



## STRATEGIC PLAN OF ONE DOOR INTEGRATED SERVICES AND INVESTMENT SERVICES (DPMPTSP) IN INCREASING INVESTMENT IN MALAKA REGENCY

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**ABSTRACT:** The purpose of this study was to describe and analyze the Malacca District DPMPTSP Strategic Plan in Increasing Investment in Malacca District. This study uses several concepts including the concepts of planning, strategy, investment, regional autonomy, development plans, investment attractiveness, and regional investment climate. The method used in this research is descriptive qualitative where the data is taken from several techniques such as observation, interviews, and documentation. Data analysis using SWOT analysis model. The results of this study indicate that ;1) All informants know that there is already legal certainty that serves as an umbrella for investors/entrepreneurs. However, this is not proportional to the number of apparatus/personnel in DPMPTSP which is still considered very minimal because there are only 18 employees with civil servant status; 2) All informants said that the security conditions in Malacca Regency are always conducive, the socio-political conditions are still conducive so that investors can comfortably run their business and also the culture of the community is not too affected by the presence of entrepreneurs/investors; 3) The wheels of the economy in the community are running well; 4) The availability of labor is still quite a lot, but it is not supported by an adequate background and the wages of labor used so far are still below the UMP standard; 5) Existing infrastructure in the form of public roads, clean water and electricity piping networks built by the regional government and the condition of physical infrastructure is still good and good and is still being used today; 6) The absence of a regional regulation that regulates the mapping of investment potential; 7) There is no general investment plan (RUPM) in Malacca Regency yet; 8) Lack of coordination among OPD in Malacca Regency; and 9) The official DPMPTSP website is not yet available.

**Keywords:** *Investation, DPMPTSP, Malaka regency, SWOT.*

### INTRODUCTION

The government in carrying out its service function to the community is faced with the problem of making public investment decisions. This decision is needed to support the implementation of programs, activities and functions that are policy priorities. Expenditures on public investment should receive greater attention than routine expenditures, because investment/capital expenditures have long-term effects. Public investment has a close relationship with capital/investment budgeting. capital/investment budgeting is the process of analyzing projects and deciding whether they can be accommodated by the capital/investment budget.

Investment planning and analysis must consider several aspects that together show the benefits or benefits derived from the existence of a particular investment. All aspects must be considered and evaluated in each stage of the planning and implementation cycle, because the existing aspects are interconnected and influence each other, namely:

1. The technical aspect is the most important part of investment analysis that must be considered. If the investment proposal is no longer feasible from a technical aspect, then the proposal becomes the first priority aspect to be rejected;

2. Socio-Cultural Aspects, in order to make an investment, it is necessary to consider the wider social implications of the proposed investment. This socio-cultural aspect concerns the consideration of the distribution of services fairly and equitably so as to be able to provide great benefits to the community. Socio-cultural aspects also include legal and environmental aspects. An investment project to be carried out must consider legal aspects and adverse environmental impacts;
3. Economic and Financial Aspects, A proposed investment project contributes significantly to the overall economic development. The financial aspect explains the financial effects of a proposed investment project;
4. Distribution Aspect, Investment decisions are decisions that need to be related to the problem of distributing public services fairly and equitably. For this reason, it is necessary to know who will receive the benefits of the investment project. The distribution aspect is also related to justice and equality of opportunity to obtain public services (equity and equality), (Mardiasmo, 2002).

In accordance with Law Number 32 of 2004 concerning Regional Government and Law Number 33 of 2004 concerning Financial Balance between Central and Regional Governments, to face the demands of globalization, regions must be more empowered by being given wider, more real and responsible authority. , especially in regulating, utilizing and exploring potential sources in their respective regions. This means that the central government no longer takes care of the interests of regional households, the authority to administer, regulate and manage regional households is left to the people in the regions. Thus, the central government only acts as a monitor, supervisor and evaluator. The main objective of the regional autonomy policy issued in 2004 is on the one hand to free the central government from unnecessary burdens in dealing with domestic affairs, so that the central government has the opportunity to study, understand, and respond to various global trends. At the same time, it is hoped that the central government will be able to concentrate more on the formulation of strategic national macro policies. On the other hand, regional decentralization will experience a significant empowerment process. Their initiative and creativity will be stimulated, so that their capability in overcoming various domestic problems will be stronger. In this case, regional authority covers all (functions) in the field of government, with the exception of authorities in the fields of foreign policy, defense and security, judiciary, monetary and fiscal, religion as well as authorities in other fields. These limits of authority are very important to be implemented in the field, especially to what extent autonomous regions can carry out their regional development planning systems, which will be a reference in formulating investment development strategies.

To become a high-income country by 2030, the Indonesian economy must grow between 6 - 8% per year. To realize this high growth in a sustainable manner, economic growth must be inclusive and still be supported by policies to maintain economic stability. High, sustainable and inclusive economic growth will be achieved through comprehensive reform.

Comprehensive reform measures can be carried out, among others with the following policies: (a) efficient economic institutions through the creation of a productive business climate and legal certainty for the business world; (b) improving governance, among others by implementing a right government policy; and (c) take advantage of globalization for domestic purposes. Right government policy in the field of investment is needed, because there are still

many central and regional laws and regulations that are not harmonious and distorting, causing ineffective incentive policies and high transaction costs for the business world, such as the lack of clarity of procedures, time and costs.

The Regional Medium-Term Development Plan (RPJMD) 2016-2021 stipulates that the main development challenges related to investment can be grouped into: (a) governance development to create an effective and efficient bureaucracy; (b) economic growth; (c) acceleration of equitable distribution of development between regions in Malacca Regency; and (d) acceleration of marine development. Referring to the RPJM, the first challenge in effective and efficient governance is to improve the integrity, accountability, effectiveness, and efficiency of the bureaucracy in administering government, development, and public services related to investment. and Regency/City. The PTSP institution was formed to provide easy access to licensing and non-licensing services for investors. However, currently not all Ministries and Institutions that have the authority to grant licensing and non-licensing related to investment have delegated or delegated the granting of these permits to the Central PTSP (BKPM). Likewise, not all Provincial and Regency/City PTSPs have received the delegation or delegation of licensing and non-licensing authority related to investment from the Governor and Regent/Mayor. In addition, there is still no uniformity of nomenclature. Second, the current economic growth is not optimal, one of the contributing factors is the low economic efficiency or economic productivity as indicated by the low contribution of Total Factor Productivity (TFP) in economic growth.

In responding to all challenges in terms of investment, it is necessary to harmonize policies and simplify licensing and non-licensing related to investment. Another effort that will be made to correct disharmony in central and regional laws and regulations is to provide problem solving facilitation (debottlenecking) to companies investing in Indonesia. Third, accelerate the distribution of development between regions. The government continues to encourage even distribution of investment, especially outside Java, especially Papua and West Papua. Limited infrastructure is one of the challenges in realizing the target of equity investment. Investments based on natural resource processing are encouraged outside Java. For this reason, the challenge faced is to ensure the availability of infrastructure, especially energy (electricity and gas) and logistics. The current availability of infrastructure is still very limited. The

average national electrification ratio in 2014 was around 81.5%.

The fact is that in eastern Indonesia the electrification ratio is much lower than the average national electrification ratio. In addition to the still low electrification ratio, the quality of electricity (service level) is still poor. Meanwhile, the development of natural resource-based processing industries, particularly smelters, requires very large and stable electricity. To encourage more equitable investment, in 2015-2019 the Government has committed to build the infrastructure of the Malacca Regency due to the lack of providing information on market opportunities and business fields of projects that have decent prospects for investment, lack of coordination between relevant agencies in providing services. information to investors regarding the smoothness and ease of licensing services. This affects investors who want to invest in Malaka Regency.

The interest of investors in investing in an area is strongly influenced by the conditions that occur in that area, whether it is profitable or can be detrimental to the investor.

According to data from the Malacca District DPMPTSP in 2021, it is known that there are 487 companies/businesses (individuals) that have registered their businesses with the Malacca District DPMPTSP, and this figure does not include all businesses in the Malacca District. Only individual companies (individuals who have taken care of a license and have been served by DPMPTSP.

Based on the description above, the researcher is interested in conducting more in-depth research on the Malacca District DPMPTSP Strategic Plan. In the data in table 1.1 above, it can be seen that the company focuses more on 1 central point, namely the Central Malacca District as the capital of Malacca Regency, but it is very inversely proportional to Botin Leobele, which is only there are 3 companies with an investment value of only Rp. 10,000,000, - and Io Kufeu sub-district which there are only 7 companies with an investment value of Rp. 575,000,000, - it is known that the number of companies that have invested in Malak Regency is 487 companies with an investment value of Rp. 955.398.150.000,-. The number of companies that are still minimal requires the Malacca District DPMPTSP to improve and make several breakthroughs as stated in the strategic plan in order to increase investment in Malacca District. The problems that have been described previously have attracted the interest of researchers to put them into a scientific paper entitled DPMPTSP Strategic Plan

for Malacca Regency in Increasing Investment in Malaka Regency.

