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Strategies Of The One-Stop Investment And Integrated Services Office To Increase Investment In Kaur Regency

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Abstract. This research was motivated by the importance of the role of investment in supporting regional economic development, especially in Kaur Regency. Although the central government had issued various policies to encourage investment, in reality investment in this region still faces various obstacles such as less than optimal promotional strategies, minimal digitalization of services, and weak cross-sector coordination. Therefore, this study aims to analyze the strategies implemented by the Kaur Regency Investment and One-Stop Integrated Service Office (DPMPTSP) in increasing investment, as well as identifying supporting and inhibiting factors in its implementation. This study uses a qualitative method with a field research approach. Data collection techniques are carried out through in-depth interviews, direct observation, and documentation and secondary data from related agencies. Informants in this study consisted of the head of the office, investment staff, and investors. The data analysis technique uses the Miles and Huberman model which includes data reduction, data presentation, and drawing conclusions. The selection of informants was carried out by purposive sampling with certain criteria. The results of the study indicate that the DPMPTSP strategy in increasing investment includes simplifying licensing through OSS, compiling regional potential maps, active promotion in various forums, providing incentives, and cross-sector synergy. However, this strategy is not yet fully optimal because there are still obstacles such as inadequate infrastructure, limited internet networks, and low digital literacy in the community. The conclusion of this study is that the DPMPTSP strategy has been running in the right direction, but requires additional support from various parties. The suggestions given include the need to strengthen the digital system, local HR training, and periodic evaluation of the strategies implemented.

Keywords: *Investment Strategy, DPMPTSP, Regional Investment*

INTRODUCTION

Economic development continues at a rapid pace. This is one of the most important requirements for the survival and sustainable development of a nation. In the course of economic progress, the problem of inadequate finances regularly arises. To keep pace with the growth of industrialized nations, the state must specifically raise sufficient funds to implement national development initiatives, but has not yet been able to do so. This effort is undertaken to achieve national development goals, including improving public welfare, where investment is an integral part of development. Public involvement in investment activities can lead to increased economic activity, employment agreements, improved living standards, and increased state revenues (Potoh & Budiarmo, 2020).

One of Harrod-Domar's Savings and Investment theories states that economic growth is determined by high savings and investment. Low savings and investment can impact a country's economic growth (Kurniawan, 2016). Economic growth is used to illustrate whether a country or region's economy has undergone a process of improvement and how. achieving a

high level of prosperity. The level of economic growth is often used as a benchmark for the success of development programs in a country or region. Essentially, development is a matter of increasing investment. When capital is available and invested, the result is economic growth. Based on the above, it can be concluded that the benefits of investment can continue to be felt in the future and have a positive relationship with economic growth and development (Yunita & Sentosa, 2019).

One of the initial assets in a country's development is capital investment. To realize Indonesia's political and economic sovereignty, increased capital investment is needed to manage economic potential into a real economic force, with capital originating from both domestic and foreign sources (Christian, 2021). According to Law Number 25 of 2007, capital investment is defined as all forms of investment activities, whether by domestic investment (PMDN) or foreign investment (PMA), to conduct business within the territory of the Republic of Indonesia.

The various policy packages implemented by the central government to encourage investment in Indonesia will be ineffective without the support and cooperation of regional governments. Regional governments must align with the central government in implementing various development programs.

Regional governments are also expected to create a conducive investment climate by creating investment-friendly regional regulations (perda). Regencies and cities in Indonesia are given the authority to manage their resources and wealth using the capabilities and strengths of their respective regions. Regional autonomy also positions regencies and cities as growth centers. Investment is a key driver of regional economic growth. Therefore, each region has designed various offers highlighting regional potential to potential investors.

However, Kaur Regency still faces various obstacles in optimizing investment. Among the most prominent issues are the suboptimal promotional strategies and mapping of regional potential offered to investors, the lack of digital information and technology-based investment service systems, and limited cross-sectoral coordination that supports ease of doing business. This puts Kaur Regency at a competitive disadvantage compared to other regions in attracting investors. Furthermore, the lack of in-depth studies on the strategies implemented by the Investment and One-Stop Integrated Services Agency (DPMPTSP) presents an important gap for research to determine the effectiveness of the institution's role in supporting increased regional investment.

