

# Performance Management Analysis of Relational Coordination of One Stop Integrated Service Team (Study in Maybrat Regency, Southwest Papua Province)

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## ARTICLE INFO

## ABSTRACT

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The purpose of the study was to determine the quality of relational coordination of the one-stop integrated service team in Maybrat Regency and analyse the relationship between the quality of relational coordination performance and the quality of team elements which include: longevity, clarity of team boundaries, mutual trust, appreciation or recognition. The research was conducted at the Office of Investment and One-Stop Integrated Services (Case Study in Maybrat Regency, Southwest Papua Province). The population of this study is all individuals (individuals) whose characteristics are involved in the sense of participating and interacting directly with other participants in the licensing service work process in the one-stop integrated service team using the census method. Data collection techniques through census techniques ( $N = 30$ ), with interview methods guided by Likert interval scale structured questionnaire instruments, as well as observation support and document review using SPSS Ver.-23 software program. The analysis results show that the team's current relational coordination performance index is good (weighted mean score 3.66, IKR = 73.2). Relational coordination performance is highly correlated with team elements ( $r = .855$  Sig. 0.001). Team element variables together can explain relational coordination performance by 77 per cent. Two team elements, viz: longevity and mutual trust have significant contributions respectively with  $t$ -count = 5.89 at Sig level 0.001 and  $t$ -count = 2.585 at Sig level 0.02. While the other two team elements: clarity of team boundaries and reward or recognition have a positive correlation, but do not have a significant contribution to relational coordination performance. The implications of this research suggest that in order to improve relational coordination performance, it is necessary to periodically carry out team performance evaluations which are followed up by holding socialisation or training for team members at the same time, financial and non-financial rewards are given to team members according to their respective performance. It is also suggested that in the employee rotation policy, the stability of team members needs to be considered

## Introduction

In an effort to improve national competitiveness and create a conducive climate for investment, the government has issued an Investment Climate Improvement Policy Package through Presidential Instruction No. 3 Year 2003. One of the contents of the package is the policy of "strengthening investment service institutions, through a programme of accelerating licensing of activities and investment and company formation". A phenomenal follow-up programme carried out by the government in this case is the implementation of One Stop Integrated Services (DPMPTSP). According to Mazid (2022), the key to the success of an OSS organisation is mainly determined by the coordination factor between agencies whose authorities and duties are combined in the OSS, The most effective and efficient OSS organisation is one that can receive, process and approve licensing requests in-house.

Conversely, OSS is less effective if it must first coordinate with the relevant agencies. According to Mazid (2022), this is related to the level of authority spread across the relevant technical agencies and the level of OSS organisation.

Basically, the formation of technical work teams is an application of the concept of cross-functional teams, which according to Larson, et al (2023) is a logical solution to overcome coordination problems related to gaps in organisational levels and barriers, as revealed by Mazid (2022), because in these all relevant technical instances are functionally represented in equal positions, and in terms of authority have been autonomous and are under clear coordination (Head of DPMPTSP). Whether DPMPTSP in practice has run well and smoothly, still needs field research. In connection with the above problems, researchers are interested in knowing this in more depth through a case study in Maybrat Regency, Southwest Papua Province.

The level of output achievement of the two categories in 2009 and 2010 (until the end of October 2010) as reported by the DPMPTSP Office in the media there is a relatively large difference. The following are the types and numbers of licences issued in 2022 and 2023.

**Table 1.** Type and number of permits issued in 2023 and 2024

Year	Type and Number of Licences Issued					
	SITU	SIUP	HO	IUJK	IMB	IUP
2023	545	275	141	206	187	27
2024	450	218	135	62	179	24

**Description: Until End of October 2024**

Source: Maybrat Post 15 November 2024

From the table above it turns out that in 2022, the number of licences issued (Total Output) was 1,381 licences. Of these, category 1 licences were 1,026 (74%) compared to category 2 licences of 355 (26%). Likewise, in 2023 until the end of October 2023, of the 1,068 licences issued, the number of category 1 licences was 730 (68%), while for category 2 licences was 338 (32%).

