has been integrated into the service system and supporting infrastructure to provide comfort to the community (applicants). This implementation is reflected in 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. 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, the costs are borne by the owner; only levies, such as IMB permits and 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.

## 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, analysis reveals several Islamic values. These values are internalized in daily service activities, from the registration process to permit issuance. 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:

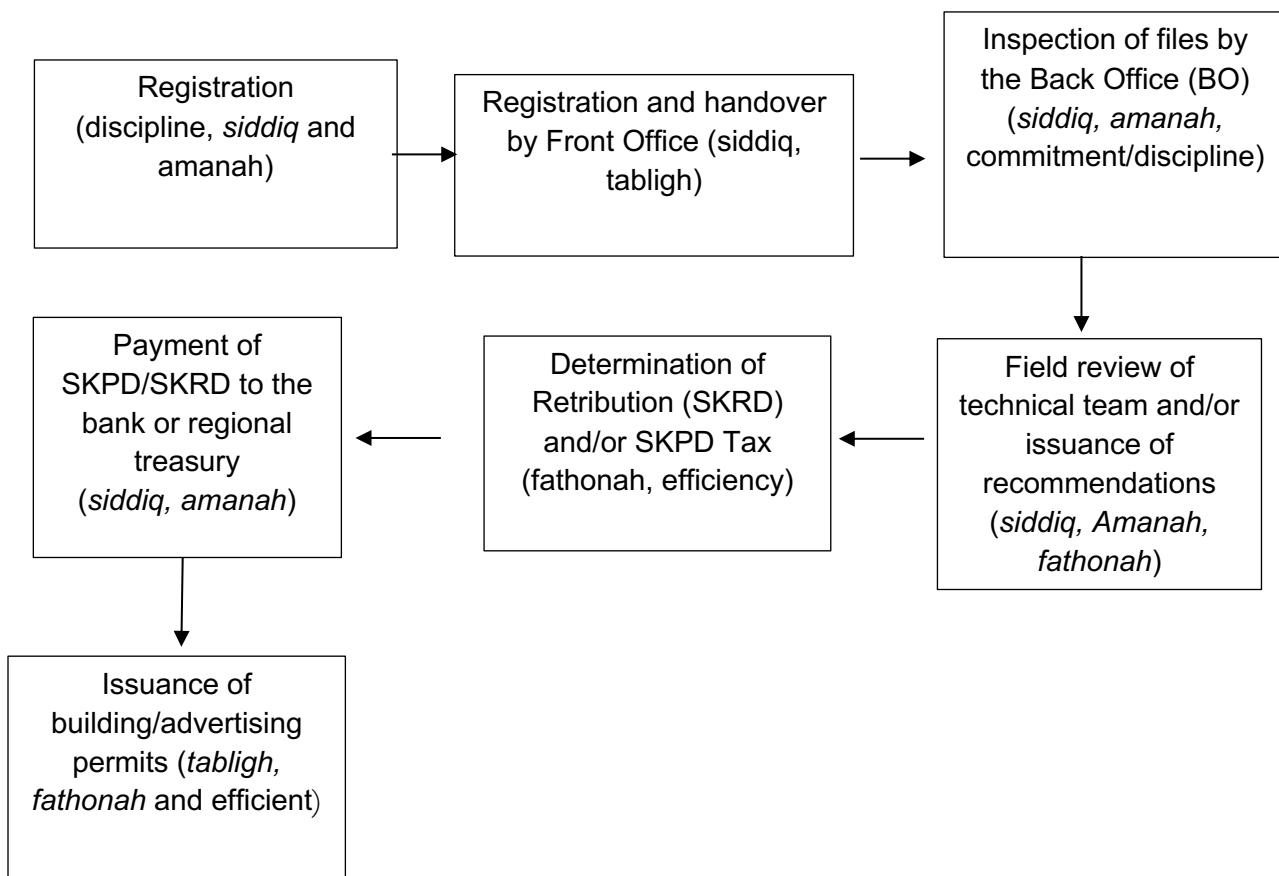
**Table 3. Islamic Values in Service**

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

No	Value	Form/practice
4	<i>Fathonah</i>	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 harmonized with the AKHLAK principle to make it even 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**