LITERATURE REVIEW

Strategy

According to (Husni Mubarak, 2010), the word strategy comes from the Greek "strategos," derived from "stratos," meaning military, and "ag," meaning to lead. In its original context, strategy was defined as generalship, or the work of generals in developing plans to conquer and win wars.

A similar sentiment was expressed by Clauswitz (in Arif Yusuf Hamali, 2016), who stated that strategy is the art of war to win wars. Strategy is generally defined as a means of achieving goals. Strategy consists of the essential activities necessary to achieve them.

In line with this, Barry Reder and Jay Heizer (2008:28) describe strategy as an organization's action plan to achieve its mission. Each functional area has a strategy to achieve its mission and to assist the organization in achieving its overall mission. According to Sofjan Asauri, strategy formulation is basically related to decisions that must be taken in facing competitors in the environment of life who are interdependent, so there needs to be directed activities, especially in predicting each other's behavior.

Investment

According to Sunariyah (2006), investment is the investment of capital in one or more assets, usually for a long period, with the expectation of future profits. Investment and capital investment are terms well-known in both business activities and legal language. "Investment" is a popular term in the business world, while "capital investment" is more commonly used in legal language. Essentially, the two terms have the same meaning, and are therefore sometimes used interchangeably. Both terms are English translations of the word "invest," which means to invest money or capital. Meanwhile, according to Dwi Eko Waluyo (2004), investment is essentially defined as all expenditures on real capital goods. However, in everyday language, investment also includes the purchase of assets. In general, investment expenditures relate to the management of existing resources for their future use or benefit. Nanga (2005) states that investment is a company's overall expenditure, including expenditures for purchasing raw materials, machinery and factory equipment, and all other capital equipment required in the production process. Briefly, investment can be defined as the net addition to the existing capital stock. Other terms for investment are capital formation or capital accumulation.

Investment Objectives

According to Ahmad (2004:3), the goal of investment is to gain a certain profit. In an economic context, there are several reasons why someone invests, including:

- 1) To achieve a better life. This is the desire of every human being, so efforts to achieve this in the future will always be undertaken. A wise person will think about how to improve their standard of living over time, or at least how to maintain their current income level so that it does not decrease in the future.
- 2) Reducing inflationary pressures. Inflationary factors can never be avoided in economic life. What can be done is to minimize the risks caused by inflation, because inflation can correct all existing income. Investing in a particular business can be categorized as an effective mitigation measure. By investing in a company or other asset, an individual can prevent their wealth or assets from declining in value due to inflation.
- 3) As an effort to save on taxes. Many countries around the world have implemented policies aimed at encouraging investment growth in the community by providing tax benefits to those who invest in certain businesses.

METHODS

In analyzing data, several steps must be taken in qualitative research. Concepts, categories, and descriptions are derived from incidents during the researcher's time in the field. Data collection and processing occur simultaneously (at the same time) and in a cyclical manner (a continuous cycle). In this study, the analytical technique used by Miles and Huberman is that data analysis in descriptive qualitative research involves several stages:

1. Data Collection, or data collection, involves collecting data and analyzing it, where the data is obtained during the data collection process. Therefore, in relation to this research, the researcher collected as much data and respondents as possible regarding the Strategy of the Investment and One-Stop Integrated Service Agency (DPMPTSP) in Increasing Investment in Kaur Regency.
2. Data Reduction, which involves processing the data collected and sorting it into specific concepts, categories, or themes. Therefore, in relation to this research, the data obtained and the research on the Investment and One-Stop Integrated Services Agency (DPMPTSP) Strategy in Increasing Investment in Kaur Regency were presented as is. Any data deemed inappropriate or invalid was removed or excluded from the discussion.