According to Pasorong, et al (2024), the types of licences whose completion process has been fully handed over to DPMPTSP are generally completed in accordance with the established Minimum Service Standards (MSS), and many are even faster. The types of licences that often do not achieve the SPM are those whose completion still has to be coordinated with technical agencies. The obstacles include the speed of communication, and sometimes the person appointed by the technical agency is not available. The existence of coordination problems in the DPMPTSP work process is also indicated by the achievement of outcomes. As an institution that produces services, the outcome is directly related to the work process of service providers, namely the level of community satisfaction. The results of the DPMPTSP Community Satisfaction Index (IKM) survey in 2023 were good, with a score of 78.15 (Source: DPMPTSP Documents, 2023). The value of each service element is as shown in the following table:

**Table 2.** The value of the Community Satisfaction index at the DPMPTSP Office in 2024

No.	Service Element	Service Element	IKM Per-Ensure
			Value
1.	Service procedure	3,07	76,75
2.	Service requirements	3,00	75,00
3.	Clarity of service officers	3,21	80,25
4.	Discipline of service officers	3,21	80,25

5.	Service officer ability	3,21	79,50
6.	Service speed	3,18	80,75
7.	Justice to get service	3,23	73,75
8.	Politeness and friendliness of officers	2,95	79,00
9.	Reasonableness of service fees	3,16	80,25
10.	Certainty of service fees	3,21	80,25
11.	Certainty of service schedule	3,21	80,75
12.	Environmental comfort	3,04	76,00
13.	Service security	3,17	79,25

Source: DPMPTSP Office of Maybrat Regency, Year 2024

The table above shows that there are 13 (thirteen) service elements but there are only 4 (four) service elements whose scores are below the IKM of the DPMPTSP Office, namely the element of service procedures with a value of (76.75), the element of service requirements with a value of (75), the element of service speed with a value of (73.75) and the element of certainty of service schedules (76). The coordination problems raised by Mazid (2022), Masine's statement (2020), as well as the LAN illustration above, can be identified as problems related to the quality of communication and relationships (relationships) between agencies or agencies. The identification of these problems is based on Gittell's (2019) relational coordination theory approach. Relational coordination theory, which Gittell developed inductively since 2002, is a coordination construct consisting of two mutually reinforcing pillars, namely communication and relationships. According to Gittell and Ali (2021), relational coordination is compatible with role-based coordination. Role-based coordination has practical advantages over coordination based on personal relationships, including allowing for the exchange of employees without loss of tempo, allowing organisational flexibility for scheduling tasks for employees and providing opportunities for employees to fulfil commitments to achieve high levels of performance.

As for some research that is in line with relational coordination performance management, among others, this study aims to determine how relational roles as intangible resources in starting a business for students of the Faculty of Economics, University of Simalungun (Purba and Saragih, 2021). Furthermore, research that aims to examine the effect of relational capital on competitive advantage through supply chain integration (Wahyono and Rahardjo, 2021). And this study aims to determine the effect of trust, contract clarity, procedural justice and connectedness on relational governance, the effect of relational governance on alliance performance, and the effect of market turbulence as a moderating variable in the relationship between relational governance and alliance performance (Leona and Helmi, 2023).

## Literature Review

### 1. Overview of DPMPTSP Institution

The existence of DPMPTSP in Indonesia is designed as a local government apparatus that has the main task and function of managing all forms of licensing and non-licensing services in the regions with a one-door system. This regional apparatus organisation is included in the category of technical institutions in the form of agencies or offices. Various types of licences that were originally processed in various agencies are integrated (combined) in this institution (Permendagri Number 20 of 2008). According to Mazid (2022), to understand the institutional position of OSS in local government, it is necessary to consider three factors: legal basis, organisational level and operational authority. The first factor is that the establishment

or authority of OSS that is regulated through a Regional Regulation (Perda) is stronger and has more power than being established based on a Regent/Mayor Regulation.

The second factor is the level of organisation. According to Mazid (2022) the organisational level of OSS in Indonesia since its inception has varied: in the form of units, offices and agencies or bodies, in general, agencies or bodies are more efficient. However, since 2006 the government has recommended that it should be at least in the form of an agency. The third factor, authority, according to Mazid (2022) is closely related to the level of organisation and legal basis. An OSS function is most efficient if it has the authority to receive, process and approve licence applications. This authority is generally, though not exclusively associated with the dinas form of the OSS and regional regulations (Perda). However, unit and agency level organisations may also exercise greater authority, depending on the legal instruments in relation to government direction and leadership.