## **THEORY**

### **Planning Concept**

Planning can mean different things to different people. For people who do not have a particular profession, planning can mean a special activity that requires certain skills, is quite complicated in nature, takes a lot of energy and thought, and requires a long time in its preparation. However, for other people planning can mean a daily job, not complicated, even the person may not even realize that he has done the planning (Tarigan, 2010). Plans can be in the form of informal plans and formal plans. Informal plans are unwritten plans and are not a common goal of members of an organization. While a formal plan is a written plan that must be implemented by an organization within a certain period of time. The formal plan is a joint plan with the members of the corporation, meaning that each member must know and implement the plan. Formal plans are made to reduce ambiguity and create an understanding of what needs to be done. Planning is also a basic function or a fundamental function of management that is shown in an uncertain future. Therefore, every agency/company must have a careful plan in achieving its goals. According to Terry (2010), the definition of planning is as follows: "Planning is selecting and relating facts and making and using assumptions about the future by describing and formulating the activities needed to achieve the required results". From the above understanding, it is illustrated that planning is related to the problem of choosing the goals and the best way to achieve the goals. Another opinion says that planning is a process. According to Tjokroaminoto, 2008 planning is "the process of systematically preparing activities that will be carried out to achieve certain goals. Meanwhile, according to Prajudi Atmosudirjo, 2008 also argues that planning is a calculation and determination of something that will be carried out in order to achieve certain goals, who does it, when, where, and how to do it. According to Conyers and Hills, 2002 planning is a continuous process that includes decisions or choices of various alternative uses of resources to achieve certain goals in the future. Based on the above definition, Arsyad (2002) argues that there are four basic elements of planning, namely; 1) Planning means choosing; 2) Planning is a resource allocation tool; 3) Planning is a tool to achieve goals; and 4) Future-oriented planning.

From these limits, there is the thought that planning is not born by itself, but is the result of

thinking that comes from the results of research and also planning is a prediction for the future, thus facilitating the efforts to be made in achieving goals. From these understandings it can be concluded that planning is an activity that will be carried out in the future to achieve goals and in planning it contains several elements, including a number of activities that have been determined previously, the process, the results to be achieved, and concerning the future in time. certain. Implementation and supervision including monitoring, assessment, and reporting are elements that cannot be separated from planning. In planning, supervision is needed so that there are no deviations. Based on the expert opinion expressed above, it is clear that planning is considered a process, considered as a function and considered as a decision, or the selection of alternatives to achieve goals.

Planning consists of two important elements, namely goals (goals) and the plan itself (plan); 1.) Goals are things an individual, group or entire organization wants to achieve. Goals are often called goals. Goals guide management in making decisions and establish criteria for measuring a job. Goals can be divided into two groups, namely stated goals and real goals. Stated goals are goals that the organization declares to the wider community. Goals like this can be seen in the company/organization charter, annual reports, public relations announcements, or public statements made by management. Often stated goals here contradict the existing reality and are made only to meet the demands of the company's stakeholders. While the real target is the target that is really desired by the company / organization. Real goals can only be known from the actions of the organization and its members; 2.) Plan or plan is a document used as a scheme to achieve goals. Plans usually include resource allocation and other important actions. Plans are divided based on scope, duration, specificity and frequency of use. Based on the scope, the plans are divided into strategic plans and operational plans. Strategic plans are general plans that apply to all levels of the organization, while operational plans are plans that regulate the daily activities of members of the organization. Based on the timeframe, plans can be divided into long-term plans and short-term plans. Long-term plans are generally defined as plans with a term of three years, short-term plans are plans that have a period of one year. While the plan that is between the two is said to have an intermediate time frame. According to its specificity, plans are divided into directional plans and specific plans. The Board of Directors plan is a plan that only provides general guidelines, not in

detail. Finally, based on the frequency of use, the plan is divided into two, namely single use and standing. A single use plan is a plan that is designed to be implemented only once. While standing plans are plans that run as long as the company/organization is established, which includes procedures, regulations, policies and others.

### **Concept of Strategy**

Strategy refers to the top management of the organization which is of primary concern. According to Steiner & Minner (1997) specifically the strategy is "forging" the company's mission, setting organizational goals by keeping in mind external and internal strengths, formulating certain policies and strategies to achieve goals and ensure proper implementation, so that the main goals and objectives of the organization will be achieved. Strategy also refers to what is the main concern of the top management of the organization. The success of a strategy is usually not a single decision, but a network of interrelated strategies, substrates, sub-strategies, policies and tactics.

The success of an organization will depend on how well an organization formulates its policies/strategies in its evolving environment, how well the organization puts and defines its policies/strategies in writing, and how well the organization ensures its implementation (Steiner & Minner, 1997).

Organizational Strategy is defined to designate the strategic goals to be achieved by the organization. The strategic objectives can be in the form of one or a combination of three possibilities, namely political, organizational, and policy. An organization with a political goal means that the organization is trying to achieve results that are directed at satisfying the political interests of organizational actors, policy makers and/or controllers, and/or external stakeholders. The second possibility is realized by increasing real performance, available resources, and organizational competence. Policy objectives are implemented by paying attention and supporting the achievement of the policies of a particular community within the organization. It seems likely that public organizations tend to have a political strategic orientation (Muhammad, 2012).

The strategy dimension is used theoretically to describe the characteristics of the strategy. There are four types of strategies according to Wechsler and Backoff (in Muhammad, 2012) which are named the W-B model strategy typology. One of these types of strategy is a development strategy, namely a strategy is said to be a development strategy if the

organization intentionally designs a strategy that wants to leave status, capacity, and resources which will eventually give birth to a new, different organizational posture in the future. The organization is fully laid out and operated in development mode.

According to Wilujeng (in A. Naway, 2016) strategy is a program in order to carry out the mission and to achieve organizational goals. Strategy here in the use of organizational resources becomes a guide that will be used in order to achieve goals and form an integrated direction of all organizational goals. The following are certain steps that can be taken in developing a strategy: 1) Define goals; 2) Set the size; 3) Eliminate the differences that occur; 4) Choose an alternative; 5) Implementation of strategic planning; and 6) Measure and monitor progress.

Strategic management is a series of actions used to formulate, implement, and evaluate managerial decisions in achieving company goals (Hunger & Wheelen, 2003; Hunger & Wheelen, 2007). Strategy has a close relationship with the concept of planning and decision making, so that in the end strategy develops into strategic management. The strategic management process consists of several stages, including environmental observation, strategy formulation, strategy implementation and strategy evaluation (Hunger & Wheelen, 2007).

The environmental observation stage is carried out to identify various events, developments and changes in the environment that affect organizational conditions (Hunger & Wheelen, 2003). The strategy formulation stage is the decision selection stage in the selection of alternative strategies to be used by the organization. The strategy chosen is the result of observations of the organizational environment (Hunger & Wheelen, 2007;). The next stage is the strategy implementation stage, namely the implementation stage of the strategy that has been formulated or planned. Strategy implementation is a process by which management realizes its strategies and policies through the development of programs, budgets and procedures (Harrison & John, 2009). The last stage is evaluation and control, namely comparing the results obtained with the desired results to provide the necessary feedback for management to evaluate and take corrective action when treated (Hunger & Wheelen, 2007).

Chandler in Umar (2010:16), strategy is a tool to achieve company goals in relation to long-term goals, follow-up programs and resource allocation priorities. The same thing was conveyed by Marrus in Umar (2010:16) who said that strategy is a

process of determining the plan of top leaders that focuses on the long-term goals of the organization, accompanied by the preparation of a method or effort on how to achieve these goals.

Hamel and Prahalad (Umar, 2010: 17), Strategy is an action that is incremental (always increasing) and continuous, and is carried out based on the point of view of what customers expect in the future. Thus, strategy always starts from what can happen and does not start from what happens. The speed of new market innovations and changes in consumer patterns require core competencies. Companies need to look for core competencies in the business they do.

### **Investment Concept**

Investment is buying an asset that is expected to be resold in the future at a higher value. Investment can also be said as a postponement of current consumption for future consumption. The expectation of future profits is compensation for the time and risk associated with an investment.

Investments consist of goods purchased for future use. Investments are also divided into three sub-groups; 1) Business fixed investment is the purchase of new plant and equipment by the company; 2) Residential fixed investment, is the purchase of a new house by households and landlords; and 3) Inventory investment is an increase in the company's inventory of goods (if the investment fails, inventory investment is negative), it was stated by N. Gregory Mankiw, 1999; 425.

Investment (investment) is the expenditure or expenditure of investors or companies to buy capital goods and production equipment to increase the ability to produce goods and services available in the economy. Investment or capital formation is the second component that determines the level of aggregate expenditure (Sadono Sukirno, 1994:107).

### **Regional Autonomy**

The essence of regional autonomy is to develop autonomous Indonesian people, which provide flexibility for optimally revealing the best potentials possessed by each individual (Basri, 2002:175). Regional Autonomy is a condition that allows regions to optimally actualize all their best potential. To realize this situation, the application of a proportion that basically all problems should be left to the regions to identify, formulate, and solve them, except for problems that are indeed impossible to solve by the region itself in the perspective of the integrity of the nation-state. Not the other way around, namely the proportion that basically all problems must be submitted to the central government, except for certain problems that can be handled by the regions.

Regional Autonomous Regions open up the widest possible opportunities for regions to optimally actualize all their best potential. Malacca Regency as a new autonomous region has one or several certain advantages, relative to other regions. In fact, in terms of potential, these advantages can be absolute, for example, those that come from the location aspect or the endowment factor.

Several prerequisites are needed to prepare areas of active actors in the global arena; 1) Guaranteed free movement of all factors of production, goods and services within the territory of Indonesia, except for cases based on non-economic arguments; 2) A political process that also ensures the autonomy of local communities in fighting for their aspirations through political participation in decision-making processes that have an impact on the public; 3) The establishment of good governance both at the central and regional levels, so that regional autonomy does not create new forms of Corruption, Collusion, Nepotism (KKN); 4) Regional openness to cooperate with other neighboring regions to optimize the management of existing resources, lest economic decisions be constrained by regional boundaries; 5) Flexibility of the incentive system; 6) The role of local government is more as a regulator which aims to protect minority and weak groups and maintain harmony with the natural surroundings, not a regulator in the sense of regulating everything (Basri, 2002:179).