3. Data Display, or data presentation, is presented scientifically by the researcher without concealing any shortcomings. Therefore, in relation to this research, the data obtained and research on the Investment and One-Stop Integrated Services Agency (DPMPTSP) Strategy in Increasing Investment in Kaur Regency were presented scientifically by the researcher without concealing any shortcomings.
4. Conclusion Drawing, or drawing conclusions, is done by revisiting data reduction and data display to ensure that conclusions drawn do not deviate from the data obtained. In relation to this research, the conclusions drawn regarding the Investment and One-Stop Integrated Services Agency (DPMPTSP) Strategy in Increasing Investment in Kaur Regency do not deviate from the analyzed data.

RESULTS

The Investment and One-Stop Integrated Services Agency (DPMPTSP) Strategy to Increase Investment in Kaur Regency

To gain a deeper understanding of the strategies used by the Investment and One-Stop Integrated Services Agency (DPMPTSP) to increase investment in Kaur Regency, the researcher presents data obtained from interviews with several informants. These informants included internal employees of the Kaur Regency DPMPTSP who were directly involved in implementing investment enhancement programs, as well as investors who had or were currently investing in Kaur Regency. The data presented is the result of information gathering regarding the policies, approaches, and strategic steps taken by the DPMPTSP to support regional investment growth. The researcher also explored various supporting and inhibiting factors in the implementation of these strategies, which will be explained in the discussion and analysis section. The following is an interview with Mr. Saryoto, Head of the Kaur Regency DPMPTSP. The researcher asked about the annual investment made by investors in Kaur Regency. He replied:

"Investment trends in Kaur Regency have fluctuated over the past four years. At the beginning of the period, domestic investment was quite dominant and demonstrated high performance. However, the following year there was a decline in the domestic sector, while foreign investment actually increased significantly, indicating foreign investor interest in the region's potential. Subsequently, domestic investment increased again, but foreign investment declined again. Then, in the final year, both domestic and foreign investment declined. This shows that while investment interest remains, the economic situation, regulations, and external factors significantly influence investment realization each year." (Interview with Mr. Saryoto, June 3, 2025)

The Researcher Then Asked What Caused The Fluctuation. He Replied:

"Several influencing factors include post-pandemic economic conditions, regional infrastructure readiness, legal certainty, and licensing services provided. Furthermore, fluctuations can also be caused by suboptimal investment promotion strategies. We recognize that increased investment cannot occur automatically; it requires an active approach from various angles." (Interview with Mr. Saryoto, June 3, 2025) The researcher then asked about the DPMPTSP's strategy to increase investment in Kaur Regency for the wider community. He replied:

"Through the DPMPTSP, we continue to strengthen licensing services to make them easier, faster, and more transparent. We are also developing a digital-based system and expanding the promotion of regional potential through various investment platforms and forums. Furthermore, we continue to improve synergy between agencies to create a friendly, safe, and sustainable investment climate for both local and foreign investors." (Interview with Mr. Saryoto,

June 3, 2025). In a follow-up interview, as directed by the Head of the DPMPTSP, the researcher was directed to interview Mr. Christian Octavia, the Investment Coordinator. In the interview, Mr. Christian explained the Kaur Regency Investment and One-Stop Integrated Services Agency (DPMPTSP) strategy at length as follows: "The Kaur Regency Investment and One-Stop Integrated Services Agency (DPMPTSP) recognizes that investment plays a crucial role in driving regional economic growth. Therefore, our strategy focuses on several key aspects." (Interview with Mr. Christian Octavia, June 5, 2025)

The Investment and One-Stop Integrated Services Agency (DPMPTSP) Strategy in Increasing Investment in Kaur Regency

To gain a deeper understanding of the strategy used by the Investment and One-Stop Integrated Services Agency (DPMPTSP) to increase investment in Kaur Regency, the researcher presents data obtained from interviews with several informants. The informants consisted of internal employees of the Kaur Regency Investment and One-Stop Integrated Services Agency (DPMPTSP) directly involved in implementing investment enhancement programs, as well as investors who have or are currently investing in Kaur Regency. The data presented is the result of information gathering regarding the policies, approaches, and strategic steps taken by the DPMPTSP to support regional investment growth. Researchers also explored various supporting and inhibiting factors in implementing the strategy, which will then be explained in the discussion and analysis section. He further explained that the Kaur Regency DPMPTSP (Directorate General of Private Investment and Private Investment) focuses on five strategic aspects:

1. Simplifying the licensing process by implementing a digital-based service system through the Online Single Submission (OSS) application, integrated with the central office. This aims to make the licensing process faster, more transparent, and accountable. Furthermore, the agency actively provides direct assistance to business actors to avoid technical obstacles when processing permits.
2. Developing a regional investment potential map by identifying leading sectors in Kaur, such as agriculture, maritime affairs and fisheries, and tourism. This potential is packaged in the form of an investment profile, compiled annually and disseminated through various promotional activities.
3. Strengthening investment promotion and partnerships by actively participating in investment exhibitions and forums at the provincial and national levels. On several occasions, we also collaborate with the Bengkulu Provincial Investment Office to expand our promotional reach to potential investors from outside the region and even abroad.
4. Providing regional incentives for investors who create significant employment opportunities, absorb local labor, or invest in strategic sectors. The Kaur Regency Government has a mechanism for providing incentives in accordance with applicable regulations. This is of course done selectively and based on a feasibility study.
5. Fifth, encouraging cross-sector synergy by establishing coordination with other technical agencies, including the Public Works Agency, the Environmental Agency, and the Tourism Agency, so that any non-permitting obstacles encountered by investors can be promptly addressed. Regarding future steps to strengthen these strategies, Mr. Christian Octavia explained:

"We will continue to conduct regular evaluations of the effectiveness of existing policies. In addition, we are also developing digital-based programs that allow the public and potential investors to directly view real-time data on investment opportunities, procedures, and progress. This is expected to increase investment confidence and attractiveness in Kaur Regency."

(Interview with Mr. Christian Octavia, June 5, 2025.). As a follow-up to the interviews with Mr. Saryoto, Head of the Kaur Regency DPMPTSP, and Mr. Christian Octavia, Investment Coordinator, researchers conducted direct observations at the DPMPTSP office and several business locations that had received investment permits.

Data obtained from a search on the Bengkulu Province Central Statistics Agency website yielded results similar to those described by Mr. Saryoto and Mr. Christian. The investment level in Kaur Regency fluctuated from 2019 to 2024. The following data is from the Bengkulu Province Statistics Agency.

Table 1 Investment Domestic Investment And PMA Regency Head of Bengkulu Province (million rupiah)

Year	Domestic Investment	PMA
2021	847,535.90	705.7
2022	317,385	96,345.89
2023	534,476	11,253.91
2024	264,422	7,318.5

Observations indicate that the Kaur Regency DPMPTSP has implemented digital-based services through the Online Single Submission (OSS) system. In the public service area, self-service computers, OSS assistance officers, and informatively displayed standard operating procedures (SOPs) and service flow brochures are visible. This aligns with the statements of the two informants that investment services are geared towards greater ease, speed, and transparency.

Factors Supporting and Inhibiting Investment in Kaur Regency

As a follow-up to interviews with Mr. Saryoto, Head of the Kaur Regency DPMPTSP (Direct Investment and Investment Coordinator) and Mr. Christian Octavia, Investment Coordinator, researchers conducted direct observations at the DPMPTSP office and several business locations that had received investment permits. Observations indicated that the Kaur Regency DPMPTSP has indeed implemented digital-based services through the Online Single Submission (OSS) system. In the public service area, self-service computers, OSS assistance officers, and SOPs and service flow brochures were displayed in an informative manner. This aligns with statements by both informants that investment services are aimed at becoming easier, faster, and more transparent.

Furthermore, researchers also found that the DPMPTSP has routinely compiled a regional investment potential profile document, which contains information on investment opportunities in leading sectors such as maritime affairs, agriculture, and tourism. This profile is available in both print and digital formats and has been used in various investment promotion forums, both at the provincial and national levels. Researchers also found documentation of promotional activities, such as participation in the Bengkulu Province Regional Investment Forum, as described in interviews.