A study of Online Single Submission (OSS) Service Innovation at the Tasikmalaya Regency Investment and One-Stop Integrated Service Office, by Andi, Novianti and Hidayat (2024) showed that the adoption of Online Single Submission (OSS) in Tasikmalaya Regency provides relative benefits by reducing time and costs in the licensing process. Online Single Submission (OSS) is also well integrated into the existing system at the One-Stop Investment and Integrated Service Office, and is in line with user values, needs and experiences. Although Online Single Submission (OSS) is complex, with the guidance provided, users can use the Online Single Submission (OSS) easily. The Tasikmalaya Regency Investment and One-Stop Integrated Service Office provides adequate support and guidance to users to understand and use the Online Single Submission (OSS). With the trials conducted, the community can be more confident and accustomed to using the Online Single Submission (OSS). Online Single Submission (OSS) provides tangible benefits to the community, such as reduced time and costs, and increased transparency and accessibility.

## 2. Theory about Teams

According to Hackman & Katz (2010) working in teams is a trend of modern organisations in response to the increasing complexity and interdependence of work, especially since Harold Leavitt (2019) in his essay entitled "Suppose We Took Groups Seriously" on the 50th anniversary of the Hawthorne study, wrote that groups (teams) produce so many benefits that serious consideration should be given to using groups rather than individuals as the basic building blocks of organisations. Larantuka (2022), defines a group as two individuals who interact and depend on each other, joining together to achieve certain goals. Larantuka refers to Robbins (2020) distinguishing the notion of team from group. That teams generate more positive synergy through coordinated efforts and results more than individual members.

Larson, et al (2023) define a group as "two or more interacting and interdependent individuals who come together to achieve specific goals". Groups interact to share information and make decisions to help each member do his or her job more efficiently and effectively. Groups do not necessarily engage in collective work that requires joint effort. Group performance is the sum of the individual performances of group members. Whereas a team is a group whose members work intensely using their positive synergies with complementary skills and mutually accountable individuals for a specific common goal. The performance produced by a team is greater than the sum of the individual performance of its members.

According to Hackman & Katz (2010), the rapid advancement of information and communication technology has led to many changes in team characteristics. Interaction between members is no longer solely in the sense of face-to-face or physically meeting. because members can interact primarily (and sometimes exclusively) by using electronic means and their own schedules. However, in Hackman & Katz's (2010) review, the social psychology

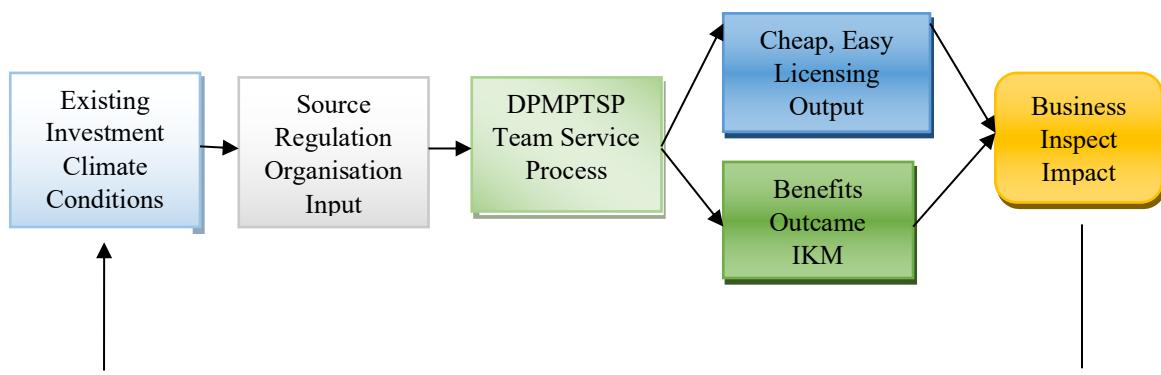
approach still remains relevant to explain various team phenomena with theories that are also constantly evolving.

### 3. Coordination Theory

Crowston, et al (2019) define coordination as managing dependencies between activities. They argue that this is consistent with the simple intuition that if there are no interdependencies, there is nothing to coordinate. The need to manage interdependencies arises whenever there are activities that require sharing resources (money, space, actors or time) that are limited or constrained. Methot and Rosado (2019) describe an organisation as "a pattern of relationships - many simultaneously interwoven - through which people, with direction from managers, achieve common goals". Coordination is essentially "the process of bringing together the activities of separate departments to effectively achieve organisational goals. The definition is more descriptive of coordination within an organisation.