### **Development Planning**

The planning carried out seeks to map the potential possessed by the area so that it can be carried out with optimal economic development. Efforts to map regions according to their potential include local government efforts to be able to determine the best investment locations by taking into account the various interests that develop in the community. This is very important to do considering that the private sector will not invest in areas that do not provide maximum benefits for themselves. This means that the development planning carried out by the government does not only include selecting the right program to be used in regional development, but also how the regional government is able to attract investors to come and prepare various aspects that support the implementation of the regional investment. Good planning will provide various benefits to the region, such as; 1) An overview of future projections regarding the use of land in the area, whether it will be developed as an industrial area, as an industrial buffer zone or as a catchment area that functions as an environmental balancer. By knowing future projections regarding the use of land owned by the area, the local government can determine what programs are suitable to be implemented; 2) The development planning carried

out serves as a guide for economic actors regarding the direction of development that will be carried out by the government. Knowledge of development directions by economic actors will provide economic capabilities for actors to anticipate various conditions that may be caused by the development to be carried out. For the government itself, development planning becomes a clear reference on what programs must be run to develop the area (Widodo, 2006 :10).

### **Investment Attraction**

In general, investment will enter an area depending on the attractiveness of the area to investment and the existence of a conducive investment climate. The success of the region to increase its attractiveness to investment. One of them depends on the ability of the region in formulating policies related to investment and the business world as well as improving the quality of services to the community. The ability of the region to determine the factors that can be used as a measure of regional economic competitiveness relative to other regions is also very important in efforts to increase its attractiveness and win the competition. It is also important to pay attention to in an effort to attract investors, in addition to a conducive macro economy as well as the development of human resources and infrastructure in a broad sense. This requires a change in the orientation of the government, which was originally more of a regulator, to be changed to a supervisor, so that the role of the private sector in the economy can develop optimally. According to the 2003 Regional Autonomy Implementing Commission (KPPOD), many factors affect the attractiveness of regional investment including; 1) Institutional factors, are factors related to the ability or capacity of local governments in carrying out government functions. The capacity of local government is reflected through its ability in terms of certainty and law enforcement, services to the community through government officials, formulation of regional development policies through Regional Regulations and Regional Finance. From an institutional perspective, the variables that need to be considered are; a) Legal certainty and law enforcement Legal certainty is an illustration of the consistency of regulations and law enforcement in the regions. Legal certainty can be used as regulatory guidelines for a certain period of time by investors. The consistency of regulations can avoid the impression that a change of officials will result in a change of regulations. The harmonious relationship between the executive and the legislature in the regions is

also a factor that supports the factor of regional legal certainty; b) Apparatus and services Apparatus in this case refers to officials and employees in the Government who have the task of implementing regional administration in providing public services and physical infrastructure to the community. Government officials also have a function in formulating regulations for the business world. Abuse of authority will reduce the attractiveness of regional investment; c) Regional Policies / Regional Regulations These are the rules and policies that are formally set by the Regional Government in regulating economic activities in the region. These regional policies can be in the form of regional regulations and regional head decisions. The main focus of indicators that affect the attractiveness of investment in an area is the procedures and costs regulated in regional regulations. Distortion of the procedure for imposing fees will reduce the attractiveness of investors to the region; and d) Regional Finance Shows how the policies, strategies, and methods of the Regional Government in obtaining funds as well as the expenditure and allocation of these funds in the development and administration of Regional Government. The focus in this variable is the structure of levies and the local government's commitment to development through budget financing. The structure of the levy will see the amount of levies to the community in the form of levies and taxes. Meanwhile, the local government's commitment to development can be seen through the large allocation of development financing for development activities to support regional infrastructure development; and 2) Socio-political factors, related to socio-political relations between elements of society, government, and business people in the area. The variables that need to be considered are security, socio-political, community culture; 3) Regional Economic Factors related to the comparative and competitive advantages that exist in the region; 4) Labor and Productivity Factors related to the available Human Resources (HR) in the area; 5) Physical infrastructure is the availability of physical infrastructure in the area that supports investors will determine the cost of the initial investment.

### **Investment Climate in the Region**

After the implementation of regional autonomy and decentralization in Indonesia. There are four key elements analyzed, including licensing and bureaucracy; donations and levies (both formal and informal); labor and labor issues; and the direction and orientation of regional economic policies. Five criteria are used to analyze efficiency and

transparency in the licensing process, namely speed, cost transparency, total licensing fees, procedural transparency, and file requirements. (Kuncoro, 2004:289).

In conditions of very sharp competition (hypercompetition), every economic actor without exception is required to implement and implement appropriate competitive strategies efficiently and effectively. For local governments, this increasingly fierce competition creates a heavier task load. In general, the task burden that must be borne by the regions is to prepare their regions in such a way that they can become a forum for the growth and development of foreign investment and industries that are no longer hindered by national boundaries. For this reason, an understanding of the nature of regional economic development is needed, a paradigm shift in the era of regional autonomy, the importance of information needs, and strategies to attract investment, people, and industry to the region (Kuncoro, 2004: 282).

### **METHOD**

The type of research used by researchers in obtaining the information or data needed in the study is a qualitative descriptive research type. Qualitative method is a method used to obtain in-depth and meaningful data (actual data, as well as definite data that contains the value behind the visible data). In the form of descriptive research is research that seeks to describe a symptom, event, and event that is happening now. Descriptive research at the time of research tends to focus on the actual problem. In an effort to find answers from the results of the formulation of the problem, a research approach was carried out to determine the Planning and Strategy of the Malacca District One Stop Integrated Service and Investment Service (DPMPTS) in Improving the Investment Climate in Malacca District.

In a study there is a work procedure that is guided by a certain method called the research method. According to Nazir (2009), the research method is a unified system in research consisting of procedures and techniques that will be used in research. Procedures direct the sequences to be carried out, while research techniques provide the tools or methods needed in conducting research.

The research method used in this research is a qualitative approach method. Bungin (2008) suggests that qualitative research departs from assumptions about reality or social phenomena that are unique and complex. In it there is a certain regularity or pattern, but it is full of variations (diversity). Data or information must be explored as

widely (and as deeply as possible) in accordance with the existing variations. Only in this way, researchers are able to describe the phenomenon under study as a whole. Qualitative research does not intend to describe the characteristics of the population or draw generalizations of conclusions that apply to a population, but rather focuses on the representation of existing social phenomena.

This study uses a qualitative approach whose research design is descriptive, that is, it provides an accurate description or explanation of the problems faced, which aims to make a description of a social/natural phenomenon in a systematic, factual and accurate manner (Darwiyanta. 2006). In this study, the researcher wants to describe or explain how the Planning and Strategy of the Malacca Regency Investment and One Stop Service (DPMPTS) Planning and Strategy in Increasing Investment in Malacca Regency.

This will provide an overview of the reality of the events being researched or carried out on independent or single variables, namely without making comparisons or connecting with other variables. In addition, it is also limited to efforts to uncover a problem or situation or event as it is, so it is merely to reveal facts and provide an overview, objectively about the actual state of the object under study (Hadari, 2007).

The location of the research is the place used by researchers in conducting their research to obtain information and data related to what will be discussed in a study. In determining the location of the study, the researchers chose to conduct research at the Department of Investment and One Stop Integrated Services (DPMPTS) of Malacca Regency. Researchers are interested in conducting research at the DPMPTSP because it is a related agency in terms of investment, investment and licensing in Malacca Regency.

In this qualitative research, the researcher determines the informants using the purposive technique. Determination of informants using purposive techniques, where informants are selected based on certain considerations or goals. The goal is that researchers get a deep understanding of what they want to study and it is hoped that the selected respondents can provide information in accordance with the objectives of this study.

In this study using the purposive technique because the researcher considers several parties who will become informants. These considerations are those who make plans and strategies to increase investment in Malacca Regency, those who carry out plans and strategies in an effort to increase

investment in Malacca Regency, and those who have related data.

Informants in this research are parties who have direct authority in planning and strategies to increase investment in Malacca Regency. There were 13 informants in this study consisting of: 1). There are 6 elements of the Malacca Regency DPMPTS; and 2). There are 5 elements of investors/investors.

The author uses two types of data sources in this study, namely; 1) primary data is data obtained directly from research results based on a combination of interviews with research informants, an example of this primary data is the results of interviews obtained by researchers during field research. The process of getting the results of the interview with the researcher throwing questions at the informant which was then recorded using a recording device, after that the researcher would compose the recording in an interview transcript which was then analyzed to be included in the research results; and 2) secondary data is data obtained through literature, books, journals, news in the mass media related to tourism development, including documents and other sources related to research.

Researchers after collecting data, then divide the data based on the nature of the data which consists of two, namely quantitative data and qualitative data. Quantitative Data is data obtained or collected in the form of numbers and numbers, and Qualitative Data is data in the form of non-numbers or information related to this writing.

In collecting data the author uses the technique; 1) Observation, namely data collection techniques carried out by direct observation on the object of research regarding the phenomena and symptoms that occur related to investment development. The type of observation used in this study is participant observation where the researcher can also take a role in the ongoing situation regarding investment development. In this type, the researcher is one of the people who carry out the activity under study. Thus, researchers gain direct experience from investment development activities so that the information obtained becomes more in-depth; 2) Interview, which is a technique that is carried out directly through face-to-face or question and answer with predetermined research informants. The interview technique in this study was conducted using a semi-structured method. Semi-structured interview is an interview process that uses interview guides derived from developing topics on strategic investment plans and asking questions and the use is more flexible than ordinary interviews. Interviews were conducted by directly asking informants to explore and obtain information related to the



strategic investment plan. As for the interviews using interview guidelines, so that researchers can develop research questions in accordance with the desired information needs while in the field; and 3) Documentation, namely data collection techniques through shooting documentation during conducting research such as documentation of the place of business, documentation during interviews, and other conditions at the research location as evidence and input material in compiling research results.