Figure 4 illustrates the permit registration process that integrates Islamic values as ethical foundations in public administrative services. Each stage of the permit flow emphasizes not only procedural and administrative compliance but also the internalization of key Islamic principles, namely *siddiq* (truthfulness), *amanah* (trustworthiness), *tabligh* (transparency), *fathonah* (wisdom and competence), discipline, commitment, and efficiency. The process begins with the applicant registration stage, which highlights the values of *siddiq*, *amanah*, and *discipline*. At this stage, the accuracy and honesty of the submitted data serve as the primary foundation to ensure accountability and orderly administration. This is followed by the registration and document handover by the Front Office, which reflects the values of *siddiq* and *tabligh*, emphasizing transparency, clarity of procedures, and effective communication in public service delivery. Next, the inspection of documents by the Back Office (BO) underscores the values of *siddiq*, *amanah*, and *commitment/discipline*. This stage ensures that document verification is conducted objectively, professionally, and consistently in accordance with established regulations, thereby minimizing administrative errors and potential misconduct. Subsequently, the determination of retribution fees (SKRD) and/or tax obligations (SKPD) is carried out by applying the values of *fathonah* and *efficiency*, which indicate accuracy, rational decision-making, and optimal use of time and resources.

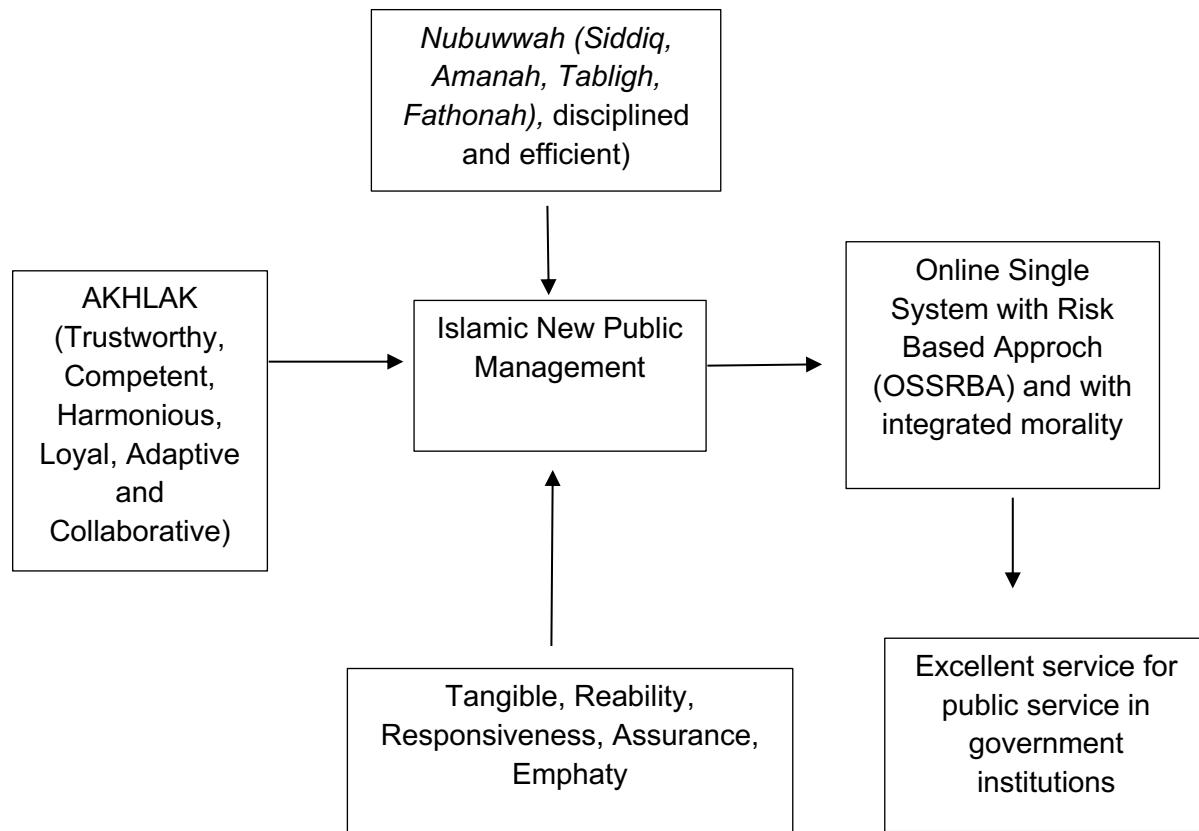
The payment of SKRD/SKPD through banks or regional treasury offices reinforces the principles of *siddiq* and *amanah*, ensuring financial transparency and integrity in revenue management. When necessary, a field review by the technical team and/or the issuance of recommendations is conducted, integrating the values of *siddiq*, *amanah*, and *fathonah* to ensure that decisions are based on factual field conditions and sound professional judgment. Finally, the process concludes with the issuance of building or advertising permits, which embodies the values of *tabligh*, *fathonah*, and *efficiency*. At this stage, service outcomes are delivered clearly, accurately, and in a timely manner. Overall, Figure 4 demonstrates that the incorporation of Islamic values into permit service procedures strengthens good governance, enhances public trust, and promotes transparent, accountable, and socially beneficial public services.