According to Yakavets (2011), the new concept of coordination in the inter-agency or inter-agency context is that coordination is an iterative process that gradually builds trust, understanding and working relationships. Coordination is built through the process of communication coexistence coordinated action unified action and decision making (taken from Andre Strimling's concept of the spectrum of co-operation). From one step to the next, coordination (communication coexistence coordinated action unified action and decision-making) requires that each agency mobilise a greater amount of resources and decrease its level of control to achieve coordination goals. In the process of coordination, each agency must have a high level of commitment and take the risks each agency requires in the coordination process. Each agency must adopt the principles of coordination, primarily transparency and accountability impacts. Therefore, according to Yakavets (2011) it is important that institutional and personal incentives are established to encourage greater commitment to coordination, if coordination is truly desired.

In summary, Gittell (2021) explains relational coordination theory that the coordination of work is most effectively done through high-quality communication and through high-quality relationships among participants. That relationships i.e. shared goals, shared knowledge, mutual respect support high-quality communication, and vice versa. Together these dimensions enable participants to effectively coordinate their work.

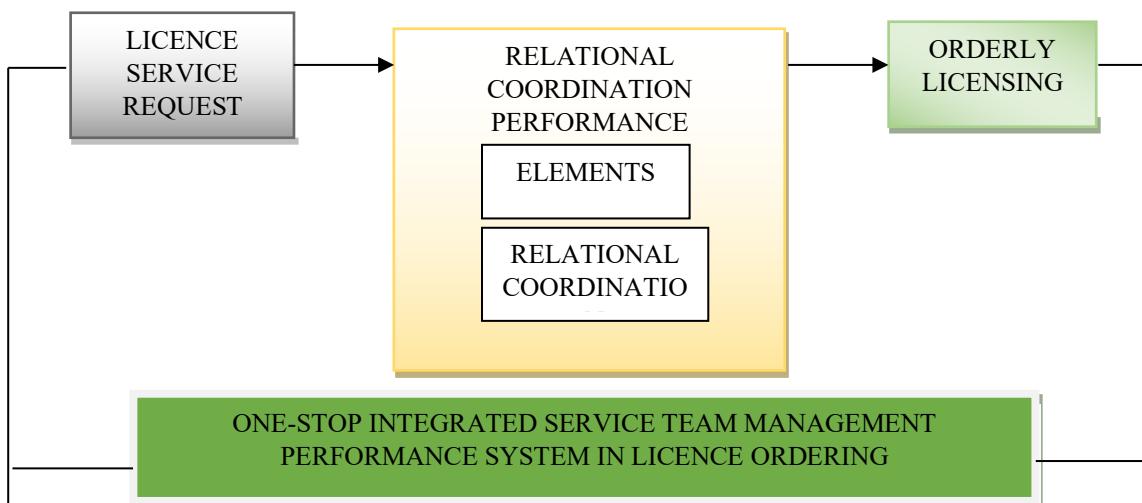


**Figure 1.** DPMPTSP Performance Management System Framework

From the picture above, the operational target of this DPMPTSP technical institution is to provide licensing and non-licensing services simply: fast, easy and cheap (output component) and community satisfaction (outcome). The process itself according to Eliyana &

Wiratmoko (2019) is "any activity or group of activities that uses one or more inputs that are transformed by providing added value into one or more outputs intended for customers".

On the basis of these assumptions and propositions, it was decided to choose the unit of analysis of this case study on relational coordination performance, in relation to team elements with a focus on the work process of the one-stop integrated service team. The research focus is the area highlighted, with the unit of analysis referred to in Figure 2.



**Figure 2.** Area of Focus and Unit of Analysis of Research (Case Study)

The selection technique involved identifying all team elements according to expert opinion through tabulation, as shown in Figure 2. Elements with the same meaning or essence, even though the nomenclature was different, were included in the same row. The identification stems from the diagnosis of Wageman, et al. (2019). The researcher finally decided to select four team elements, which fulfil the above criteria, viz: longevity, clear boundaries, mutual trust and rewards/recognition.

## Research Method

The type of research used in this research is case study research, which is one of several other social science research methods such as experiments, surveys, historical and document information analysis (based on Yin's classification: 2019). Yin (2019) defines a case study as "an empirical inquiry that investigates phenomena in real-life contexts, where the boundaries between phenomena and context are not drawn: the boundaries between phenomenon and context are not well-defined; where multiple sources of evidence are utilised". The research was conducted at the Office of Investment and One-Stop Integrated Services (Case Study in Maybrat Regency, Southwest Papua Province). in March 2024. Selection of Maybrat Regency. The research population is all elements that have similar characteristics or characteristics of a research object.