Qualitative data analysis is a systematic process of searching and arranging interview transcripts, field notes and other materials that have been collected by researchers. Analysis involves working with data, compiling and breaking it down into manageable units, summarizing it, making important discoveries, finding patterns and making decisions so that they can be displayed to others (Ardial 2014:

## RESULT ANS DISCUSSION

### Resut

Malacca Regency is bordered by Belu Regency in the north, South Central Timor Regency and the Timor Sea in the south, the State of RDTL (Timor Leste) in the East and North Central Timor Regency in the West. Meanwhile, astronomically, Malacca Regency is located between 9° 16' 0" South Latitude to 9° 48' 0" South Latitude and 124° 36' 0" East Longitude to 125° 12' 0" East Longitude, with an area of 1,160.63 Km<sup>2</sup>. As a border area with other countries, with the dominant land area, Malacca Regency is very open to interact with the surrounding area and countries.

Malacca is one of 22 regencies/cities in the province of East Nusa Tenggara. Malacca Regency was formed as a New Autonomous Region which is an expansion area of Belu Regency in 2013 based on Law Number 13 of 2013 dated 11 January 2013. Malacca Regency has a strategic location because it borders on land/directly with the Republic Democratic Timor Leste and borders the sea. with Australia. Due to its strategic location, this district actually deserves to be used as a transit gate for international trade routes, so that it can make a significant contribution to the development of East Nusa Tenggara Province in general and Malacca Regency in particular.

Malacca Regency is a tropical area with 2 seasons, namely the dry season (April-November) and the rainy season (December – March). This climate is strongly influenced by the existence of vast marine waters and takes place in rhythm with the existing seasonal climate. The average temperature is 27.6°C, with intervals (August) 21.50C – (November) 33.7°C. Rainfall conditions in

180). Because this research is a qualitative research with a case study approach, the technical analysis of the data is presented in the form of an explanation or description of the findings in the field, both in the form of data and information from interviews and other documentation. For this reason, this study uses several steps of analytical techniques according to the theory of Miles, Huberman and Saldana (2014) namely data condensation (data condensation), presenting data (data display), and drawing conclusions or verification (conclusion drawing and verification).

Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and transforming data. Data condensation refers to the process of selecting, focusing, simplifying, abstracting and transforming the data contained in field notes and transcripts in research. Malacca Regency vary between 16-172 mm/month. Low rainfall (16-68 mm/month) dominates the eastern part, namely the Districts of East Kopalima, Kopalima, Botin Loebele, East Malacca, Central Malacca, West Malacca, Weliman and Wewiku with an area of 875.64 hectares. Moderate rainfall (69-119 mm/month) is found in the western region, namely Rinhat, Io Kufeu and Sasitamean Districts with an area of 284.99 Ha.

The topography of Malacca Regency varies from 0 to 806 meters above sea level. Low altitude variations (0-269 meters above sea level) dominate the southern region, namely Wewiku sub-districts, West Malacca, parts of Central Malacca and Kopalima. Meanwhile, in the middle of this area, it consists of areas with moderate plains (270-537 m.dpal), namely parts of Weliman, Central Malacca, Kopalima, and Botin Loebele Districts. The highlands (538-806 m.dpal) in Malacca Regency occupy the northern part, namely Laenmanen, Io Kufeu, parts of Sasitamean, East Malacca and East Kopalima sub-districts. The topography of the Malacca Regency area is an area of hilly plains to mountains with rivers flowing from north to south following the direction of the slope. The rivers in Malacca Regency flow from the south and empty into the Timor Sea. The morphology of the mainland of Malacca Regency also varies from flat, undulating and hilly and mountainous with the dominant slope being slightly sloping to steep.

In 2019, the sex ratio in Malacca Regency was 100.44 according to registration data. According to projections, the sex ratio in Malacca Regency is 93.40. If viewed according to registration data, the number of population with male gender is more than female, although the difference is not too big. If judging by sub-district, the largest sex ratio is Laen

Manen District with a ratio of 106.52. For the sub-district with the lowest ratio, namely the number of women more than men, it is Kobalima Timur District, which is 95.03. Central Malacca District, as the sub-district with the largest area, has a male and female ratio with almost the same number, namely with a sex ratio of 99.99.

In 2019, Malacca Regency has 45 Regional Apparatuses to support the implementation of good governance. Regional apparatus is the supporting element of the Regional Head and DPRD in the administration of government affairs which are the authority of the region. In the Provincial Region, the Regional Apparatus consists of the Regional Secretariat, DPRD Secretariat, Inspectorate, Service and Agency. In a Regency/City Area, the Regional Apparatus consists of the Regional Secretariat, DPRD Secretariat, Service, Agency and District. Regional apparatuses are formed by each region based on considerations of regional characteristics, potential, and needs. Regional Apparatuses are determined by local Regional Regulations by referring to Government Regulations.

Malacca Regency is entirely a land area with an area of 1160.63 Km<sup>2</sup>. The area is then organized into 12 sub-districts, namely Wewilku District (97.90 km), West Malacca District (87.41 km), Weliman District (88.25 km), Rinhat District (151.72 km), Io Kufeu District. (67.79 km), Sasitamean District (65.48 km), Central Malacca District (168.69 km), Botin Leobebe District (39.03 km), LaenManen District (94.02 km), East Malacca District (83 km). ,28km), Kobalima District (120.95 km), East Kobalima District (96.11 km). The various sub-districts consist of several villages as shown in the following table:

Table 1. The capital of the sub-district and the division of the number of villages per sub-district in the District of Malacca

No	Sub-district	Center	Village
1	Kobalima Timur	Alas	4
2	Laenmanen	Eoukpuran	9
3	Io Kufeu	Futuao	7
4	Kobalima	Wemasa	8
5	Malaka Timur	Boas	6
6	Rinhat	Biudukfoho	21
7	Wewiku	Webriamata	12
8	Botin Leobebe	Tualaran	5
9	Sasitamean	Kaputu	9
10	Malaka Barat	Besikama	16
11	Weliman	Haitimuk	14
12	Malaka Tengah	Betun	17
	<b>Malaka</b>	<b>Betun</b>	<b>127</b>

Source: Kabupaten Malaka Dalam Angka 2019

The sub-districts with the number of villages above 10 starting from the most sequentially can be seen in table 4.2 above, namely the sub-districts of Rinhat, Central Malacca, West Malacca, Weliman,

and Wewiku. The sub-district with the lowest number of villages is the Kobalima Timur sub-district, which is 4 (four) villages, even though its area is wider (96.11 km<sup>2</sup> or 8.29% of the district area) than the Botin Leobebe sub-district which only covers 3.36% of the district. and has 5 (five) villages.

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DPMPTSP is an agency that has the authority to serve licensing, investment (investment) and in the direction of its duties always coordinates with the Investment Coordinating Board of the Republic of Indonesia (BKPM RI).

The Investment Coordinating Board of the Republic of Indonesia (BKPM RI) outlines and implements the President's Vision and Mission in accordance with the Duties and Functions of the BKPN mandated in Law Number 25 of 2007 concerning Investment. The elaboration of the Vision in accordance with the roles that BKPN can perform are as follows: (1) Sovereignty is the essence of independence as stated in the Preamble to the 1945 Constitution, namely the right of every nation to determine its own destiny and what is best for its nation. (2) Independence in the Economic Sector is the ability of the State to, among other things, fulfill its own development needs, development financing, and basic needs. (A nation with personality is a nation that has character and adheres to high cultural values.

The mission of BKPN refers to 3 (three) of the 7 (seven) Missions of the Working Cabinet for the 2019-2024 period which are further elaborated according to the duties and functions of BKPM as; 1) Realizing the high quality of Indonesian people, advanced and prosperous; 2) 2. Creating a competitive nation; and 3) Realizing Indonesia to

become an Independent, Advanced, Strong and National Interest-Based Maritime State. BKPM's objectives include: (1) Creating a competitive investment climate; and (2) Realizing quality and sustainable Investment.

In order to achieve the Vision and Mission, BKPM sets Strategic Goals and each goal to be achieved in the 2019-2024 period, among others; 1) Creating a competitive Investment Climate has 3 (three) strategic targets, namely: a) Creating an Investment Climate in the context of increasing investment competitiveness, which is marked by: Increasing the quality of the investment climate; Increasing investment services at BKPM; Increasing the quality of information on investment opportunities in the regions; and Increasing small and medium business (SME) partnerships with large businesses; b) Increasing the quality of investment services that are prime and responsive through the central PTSP in the context of increasing investment competitiveness as indicated by the increased quality of service for issuing investment approval letters; Increased capacity and quality of investment licensing services; and Increasing the quality of investment facilities services; and c) Improving the performance of institutions through the availability of capable facilities, infrastructure and apparatus in order to support the duties and functions of BKPM, which is marked by: Increasing the scope and quality of services for the information service system and electronic investment licensing (SPIPISE); Increased ease of accessing investment data and information; Increasing the quality of the BKPM apparatus and Regional apparatus in the Investment Sector; Increased legal services; Increasing the quality of BKPM's program planning and budget; Increasing the quality of laws and regulations, public relations, protocols, and management administration; Increasing the quality of investment institutions; Increased compliance of BKPM employees and institutions to laws and regulations; and Increasing the quantity and quality, facilities and infrastructure.