### **Framework of Islamic New Public Management Model in Public Services**

Based on the data presented above, this study aims to develop a model framework to strengthen NPM in public services. So that NPM is not seen as a change that contributes nothing beyond speed, because, in addition to technological changes that lead to efficiency, there must also be a change in the character of employees who serve the community. Islamic values must become a culture of serving the community's needs, not forced upon people. Through the analysis of Islamic values in the public services provided by the Investment and One-Stop Integrated Service Office, it becomes more integrated and demonstrates strong character. Because society needs high service and appreciation as God's creatures, public services should prioritize moral values in all their operations.

This framework emphasizes that the Islamic New Public Management (INPM) model does not merely represent a procedural or technological reform in public service delivery, but rather a paradigm shift that integrates efficiency with ethical and spiritual dimensions. Unlike conventional NPM, which often prioritizes performance indicators, speed, and cost efficiency, the INPM framework positions Islamic values as intrinsic motivators that shape employee behavior and organizational culture. Values such as *siddiq*, *amanah*, *tabligh*, and *fathonah* function not as imposed regulations, but as internalized moral commitments that guide public servants in delivering services with integrity, responsibility, and professionalism. Furthermore, the proposed framework demonstrates that embedding Islamic values into public service management strengthens human-centered governance, where citizens are treated with dignity and respect as God's creations. This approach fosters trust, accountability, and social legitimacy in public institutions. By aligning managerial practices with moral values, the Islamic NPM model enhances service quality while simultaneously reinforcing ethical conduct and institutional credibility. Consequently, public services are not only efficient and responsive but also morally grounded, ensuring that administrative performance contributes to both societal welfare and spiritual accountability.

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 explains that Islamic New Public Management is derived not only from NPM concepts but also integrated with Islamic values, including 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, 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, resulting in Islamic New Public Management. In practice, it is realized through technological integration, namely 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

This study finds that, in delivering public services, institutions must innovate. The innovation is integrated into the NPM model, developed within the framework of Islamic values. The integration includes the values of nubuwwah, discipline, and efficiency with the principle of AKHLAK. Then integrated with technology that is realized through the OSS RBA application. Based on the existing findings, this study recommends that institutions should constantly update information and innovations related to services, so that the public can experience fast and precise services. In addition, the findings indicate that the successful integration of Islamic values within the New Public Management (NPM) framework contributes not only to service efficiency but also to the ethical quality of public administration. By embedding the values of *nubuwwah*, discipline, and efficiency within the AKHLAK principle, public institutions are

encouraged to balance performance-oriented management with moral responsibility. This integration ensures that innovation in public services is not solely driven by technological advancement, but also by the cultivation of integrity, accountability, and professionalism among public servants. Moreover, the utilization of digital platforms such as the OSS RBA application demonstrates how technology can function as an enabler of value-based governance rather than merely as an administrative tool. Continuous updates of service-related information and innovations are therefore essential to maintain public trust and responsiveness to societal needs. Ultimately, this study highlights that sustainable public service reform requires a holistic approach one that combines managerial innovation, technological adaptation, and the internalization of Islamic ethical values to deliver fast, accurate, and socially responsible public services.

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