This study refers to Gittell (2019) tentang "Who to survey, About Whom dan About What" dan "Unit of Observation and Unit of Analysis" that the research population is all individuals (individuals) who (their characteristics) are involved in the sense of participating and interacting directly with other participants in the licensing service work process in the one-stop integrated service team.

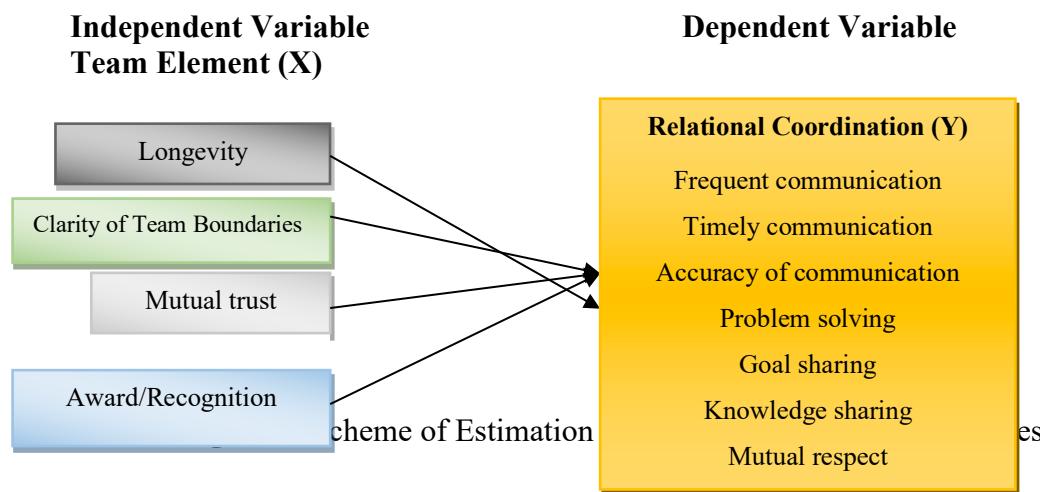
Descriptive analysis was used to obtain information about the objective conditions of team quality and relational coordination performance. The analysis techniques used were frequency analysis and mean value comparison.

Interpretation of the average value based on criteria following the pattern of class interval values (IK), with the number of classes (K) according to the Likert Scale interval, which is 5. The formula is  $IK = R / K$  where R is the range or difference between the largest value and the smallest value ( $5-1 = 4$ ). So IK is  $4/5 = 0.8$ .

Researchers use the Kolmogorov-Smirnov (K-S) test, with the test criteria if the significance number ( $Sig > 0.05$ ), then the variable data is concluded to be normally distributed, if the significance number ( $Sig < 0.05$ ), then the variable data is concluded to be not normally distributed.

$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$  where Y is the dependent variable (relational coordination), a and  $\beta$  are two constants to be estimated, and X ( $X_1 X_2 X_3$ ) are independent variables.

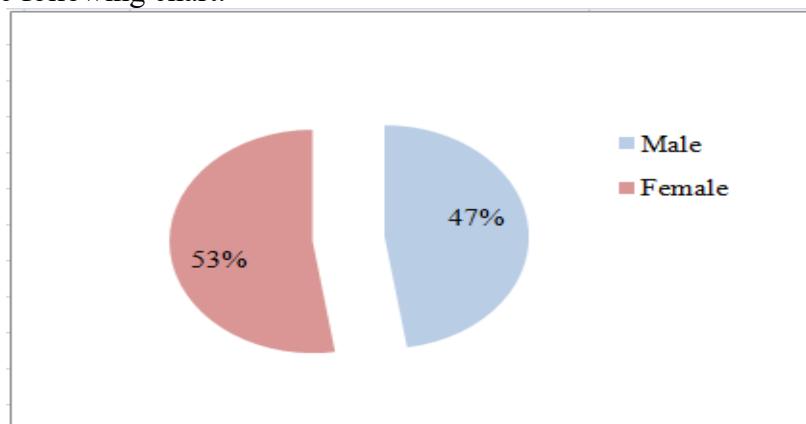
For the regression analysis in this study, the estimation of the relationship between the independent variables (longevity, clarity of team boundaries, mutual trust and reward or recognition) and the dependent variable (relational coordination) is illustrated as in Figure