Realizing quality and sustainable investment has 4 (four) strategic objectives, namely; 1) Increased realization of investment through monitoring, fostering and supervising the implementation of investment in the context of increasing investment competitiveness, which is marked by: Increased realization of investment in Region I (Sumatra); Increased realization of investment in Region II (D.I Jakarta, DI Jogjakarta and Kalimantan); Increased realization of investment in Region III (West Java, Banten, and Sulawesi); Increasing the realization of investment in region IV (East Java, Bali, Nusa

Tenggara, Maluku and Papua); and Increasing the quality of investment services in the regions; 2) Increasing the attractiveness of investment through an integrated and effective promotion of domestic and foreign investment based on increasing investment competitiveness as indicated by: Availability of quality investment promotion strategies; Increasing the number of awareness, interest, and investment plans in priority economic sectors and areas; Increasing the quality of regional promotion facilities; Increasing the quality of exhibition organization and provision of facilities; and investment promotion; 3) Increase international cooperation to encourage investment and protect national interests in the context of increasing investment competitiveness, which is marked by: Increased agreements on bilateral and multilateral cooperation meetings in the field of investment; Increased agreement on the results of regional cooperation meetings in the field of investment; and Increasing optimal benefits from cooperative negotiations with the international business community; and 4) The preparation of investment planning and policy recommendations that are integrated, collaborative and implemented in the context of increasing the competitiveness of investment in priority sectors, which are marked by: (a) Increasing the quality of mapping and planning for investment development in the agribusiness industrial sector and other natural resources ; (b) Increasing the quality of mapping and planning for investment development in the manufacturing industry sector; (c) Increasing the quality of mapping and planning for the development of investment in services and areas; (d) Increased Investment in Special Economic Zones (SEZ); (e) Increasing the quality of mapping and planning for the development of investment in infrastructure; and (f) Information on investment potential and national strategic project facilities in the infrastructure sector.

From the reference to the national strategic plan above and the results of integration and harmonization of several policies, and taking into account the situation, conditions, strengths, weaknesses, opportunities, challenges, and the synergy of the implementation of development, the vision of Malacca Regency for 2016-2021 was established, namely: "Laying a Solid Foundation And Dynamic To Achieve A Prosperous Malacca Society".

DPMPTSP's strategic plan in increasing investment in Malacca Regency is carried out in accordance with the vision and mission from the center to the regions. The vision of the Government of the elected President and Vice President of the

Republic of Indonesia 2019-2024 as stated in the BKNP Vision for the Year 2019-2024 is the Vision of the Government of the Working Cabinet, namely: "The realization of a sovereign, independent and personable Indonesia based on mutual cooperation".

The vision-forming phrases can be categorized into 3 (three) groups, namely; 1) The final conditions (in 2021) are expected: To achieve a prosperous Malacca community; 2) The expected intermediate (intermediate) condition as an absolute prerequisite for the final condition which is expected to be achieved; and 3) Sturdy and Dynamic Instruments/tools that are used as supports to achieve intermediate and final conditions (year 2021).

The vision statement above has a philosophical meaning which will be described below to build a common perception, attitude (commitment), and behavior (participation) of all stakeholders in each stage of the development process for the next five years.

**Laying the Foundation.** The foundation is the part of the building that functions to connect the building as a whole and the land as well as the construction which is calculated in such a way as to ensure the stability of the building, public services and optimizing regional potential by taking into account the indicators of input, output, outcome, impact and benefit.

**Sturdy.** A regional condition marked by the strengthening and improvement of the people's economy with a family economic approach through the optimization of all regional potentials correctly, consciously, and responsibly supported by an attitude of independence, maturity, efficiency, and active participation of the community in realizing family-based economic resilience in the midst of implementation. free market in the era of globalization. A stronger region and community of Malacca Regency will be achieved through efforts focused on increasing agricultural development driven by the agricultural revolution, public services with regional cultural development accompanied by increased participation and community empowerment by prioritizing aspects of independence. The Agricultural Revolution was proclaimed by the Regent of Malacca because from the structure of the soil, almost the entire area of Malacca is very fertile but has not been processed optimally, 80% of the people of Malacca are farmers, agricultural land is still processed using traditional farming systems and using traditional agricultural tools as well, so that the results obtained are very good. obtained is not maximal.

**Dynamic.** The components of the vision

statement above mean that the community is knowledgeable and aware of individual or group needs, and uses common sense to be able to follow and adapt to national and global developments. This is a reflection of the behavior, way of thinking and attitudes of the people of Malacca Regency who are able to adapt to the changes that occur, by not abandoning the customs and other local wisdom which is the identity of the Malacca community. Prosperity is the progress of all elements in society, both communities, regions and business actors; Based on family resilience as the basis for strengthening the social community; It is a combination of physical/material welfare with spiritual/spiritual welfare; Provide benefits to the surrounding community and build collective self-confidence; and a more prosperous region and society of the Malacca Regency will be achieved through sincere efforts carried out in extraordinary ways.

## Discussion

The Office of Investment and One Stop Integrated Services (DPMPTSP) of Malacca Regency in achieving its vision, namely the realization of Malacca Regency as a competitive investment destination to support the quality of the regional economy, is still experiencing many obstacles and problems, including the lack of quality human resources, poor business infrastructure. less supportive, the community's economic climate that does not improve so that it attracts researchers to research it through scientific research using the concept according to the 2001 Regional Autonomy Implementation Monitoring Commission (KPPOD), using 5 factors that influence the decision to invest in an area, namely: (1 ) Institutional, consisting of legal certainty variable, government apparatus variable, and regional policy variable; (2) Socio-political factors, consisting of security variables, socio-political variables, and community cultural variables; (3) Regional economic factors, consisting of economic potential variables and economic structure variables; (3) the labor factor, consisting of the variable availability of labor, and the variable labor costs; and (5) the physical infrastructure factor, consisting of the physical infrastructure availability variable and the physical infrastructure quality variable. Regional investment is very necessary for the survival of an area because investment plays an important role to encourage economic growth.

### **DPMPTSP's strategic plan in increasing investment seen from institutional factors**

Institutional is one of the factors that influence investment. In this study, institutional is defined as the availability of regulations that become the legal umbrella in regulating investment. Institutions are not only in the form of an organization but also regional regulations/policies, legal certainty and readiness of government officials to support investment.

Investing is not easy, entrepreneurs need certainty of rules to regulate and become a legal umbrella for investors and local governments so that businesses that have been built can develop well. The statement was delivered by PUTU as Informant No. 1. The following is a description of the results of the interviews conducted on January 3, 2021:

"Investing is not easy, we entrepreneurs need legal certainty to regulate and become a legal umbrella, so that we can run our business well. Legal certainty is needed by DPMPTSP so that in carrying out its duties and functions it does not go outside the realm that has been stipulated in the legal rules and there is no overlapping of work".

Legal certainty is very much needed so that it becomes the foundation and support for DPMPTSP in carrying out its work program and the legal basis for capital owners (investors) to want to invest, this was conveyed by Tarcisius Manek Roman, S.Sos as Informant No. 6 interviews on January 5, 2021. The following are excerpts from the interviews:

"At this time all things need legal certainty. Legal certainty is very much needed so that it becomes the basis and support for DPMPTSP in carrying out its work program and the legal basis for capital owners (investors) to want to invest their capital. For that we as DPMPTSP have a legal basis that supports investment programs in Malacca Regency".

Welhelmus Lutan, S.Sos as Informant No. 7 agree with what has been said previously that in doing something, legal certainty is needed. Here's a snippet of the interview:

"Legal certainty is very necessary in carrying out an investment action because it involves two different parties so that a legal umbrella is needed so that two or more parties can carry out their duties and responsibilities properly". interview on January 5, 2021

The descriptions of some of the interviews above show that in carrying out a decision or action, legal certainty is needed so that it becomes a legal barrier

for parties who want to invest and local officials in carrying out government programs in terms of investment.

In addition to legal certainty, the investment supporting variable is government apparatus, in this case the readiness of employees at the DPMPTSP office in supporting investment activities in the Malacca Regency area. As for things that are seen, among others, the number of employees, employee performance, accuracy of completion of work (making a business license).

The government apparatus must be ready with all the conditions experienced, the number of employees does not have much effect on employee performance because what is seen is how quickly a task can be completed properly so as to attract investors to invest in Malacca Regency. Said Theodorus Lasakar as Informant No. 2 interviews on January 3, 2021.

"Basically the number of employees is not too important, the most important thing is that employees must be ready with all conditions, how quickly and effectively an employee can work well and quickly so that performance can be a point for investors to want to invest in Malacca Regency"

Pranoto Simu as Informant No. 3 added that it is not clear how many employees there are in DPMPTSP but that is not important, the important thing is that the tasks received can be completed quickly and well. The following is an excerpt from the interview conducted on January 3, 2021:

"I do not know the exact number of employees in this DPMPTSP, but for me the important thing is that the tasks received can be completed quickly and well. It doesn't take long to apply for a permit so that it will attract investors. If you want to take care of a permit, it has to take weeks. How do investors want to invest here, said Pranoto Simu".

Welhelmus Lutan, S.Sos as Informant No. 7 in the interview explained that the number of personnel in DPMPTSP is very minimal, this has an impact on the lack of optimal services. Here are the results of the interview:

"We have worked professionally where every proposal that enters the DPMPTS office we always serve well and quickly, but there are always complaints about this because there are proposals whose files are not complete, there are people who come and want to immediately take their business permits while the number of employees few so that there are several proposals that we

can serve when the proposal documents are complete, and for those that are not complete we ask to complete them before the permit is processed". (interview on January 5, 2021).

From the results of interviews that have been obtained by researchers, then researchers conduct research with the documentation method and get results in the form of staffing data at DPMPTSP as shown in the following table:

Table 2. Number and latest education of employees at DPMPTSP Malacca Regency

No	Description	Number of Employees/Person					Education					
		IV	III	II	I	Non- PNS	SD	SLTP	SLTA	D-3	S-1	S-2
1	PNS	2	15	1				4			14	
2	Non-PNS											
<b>Total</b>		2	15	1				4			14	

Source: Data pegawai DPMPTSP, 2020

The data in the table above shows that there are only 18 employees at DPMPTSP and all of them are civil servants with details of 2 people in group IV, 15 people in class III and 1 person in class II. Employees at the Malacca District dDPMPTSP also have different educational backgrounds, where 4 employees have the last education of high school/high school and 14 other employees are undergraduate graduates. The lack of personnel in DPMPTSP was due to the dismissal of contract workers carried out in the previous year. This requires DPMPTSP employees to work harder so that the tasks that have been given can be completed quickly and well.