## Research Results and Discussion

### Results

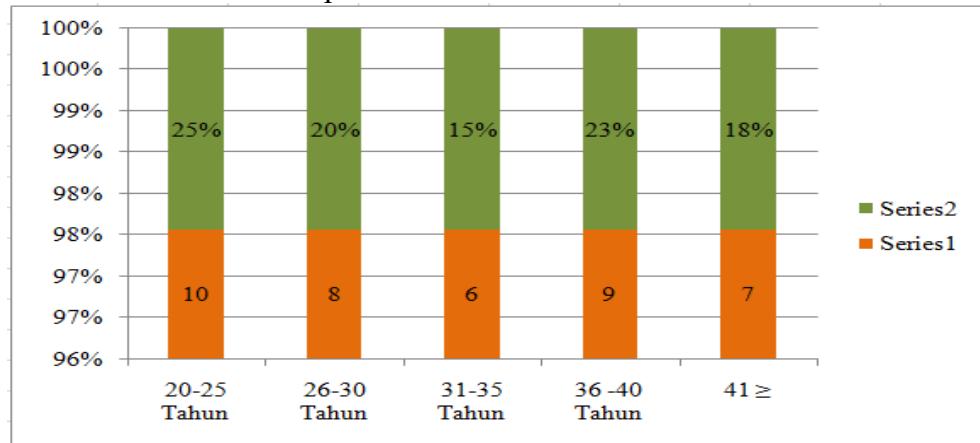
Quality of Performance of Relational Coordination of One-Stop Integrated Services in the Implementation of Licensing Service Tasks in Maybrat Regency, Southwest Papua Province. Respondents or employees at the Maybrat Regency One-Stop Investment and Integrated Services Office (DPMPTSP) used in this study have different characteristics or identities according to the following chart:



Source: Data processed, respondents at the Investment Office and One-Stop Integrated Services (DPMPTSP) of Maybrat Regency ( $N = 40$ ), 2024

**Figure 4.** Classification of Respondents by Gender

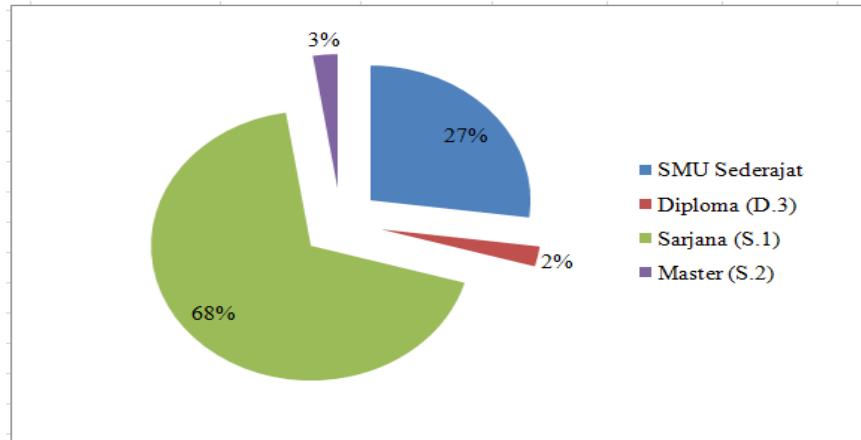
From Figure 4 above, most of the respondents were female as many as 21 or 53% of respondents and 19 or 48% of respondents were male.



Source: Data processed, respondents at the Maybrat Regency Investment and One-Stop Integrated Service (DPMPTSP) Office (N = 40), 2024

**Figure 5.** Classification of Respondents by Age

Figure 5 above shows the classification of employee respondents at the One-Stop Investment and Integrated Service Office (DPMPTSP) according to age 20 to 25 years, totalling 10 or 25%, 26 to 30 years totalling 8 or 20%, 31 to 40 years totalling 9 or 23% and 41 years and over totalling 7 or 18% of respondents. The following is the classification of employee respondents at the One-Stop Investment and Integrated Service Office (DPMPTSP) according to education level as follows:



Source: Data processed, respondents at the Maybrat Regency Investment and One-Stop Integrated Service (DPMPTSP) Office (N = 40), 2024

**Figure 6.** Classification of Respondents According to Education

Based on Figure 6 above, the classification of respondents according to education, most of the employee respondents at the One-Stop Integrated Investment and Service Office (DPMPTSP) with undergraduate education were 27 or 68% of respondents, high school education was equivalent to 11 or 27% of respondents, each diploma education was 1 or 2% and master's education was 1 or 3% of respondents.

#### Simple Regression Analysis

Simple linear regression analysis was carried out with the help of SPSS version 22 for windows with the aim of knowing how much influence the independent variable of motivation (X) has on Employee Performance (Y) as the dependent variable. The simple linear regression equation used is:

$$Y = a + bX + e$$

Where:

Y = Employee performance

a = Constant

b = Regression coefficient

X = Motivation

e = Standard error

Based on testing using SPSS version 22 for windows, the linear regression results can be seen in the Table.

### Simple Regression Results

The analysis results from the test results table on coefficients can be explained as follows:

**Table 3.** Significance Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant) 4.713	1.276		3.692	.001
	Total .777	.077	.853	10.068	.000

a. Dependent Variable: total

Source: Data processed SPSS Ver,-22 programme

Based on the results of processing simple linear regression analysis using the SPSS 22 programme, the results of the simple linear regression equation are as follows:  $Y = 4.713 + 0.777X$  which means that the constant value of 4.713 is the performance of employees there is an effect of work motivation (X), while the value of the motivation regression coefficient is 0.777 which means that every summary of work motivation, there will be an increase in employee performance by 0.777. The analysis results from the test results table on the model summary coefficient can be explained as follows:

**Table 4.** Model Summary Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	853a	.727	.720	.95077	2.158

a. Predictors: (Constant), total

b. Dependent Variable: total

Based on table 4.8, it can be interpreted as follows:

1. The R<sub>xy</sub> value of 0.853 means that the relationship between motivation and the performance of DPMPTSP employees in Maybrat Regency is 85.3, meaning that the relationship is very strong. With the following correlation standards:
  - 0 : no influence
  - 0-0.05 : very weak influence
  - 0.25-0.50: the influence is sufficient
  - 0.50-0.75: the influence is quite strong
  - 0.75-0.99: very strong influence
  - 1, : perfect
2. R<sub>xy</sub> = Adjusted R Square of 0.727, meaning 72.7% of performance variables can be explained by performance motivation variables while the remaining 0.273, meaning 27.3% can be explained by other variables not examined in this study such as work attitude, work discipline, skill level, work climate, satisfaction and so on. So that the results of this analysis show that both the relationship and the influence of variable X (motivation) on variable Y (employee performance) are very strong.
3. Standard Error of the Estimate (SEE) < (1.79726) (1.97273) which means that variable X is mostly a predictor.

The analytical results of the test results can be explained in the "ANOVA" table as follows:

**Table 5. ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	91.624	1	91.624	101.359	.000 <sup>b</sup>
Residual	34.351	38	904		
Total	125.975	39			

a. Dependent Variable: total

b. Predictors: (Constant), total

Source: Data processed SPSS Ver,-22

- 1) If the significant test (0.00) < (0.05) (0.01) means  $H_0$  is rejected and  $H_1$  is accepted.
- 2) If the significant test (0.00) < (0.05) (0.01) means  $H_0$  is accepted and  $H_1$  is rejected. The analysis results show that the significant test (0.00)
- 3) If  $F$  count >  $F$  table it means significant.  $F$  count (101.359) >  $F$  table (4.10) (7.35) means that the effect of variable X (motivation) on variable Y (employee performance) is significant.

## Discussion

### The Relationship of Team Elements (Longevity, Team Clarity, Mutual Trust and Appreciation/Recognition) to Relational Coordination

From the results of the research above, in the longevity team element (Employees have a very strong motivation to work), there are no respondents who disagree. There was 1 person (2.5%) who disagreed and strongly disagreed, 24 people (60%) agreed, and 14 people (35%) strongly agreed. This shows that most of the DPMPTSP employees of Maybrat Regency. feel that they have a very strong driving force at work in the agency. In the longevity statement on relational coordination (Employees do their work with full responsibility), there were no respondents who strongly disagreed, 3 people (7.5%) disagreed, 2 people (5%) disagreed, 12 people (30%) agreed, and 23 people (57.5%) strongly agreed. This shows that most of the Maybrat Regency DPMPTSP employees do their work with full responsibility.