**1. DPMPTSP's strategic plan to increase investment in terms of socio-political factors**

The socio-political factor referred to in this study is the current condition in the investment target area, in this case the Malacca Regency. The variables studied from socio-political factors include security, social politics and community culture that is happening in Malacca Regency.

Informant No. 4 James Oematan, who is also a businessman, said that the security factor greatly affects investment because the security situation will affect the mobilization, quantity, and price of goods. (results of the interview on January 4, 2021) the following is an excerpt:

"The security of an area is very influential on investment where security will affect the mobilization, quantity and price of goods. If an area is not safe or in a state of chaos, then the mobilization of goods will not run smoothly so that the number of goods will decrease and eventually prices will be more expensive. unstable security conditions will make entrepreneurs/investors stop investing in the area. But fortunately, the security of Malacca Regency is quite conducive so that

in the future more investors will be attracted to come to invest in this area".

The same thing was also conveyed by Yohanes Manek as Informant No. 5, he said investors or entrepreneurs would prefer to do business in safer areas than in areas that are often chaotic. The following is an excerpt from the interview:

"Investors will prefer to invest in places that are safer and more conducive than in areas that are not conducive, this is because the more unfavorable the security of an area will greatly affect the costs to be incurred by investors". (interview on January 4, 2021)

Pascalius Manek Lau, S.Pd as Informant No. 9 confirms the opinion that has been conveyed previously that security is very influential on investor interest. He said:

"It is true, security is very important because it will greatly influence investors to want to invest in that place, including in Malacca Regency. Therefore, the security situation in Malacca Regency must be maintained so that it remains conducive so that investors feel safe and other investors will see that Malacca Regency has good potential, one of which is conducive security". (interview on January 6, 2021).

In addition to security, socio-political factors are no less influential on investor interest in investing in an area. The current socio-political situation in Malacca Regency is quite conducive so that it can open up opportunities for investors to come to invest in Malacca Regency. Socio-political conditions that are not conducive can cause chaos in the community so that the business world will be affected.

The socio-political situation is also one of the factors that affect the economy of a region, this also happens in Malacca Regency but fortunately the

situation here is quite conducive. The opinion was conveyed by Pranoto Simu as Informant No. 3 (interview 3 January 2021)

"Social and political conditions in Malacca Regency are conducive enough to support investment in Malacca Regency. Social and political conditions that are not conducive will result in the security of an area. This happens a lot in various areas in Indonesia, such as a lot of demonstrations, a lot of riots so that investment businesses are closed and make investors feel at a loss if this condition continues for a long time".

This is supported by James Oematan as Informant No. 4, he said that conducive socio-political conditions will affect investors in investing in Malacca Regency. Here's the narrative:

"Conducive socio-political conditions will greatly affect investors in investing their capital in Malacca Regency. Fortunately, so far the condition of Malacca Regency is quite conducive so that investors are increasing from year to year". (interview on January 4, 2021)

Informant No. 10 Marthinus W. Tembu, S.Sos in an interview on January 6, 2021 said that the socio-political situation that has occurred in Malacca Regency so far is quite safe and conducive so that this climate is one of the attractions that can be offered to investors. Where a conducive socio-political climate will make the situation and condition of an area safe and the wheels of the economy will run well".

"So far, the situation and socio-political conditions in Malacca Regency are quite conducive so that it can be used as an attraction by DPMPTSP in offering investors to want to invest in Malacca Regency. If conditions are not conducive, investors will not be interested in investing here, said Marthinus W. Tembu, S.Sos".

In investing in an area it is necessary to see and preserve the culture of the local community. The culture that has existed so far in an area has become a habit so that in investing, investors must adjust to the surrounding environment so that there are no unwanted clashes together.

Welhelmus Lutan, S.Sos as Informant No. 7 said that culture already exists and has become a habit and characteristic of a community group so that it needs to be maintained and preserved, investors must be able to adapt to the culture of the community, including in Malacca Regency. (interview on January 5, 2021)

"Malaka Regency has its own culture and customs, this is the hallmark of Malacca Regency itself. investors who want to invest here must be willing and able to adapt to the local culture so that there is no friction, if investors do not accept the local culture it will make the investor unable to run his business or can close his business".

I agree with the opinion expressed by Welhelmus Lutan, S.Sos, we must respect the local culture. This also applies to investors who want to invest in Malacca Regency, said Petrus Nahak Fahik, A.Md as Informant No. 8 in an interview conducted on January 5, 2021:

"The culture that exists in the community must be preserved, guarded and respected, this also applies to investors who want to invest or have invested in Malacca Regency. If there are things that are considered taboo for the community and are heeded by investors because they are a business process, these will be reviewed.

The results of the interview with Marthinus W. Tembu, S.Sos as Informant No. 11 on January 6, 2021 said the people of Malacca have a very strong culture so that it must be maintained and respected by all parties in Malacca Regency, including investors who invest or have opened businesses here, he said..

"The people of Malacca are people who still adhere to culture and customs so that if there are investors whose businesses are contrary to that culture, we will not provide permits. For example, if there is an investor who wants to build a building on customary land, we will facilitate the community with the investor and choose a location that is not related to customary land so that friction does not occur".

Local culture, social politics and security are factors that must be considered by investors and DPMPTSP in following up on investment permits. Investors must maintain and maintain local culture, besides that the socio-political temperature and security will also be a consideration for investors to invest in Malacca Regency because it will be closely related to the business of investors.

## **2. DPMPTSP's strategic plan to increase investment in terms of economic factors**

What is meant in this study is the condition of the economy that is happening in the Malacca Regency area as an investment target. This can be seen from the potentials of any natural resources that can be

used by investors to produce, the selling power of producers in Malacca Regency and buying interest from the community.

Putu an entrepreneur as informant no. 1 during an interview conducted on January 3, 2021, said that the economic factor is always the main calculation for every investor, because it involves operational sustainability, the amount of production and the selling price.

"You see, sir, this economic factor is very important because we as investors/entrepreneurs always prioritize this factor in our calculations, because if we make a small mistake, we might lose, this is what makes the economic factor so important. Economic factors that I mean are natural resources that can be used in production, the sustainability of these natural resources, people's purchasing power".

Yohanes Manek as Informant No. 5 justifies the previous opinion by saying that economic factors are very important because they are related to the existence of a company. The following interview was conducted on January 4, 2021:

"I think the economic factor is always the priority and is very important for investors/entrepreneurs. This is because economic factors are related to the sustainability of a company. There are many things that we can see in the economic factors, namely natural resources, the amount of production, the selling power of the products, the people's purchasing power, and the selling price, all of which must be carefully considered so that the company can make a profit.

Informant No. 11 Frederikus Sula, S.Ip in an interview on January 6, 2021 said that the economic factor is the main thing that is always considered by investors. This is because every investor will always take into account factors ranging from natural resources to the selling price and buyer interest. Here's a snippet:

"Economic factors have always been a priority for investors in investing their capital, this is because investors will see and learn from natural resources that can be used for production to the interest and purchase price of a product, this is commonplace because investors will calculate about profit and loss when opening a business".

### **3. DPMPSTP's strategic plan in increasing investment is seen from the Manpower factor**

The workforce referred to in this study is related to the availability of labor and the amount of the budget that must be paid to workers by investors. The variables that are at the core of this labor factor are how the availability of labor and wages must be paid to workers by investors.

The workforce in Malacca Regency is still very large, because there are few job opportunities so that only a few people are absorbed. The statement was delivered by Theodorus Lasakar as Informant No. 2 in an interview conducted on January 3, 2021:

"The availability of manpower in Malacca Regency is still very much this is because the available job opportunities here are still very minimal. So it is still very easy to find workers in this area, the problem is that they do not comply with the qualification standards used by the company".

James Oematan as Informant No. 4 in an interview on January 4, 2021 added that the workforce in Malacca Regency is still very large but the lack of educational background may be an obstacle to working in the company.

"The availability of manpower in the district of Malacca is still very large, only the productive workforce in this area has only junior high and high school backgrounds. so that those who are already working more work in shops as laborers, as handymen, opening their own businesses such as kiosks, shop salons and so on".

The district of Malacca has a lot of ready-to-use workers, they just lack the skills and are not supported by an adequate educational background, so many prefer to become farmers and migrant workers to support their families, said Petrus Nahak Fahik, A.Md. as Informant No. 8 at the interview on January 5, 2021:

"Malaka Regency has a lot of ready-to-use manpower, it's just that they lack skills and are not supported by a sufficient level of education so they can't compete outside the region. On average, these workers have middle and high school certificates, so many of them choose to manage rice fields and work abroad as migrant workers to support their families".

The availability of manpower in an area will be very supportive for a company in managing and running its business, but no less important is the cost that must be paid by investors/entrepreneurs to these workers. The amount of salary that must be received



is regulated in a regulation that explains the Regency/City Regional Minimum Wage in NTT.

UMR (Regional Minimum Wage) as regulated in the Regulation of the Minister of Manpower Number 1 of 1999. It has been revised in the Decree of the Minister of Manpower and Transmigration Number 226 of 2000, so that the use of the term UMR is no longer valid. The term UMR has been replaced with the UMP (Provincial Minimum Wage) which used to be Level I UMR and UMK (Regency/City Minimum Wage).