Team element of team boundary clarity (The willingness of employees is very large at work.), There are 1 person (2.5%) who strongly disagree and disagree, there are 6 people (17.5%) respondents who disagree, there are 21 people (52.5%) who agree, and there are 11 people (27.5%) who strongly agree. This shows that the willingness in team clarity in the work of DPMPTSP employees in Maybrat Regency is very large. In the statement of team boundary clarity on relational coordination (Employees can complete work in a timely manner) 1 person (2.5%) of respondents said strongly disagree, 4 people (10%) of respondents said less agree, 7 people (17.5%) of respondents said less agree, 16 people (40%) of respondents said agree, and 12 people (30%) of respondents said strongly agree. This shows that employees can complete work in a timely manner with clarity of team boundaries at work.

Team elements trust each other (the atmosphere of the work that you / your mother do there is no element of coercion at work), 1 person (2.5%) of respondents who strongly disagree, disagree and disagree, there are 10 people (25%) who agree, and there are 26 people (65%) who strongly agree. This shows that the work atmosphere that you do does not have an element of coercion at work. Mutual trust in relational coordination (Employees have the initiative to make decisions related to task completion.), there were no respondents who strongly disagreed, 4 people (10%) disagreed, 7 people (17.5%) respondents said they disagreed, there were 15 people (37.5%) agreed, and there were 14 people (35%) strongly agreed. This shows that most

DPMPTSP employees in Maybrat Regency have the initiative to make decisions related to task completion with mutual trust between one employee and another.

Element of the reward/recognition team (You are able to do work when working hours are not over.), 1 person (2.5%) of respondents strongly disagreed, 3 people (7.5%) disagreed, 7 people (17.5%) disagreed, 17 people (42.5%) agreed, and 12 people (30%) strongly agreed. This shows that with the appreciation / recognition from the office, employees are able to do work during office hours.

Appreciation/recognition of relational coordination (Ability Employees are able to use the abilities possessed by employees in carrying out work), 1 person (2.5%) of respondents who stated strongly disagree, 3 people (7.5%) respondents said they disagreed, there were 4 people (10%) who stated that they disagreed, 23 people (52.5%) respondents stated that they agreed, there were 9 people (22.5%) stated strongly agree. This shows that most DPMPTSP employees of Maybrat Regency are able to use the abilities possessed by employees in carrying out work because of the existence of the owned by employees in doing work because of the recognition from the office.

In line with the research results show that has good characteristics (C) but for the Environment (A) it is not too much only focus on the internal environment how to make a good product, while the needs of external good products, while external needs such as suppliers, customers and similar industries have not been given much attention. similar industries have not been so concerned. For the organisation (O) has profit-oriented goals but in terms of how to (role model) and the form of performance measurement is not so important. model) and the form of performance measurement are not very clear, only limited to running a business only. Point (S) the business idea comes from oneself and friends have not yet looked into the fulfilment of market needs (Purba and Saragih, 2021).

Furthermore, the results research shows that relational capital has a positive but insignificant effect on supply chain integration and relational capital has a positive and significant effect on supply chain integration on supply chain integration and relational capital has a positive and significant effect on competitive advantage significant on competitive advantage (Wahyono and Rahardjo).

And The results showed that procedural justice and connectedness have an effect on relational governance on relational governance, then relational governance affects alliance performance on alliance performance. In this study it was also found that trust and contract clarity have no effect on relational governance and market turbulence does not moderate the relationship between relational governance and alliance performance market turbulence does not moderate the relationship between relational governance and alliance performance on alliance performance. The implications of this study indicate that the importance of paying attention to aspects such as procedural justice and connectedness in running business alliances connectedness in carrying out business alliances, as these factors can significantly significantly influence relational governance and ultimately alliance performance (Leona and Helmi, 2023).

## Conclusions

Based on the results of the analysis and discussion that has been carried out in this study, it is formulated that motivation affects the performance of employees of the Investment and One-Stop Integrated Service Office (DPMPTSP) of Maybrat Regency. With an R square value of 72.7% with this motivation has a significant effect because the test results explained by ANOVA are explained by ANOVA, namely  $000 < 0.05$ . As for what needs to be done improvements for the One-Stop Integrated Investment and Service Office (DPMPTSP) of Maybrat Regency. Our suggestion is that it is necessary to increase work motivation in the form of in the form of material or salary for employees so that it can foster good and positive

perceptions and enthusiasm for employees and a good and positive spirit towards employees where they work. The next researcher. is that if you do research then research that we did not research above because there are still many things that need to be researched at the Investment and researched at the One-Stop Investment and Integrated Service Office (DPMPTSP) Maybrat Regency. Such as discipline, satisfaction of performance expertise, and there are many more that cannot be mentioned.

## LITERATURE

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