The costs that are often paid by business owners/investors to their workers are still below the minimum wage, this was conveyed by Theodorus Lasakar as Informant No. 2 interviews on January 3, 2021:

"So far, what I know is that the wages paid by employers/companies to their workers are still below the minimum wage, which is around 800,000-1,500,000 per month, and even then, it can be seen from the work done by the workers in the company. That's the salary, even if there is an additional if there is a holiday or mourning".

Pranoto Simu as Informant No. 3 added that the wages received so far by workers are still very minimal and far from the district/city UMR, this is because the local government does not strictly enforce the regulations on the UMR. The following is an excerpt from the interview:

"As far as I know, so far the workers get very small and minimal wages, when compared to the district/city UMR, it is very far away. Now, the workers in the shops get wages of 1,200,000 - 1,500,000, and even then they work from morning to night. This matter must be addressed quickly by the local government of Malacca so that the welfare of the workers can be achieved". (interview 3 January 2021)

Informant No. 11, Frederikus Sula, S.Ip in an interview conducted on January 6, 2021 said that it is true that the wages received so far are too small and not in accordance with the applicable UMR, but based on the agreement between workers and employers, in the future I would like to invite parties -Relevant parties to solve this problem by imposing the UMP in Malacca Regency because so far the wages given are not in accordance with the Regency/Municipal UMP".

From the results of the interviews above, it is known that Malacca Regency has a very large number of productive workers, but because it is not supported by an adequate number of jobs, whatever wages are given to workers must be accepted in

order to finance the lives of workers and their families.

From the results of the interviews above, the researcher uses documentation techniques from various sources to determine the number of productive workers and the UMP that applies according to the rules by the government so far. The results of using documentation techniques can be seen in the following table:

Table 3. Total population by age group in Malacca District, 2019

Sub-district	Gender		Total
	Male	Female	
(1)	(2)	(3)	(4)
0 - 4	1.033	10.769	21.802
5 - 9	12.475	11.772	24.247
10 - 14	11.876	11.553	23.429
15 - 19	9.651	9.496	19.147
20 - 24	5.898	7.155	13.053
25 - 29	5.099	6.328	11.427
30 - 34	4.540	5.952	10.492
35 - 39	4.876	6.177	11.053
40 - 44	5.091	6.056	11.147
45 - 49	4.947	5.556	10.503
50 - 54	4.548	5.021	9.569
55 - 59	3.989	4.186	8.175
60 - 64	3.177	3.180	6.357
65 - 69	2.447	2.397	4.844
70 - 74	1.532	1.742	3.274
75 +	1.512	1.860	3.372
<b>Malaka</b>	<b>92.691</b>	<b>99.200</b>	<b>191.891</b>

Source: Malaka dalam angka 2020, BPS

The data in table 4.4 above shows that the number of people who inhabit the Malacca district is 191,891 people and consists of 92,691 people, male and 99,200 women. When viewed from the age of productive workers, the data we can find are those aged 20 to 44 years totaling 57,172 people divided into 25,504 men and 31,668 women. Of the number of workers who are of productive age, quite a lot can support companies/entrepreneurs/investors who want to invest in Malacca Regency.

One of the considerations in recruiting workers is wages / labor costs, where the wages given so far are not in accordance with the applicable UMR.

District/City UMP in NTT Province from 2019 to 2021 has increased, namely Rp. 1.795.000,- in 2019, and increased to Rp. 1.950.000,- in 2020 and in 2021 it will remain at Rp. 1.950.000,-. When compared with the results of interviews obtained from food informants, it is known that the wages received by workers so far are still below the applicable UMP. This must be taken seriously by the local government so that the welfare of the workforce can be achieved.

#### 4. DPMPTSP's strategic plan in increasing investment is seen from the Physical Infrastructure factor

Kuncoro (2010:20), said Infrastructure refers to the physical system that provides transportation, water, buildings, and other public facilities needed to meet basic human needs economically and socially. Physical development is development that can be felt directly by the community or development that is visible to the eye, for example in the form of infrastructure, buildings, public facilities and others.

The impact of infrastructure development can be a driver of economic growth, and conversely economic growth itself can also be a pressure for infrastructure. Positive economic growth will encourage an increase in the need for various infrastructures. Its role as a driver in the economic sector will be able to become a driving force for the development of related sectors as a multiplier and in the end will create new business fields and provide production output as input for consumption.

In this study, the availability of physical infrastructure is defined as the support provided by the local government in supporting investment, in the form of roads, buildings and other public facilities.

Putu an entrepreneur as informant no. 1 in an interview conducted on January 3, 2021, said that the infrastructure provided by the government already exists, such as roads, electricity and water.

"As far as I know, the Malacca Regency government has provided physical infrastructure such as roads, water and electricity, but now it is up to entrepreneurs/investors how to use and utilize it. I think the existence of this physical infrastructure has been very helpful for entrepreneurs to open their businesses in Malacca Regency".

So far, the infrastructure in Malacca Regency already exists, the government has provided roads, clean water and electricity, so for entrepreneurs who want to open a business here it is no longer a problem, said Yohanes Manek as Informant No. 5 (interview on January 4, 2021), the following is an excerpt from the interview:

"So far, the government has provided roads, clean water and electricity and this can be used as initial capital for entrepreneurs or investors to open and invest in Malacca Regency. where".

The same thing was also conveyed by Pascalius Manek Lau, S.Pd as Informant No. 9, he said that the

asphalt road has been provided by the government, there is also clean water and electricity, now how is the response from entrepreneurs/investors. The following is an excerpt from the interview:

"The Malacca Regency Government has provided roads, clean water and electricity, now it is up to the entrepreneurs to open their businesses in any place. The basic facilities already exist, it is only up to the entrepreneur/investor to follow up with the realization to open a business. Not everything is provided by the local government because the local government only facilitates entrepreneurs/investors to want to invest their business here". (this was revealed in an interview on January 6, 2021).

Dari hasil wawancara diatas diketahui bahwa pemerintah daerah Kabupaten Malaka sudah menyediakan Jalan raya, listrik dan air namun sekarang kembali ke minat pengusaha/ investor dalam menginvestasikan modal usahanya. Selain infrastruktur fisik, kualitas infrastruktur juga merupakan hal yang penting.

Hartanto (2004) said that the quality of infrastructure, both hard physical (roads, ports, irrigation), hard non-physical (telephone, internet, electricity, water) plays a vital role because it is a driver of the economy. Infrastructure relates to three things, among others: (1). Basic support for factory/industrial development, for example, electricity, roads and telecommunications networks; (2). Production and distribution costs, both raw materials and finished products; and (3). Linkages to markets and marketing processes. In more detail Basri (2002) stated that the provision of infrastructure for economic development is as follows: (1). Speeding up and providing needed items; (2). The availability of infrastructure will enable the availability of goods needed by the community at a lower cost; (3). Good infrastructure can facilitate transportation which in turn stimulates stabilization and reduces price disparities between regions; and (4). Infrastructure that facilitates transportation services causes regional production to be transported and sold to the market.

Yohanes Manek as Informant No. 5 believes that the infrastructure that has been built by the Malacca local government so far is of good quality, this can be seen from the current condition of the asphalt road. (interview on January 4, 2021):

"In my opinion, the quality of the infrastructure built by the local government of Malacca is still good, we can see this from the condition of the existing asphalt road, the availability of clean water does not decrease

during the summer or dry season, electricity is like that," he said.

The same thing was conveyed by Theodorus Lasakar as Informant No. 2, he said that the infrastructure buildings so far are still in good condition such as roads, clean water and electricity pipelines.

"The quality of the infrastructure so far is still good, this can be seen from the condition of the roads that are still good and the electricity is still on and the clean water network that is still used by the residents of Malacca so far". (interview on January 3, 2021).

Tarcisius Manek Roman, S.Sos as Informant No. 6 confirmed this by saying that all infrastructure built by the government for the needs of the community is still in good condition.

"It's true, all the infrastructure built by the government so far is still in good condition, this shows that the quality of the infrastructure is good, now it depends on the entrepreneurs/investors to invest their capital here". (interview on January 5, 2021)

From the description of the interview above, it is known that the infrastructure that has been built by the government has good quality, it can be seen from the infrastructure that is still used by the people of Malacca until now.

From the information and data obtained in connection with the title of this study, overall, the findings in this study with the focus of research on the Malacca District DPMPSTP Strategic Plan in increasing investment can be seen in the following table:

Table 4. Summary of Research Findings

Focus	Sub-focus	Indicator	Findings
Development strategy	Institutional	Legal certainty	There are already rules that serve as a legal umbrella for investors/entrepreneurs.
		government apparatus	The apparatus / personnel in DPMPSTP is still minimal because there are only 18 employees with civil servant status.
	Socio-political Culture	Security	The security conditions in the district are always conducive
		Social politics	Socio-political conditions are still conducive so that investors can comfortably run their business.
		Community Culture	Not too affected by the presence of entrepreneurs
	Economy	Economic Potential	The wheels of the economy in society are going well
	Labor	Labor Availability	The availability of manpower is still quite a lot, but not supported by an adequate background
		Labor costs	The wages of the workers used so far are still below the UMP standard
	Physical Infrastructure	Availability of Physical Infrastructure	Infrastructure already exists in the form of public roads, clean water and electricity piping networks
		Physical Infrastructure Quality	The physical infrastructure is still in good condition and is still in use today.

Source: Current Research, 2021

Investment has a very important role in an economy. The importance of this investment can be viewed from two aspects, namely: (1) Investment is a large and total component of expenditure, investment often refers to changes in aggregate demand that affect the business cycle; and (2) Investment refers to the accumulation of capital. Capital accumulation occurs when part of the income is saved and reinvested with the aim of increasing output and income in the future. Procurement of new factories, machines, equipment and raw materials increases the physical capital stock of a country and it clearly allows for an increase in output in the future.

Investment is investment in a particular company. Investment comes from domestic investment and foreign investment. With the addition of investment both from domestic and abroad, it can absorb labor.

This is because the production process of goods and services increases which in turn will absorb the workforce. So that these workers get wages, and these workers have purchasing power. With more and more investment used to carry out the production process of goods and services, where more labor can be absorbed as well so that there is an even distribution of income per capita (Sukirno, 2004). Investment is one of the most important factors in economic growth, by increasing government investment it is expected to be able to encourage economic growth. According to Suparmoko (1998) investment is expenditure aimed at increasing or maintaining capital stock (capital stock). labor. Investments that are carried out properly and in the long term are able to encourage sustainable economic growth.

These direct productive investments must be complemented by various supporting investments, known as economic and social infrastructure investments. Examples are the construction of roads, health facilities, clean water supplies, and improvement of sanitation, all of which are absolutely necessary in order to support and integrate all productive economic activities. Investment in human resource development also improves the quality of human capital, so that in the end it will have the same positive impact on production numbers, even greater considering the continued increase in the number of people (Todaro, 2004: 92). certain economies to catch up is through the development of investment by improving the investment climate. Malacca District Government to identify and analyze problems in regional investment. In the context of identifying and solving regional investment problems and their synergy with the national strategy, it is necessary to develop a policy framework to create conducive conditions for investment in Malacca Regency. Although various investment development policies and strategies have been implemented, in their development they have not produced as many results as expected. Various basic problems such as convoluted bureaucratic

procedures, high cost economy, legal uncertainty, and overlapping sectoral policy packages between the central government resulted in poor investment growth.

**SWOT Analysis in Designing Investment Strategy by DPMPTSP**

SWOT analysis (Strength, Weakness, Opportunity, Threat) is an analytical tool used to identify various influencing factors in formulating company strategy (Lipinski, 2002; Rangkuti, 2006). Various external environmental factors that affect the company are compared with the company's internal environmental factors to obtain various alternative strategies according to the formulation results in the SWOT matrix (Rangkuti 2006). This matrix can produce four cells of possible alternative strategies, namely the Strengths-Opportunity strategy, Weakness-Opportunity strategy, Weakness-Threats strategy, and the Strengths-Threats strategy.

In connection with the strategic plan carried out by DPMPTSP in increasing investment, the researcher tries to describe some of the advantages, disadvantages, opportunities and challenges that exist, as shown in the following table:

Table 5. Matrix SWOT Strategic Plan DPMPTSP Malacca District

INTERNAL	<b>Strength-s</b>	<b>Weaknesses-W</b>
	The capacity of the Malacca Regency One Stop Integrated Service and Investment Service is growing	Very limited financial resources
	Has the authority to manage Investment Services, Licensing and non-licensing	Professional apartment resources are still limited
	There is a strong will from the Malakan Regency DPMPTSP employees to progress and develop	Less than optimal coordination between DPMPTSP and related OPD
EXTERNAL	Strong coordination between employees at DPMPTSP Malacca Regency	There is no PERDA regarding investment in Malacca Regency
<b>Opportunities-O</b>	<b>Strategy-S-O</b>	<b>Strategy W-O</b>
The demand for the excellent and transparent DPMPTSP of Malacca Regency is very high in service	Developing the institutional capacity of the Malacca District DPMPTSP to realize excellent and transparent services	Financial sources are enhanced by empowering DPMPTSP as a source of income and a driver of economic development
DPMPTSP as a source of regional income driving economic development in Malacca district	Implementing authority that supports investment and licensing service guarantees with information technology	Utilizing experts and technological advances to improve learning to form professionalism
There are regulations that support the realization of investment and licensing services in Malacca Regency	Increasing the capacity of the state civil apparatus through the use of information technology and experts	Improve coordination through network development
Availability of information technology to support the activities of the Malacca District DPMPTSP	There is a need for a special official website for licensing management	There is a need for a special PERDA to regulate the general investment plan
<b>Threats-T</b>	<b>Strategy-S-T</b>	<b>Strategy W-T</b>
The low level of public trust in the licensing and non-licensing service providers	Through the strength of institutional capacity to establish standard systems and procedures for the Malacca District DPMPTSP	Fostering public trust by increasing the professionalism of the state civil apparatus in investment and licensing services
Public awareness is still low in complying with applicable rules	Streamlining the authority possessed to foster public trust	Increasing financial resources through stable and targeted organizational development
Lack of public understanding of the licensing process	With a strong will to carry out tasks according to the rules and create a clean and authoritative apparatus	Carry out learning about the applicable legal rules to raise awareness and compliance of the state civil apparatus and the community towards the law

Source: Current Research, 2021

The table above is a description of the strengths, weaknesses, opportunities and threats as outlined in a matrix. DPMPTSP is a regional apparatus

organization that oversees and is in charge of licensing and investment in Malacca Regency this requires DPMPTSP to be able to increase

investment interest from investors / so that DPMPTSP must be able to see and manage the weaknesses and strengths of the organization so that it can analyze and determine what strategies must be

developed in order to achieve its objectives. Here, the researcher describes the strategic weighting of the weaknesses and strengths contained in the DPMPTSP business.

Table 6. Weighting of strategy strengths and weaknesses against opportunities

	Strengths	Weight	Information
OPPORTUNITY	Develop institutional capacity of investment agency and one-stop integrated service of Malacca Regency to realize excellent and transparent service (SO1)	3	Very Important
	Implementing authority that supports investment service guarantees and licensing and information technology. (SO2)	2	Important
	Increasing the capacity of the State Civil Apparatus through the use of information technology and experts. (SO3)	1	Important
TOTAL	6		
	Weaknesses	Weight	Information
OPPORTUNITY	Financial resources are enhanced by empowering the Malacca District One Stop Investment and Service Agency as a source of income and levers of economic development. (WO1)	3	Very Important
	Utilizing experts and advances in information technology to improve learning to form professionalism (WO2)	2	Important
	Improve coordination through network development. (WO3)	1	Important
TOTAL	6		

Source: Current Research, 2021

The researcher sees from the explanation in table 4.8, the strategy formulation of strengths and weaknesses against existing opportunities must be maximized because what is already owned by DPMPTSP must be developed and look at the opportunities that exist, DPMPTSP must also take advantage of the slightest opportunity in order to achieve the goal.

Table 7. Weighting strategy of strengths and weaknesses against threats

	Strengths	Weight	Information
THREATS	Through the strength of institutional capacity, the system and procedures are established for the Investment Agency and One Stop Integrated Services Agency of Malacca Regency. (ST1)	3	Sangat Penting
	Streamlining the authority possessed to foster public trust. (ST2)	2	Penting
	With a strong will to carry out tasks according to the rules and create a clean and authoritative apparatus. (ST3)	1	penting
TOTAL	6		
	Weaknesses	Weight	Information
THREATS	Fostering public trust by increasing the professionalism of the State Civil Apparatus in Investment and Licensing services. (WT1)	3	Sangat Penting
	Increase financial resources through stable and targeted organizational development. (WT2)	2	Penting
	Carry out learning about the applicable legal rules to raise awareness and compliance of the apparatus and the public to the law. (WT3)	1	penting
TOTAL	6		

Source: Current Research, 2021

The researcher sees from the explanation in table 4.10 the formulation of the strategy of strengths and weaknesses against threats, savings and loan businesses must be able to face threats from outside and from within so that they can maximally minimize these threats and be able to manage these threats into opportunities.

Based on the SWOT Matrix above, it can be clearly seen the various formulations of alternative strategic directions that can be taken by DPMPTSP, this can be the basic capital for DPMPTSP in order to increase the interest of investors/entrepreneurs in Malacca Regency.

## CONCLUSION AND SUGGESTION

### Conclusion

Based on the results of the research and discussion that have been described previously, in this study it can be concluded that; 1) All informants know that there is already legal certainty that serves as an umbrella for investors/entrepreneurs. However, this is not proportional to the number of apparatus/personnel in DPMPTSP which is still considered very minimal because there are only 18 employees with civil servant status; 2) All informants said that the security conditions in Malacca Regency are always conducive, the socio-political conditions are still conducive so that investors can comfortably run their business and also the culture of the community is not too affected by the presence of entrepreneurs/investors; 3) The

wheels of the economy in the community are running well; 4) The availability of labor is still quite a lot, but it is not supported by an adequate background and the wages of labor used so far are still below the UMP standard; 5) Existing infrastructure in the form of public roads, clean water and electricity piping networks built by the regional government and the condition of physical infrastructure is still good and good and is still being used today; 6) The absence of a regional regulation that regulates the mapping of investment potential; 7) There is no general investment plan (RUPM) in Malacca Regency yet; 8) Lack of coordination among OPD in Malacca Regency; and 9) The official DPMPTSP website is not yet available.

### Suggestion

Based on the conclusions from the previous results, the suggestions that can be submitted by the researchers in this study are; 1) In order for DPMPTSP to be able to maximally carry out its main tasks, additional staffing personnel are needed to be able to complete the licensing requests that are still piling up; 2) The security, social, political and cultural conditions of the community must be maintained; 3) Maximizing the availability of abundant labor in Malacca Regency by using development programs that involve the workforce. As well as increasing wages to comply with the applicable UMP; 4) Increase the capacity of physical infrastructure to further support economic and business activities in Malacca Regency; 5) There is a need for a regional regulation that regulates the mapping of investment potential; 6) There is a need for a general investment plan (RUPM) in Malacca Regency; 7) Good coordination is needed between OPD in Malacca Regency which is stated in the MoU regarding investment; and 9) There is a need for an official website for DPMPTSP to support the performance of DPMPTSP itself and information for entrepreneurs/investors.

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