Secondary data obtained from the Department of Public Works and Public Housing (DPMPTSP) and the Bengkulu Province Statistics Agency (BPS) also supported the interview narrative. It was noted that investment realization, both Domestic Investment (PMDN) and Foreign Investment (PMA), has fluctuated over the past four years. PMDN peaked in 2021, then declined, then rose again in 2023 before declining again in 2024. PMA also experienced a similar pattern, with an increase in 2022 but a sharp decline in subsequent years. This variation demonstrates that investment interest does exist, but its stability is still heavily influenced by

external factors and internal regional preparedness, as explained by both informants. Furthermore, researchers also visited two business locations: a seafood processing unit in Maje District and a horticultural garden in Kinal District. Field interviews revealed that business owners stated that the OSS licensing process was now easier than before, and that they had been directly assisted by DPMPSTSP officers during the initial licensing process. However, researchers also noted real challenges in the field, such as inadequate road infrastructure, limited internet connectivity in certain areas, and poor understanding of the OSS digital system among village communities.

Overall, these field observations corroborate the findings of interviews with Mr. Saryoto and Mr. Christian, which revealed that the Kaur Regency DPMPSTSP has implemented a concrete strategy to increase investment through ease of service, potential development, and active promotion. However, the sustainability of this strategy still requires cross-sectoral support, infrastructure improvements, and increased local human resource capacity to optimize future investment realization.

DISCUSSION

This research aims to examine the strategy of the Kaur Regency Investment and One-Stop Integrated Services Agency (DPMPSTSP) in increasing investment, focusing on policy implementation, service approaches, and the challenges and opportunities involved. The research process began with the issuance of a permit from the Faculty of Economics and Business, Dehasen University, Bengkulu. Data collection was carried out through in-depth interviews, direct field observations, and secondary data analysis.

Kaur Regency DPMPSTSP Strategy in Increasing Investment

Based on interviews with Mr. Saryoto, Head of the Kaur Regency DPMPSTSP, it was revealed that investment trends in Kaur Regency have fluctuated over the past four years. Data from the Bengkulu Province Central Statistics Agency (BPS) shows that Domestic Direct Investment (PMDN) peaked at IDR 847 billion in 2021, but declined to IDR 264 billion in 2024. A similar decline also occurred in Foreign Direct Investment (PMA), from IDR 96 billion in 2022 to just IDR 7.3 billion in 2024.

The fluctuating trend in investment in Kaur Regency, as revealed by the Head of the DPMPSTSP, reflects conditions common to many regions in Indonesia. From the perspective of development economics theory, investment is largely determined by the stability of the business environment, the quality of regional policies, and investor perceptions of the ease of doing business (Todaro & Smith, 2011). The decline in PMDN and PMA investment over the past two years, while not necessarily caused by policy failures, signals the need for improvements to a more adaptive investment governance system. This aligns with investment theory according to Sadono Sukirno (2005), which states that investment is influenced by macroeconomic conditions, political stability, and the availability of adequate supporting facilities (Sukirno, 2005). Investment is spending on capital goods and production equipment to increase future economic production capacity. To address this challenge, the strategy designed by the Kaur Regency DPMPSTSP refers to a functional approach consisting of five main aspects:

- (1) simplifying licensing through the Online Single Submission (OSS) system;
- (2) developing a map of investment potential based on leading sectors such as agriculture, fisheries, and tourism;
- (3) strengthening investment promotion in regional and national forums;
- (4) providing incentives to strategic investors; and
- (5) strengthening inter-agency synergy to overcome non-licensing obstacles.

This strategy reflects the strategic approach proposed by Kotler (1989), who stated that functional strategies should be directed at maintaining and expanding markets through a systemic mix of competitive advantages (Kotler, 1989).

Factors Supporting and Inhibiting Investment in Kaur Regency

Based on observations and in-depth interviews with the Department of Public Works and Public Housing (DPMPTSP) and business actors, several factors support the implementation of investment-boosting strategies in Kaur Regency. These include: the well-implemented OSS system, full support from the regional head for promotional activities, and synergy between agencies such as the Public Works Agency, the Environment Agency, and the Tourism Agency.

Furthermore, the availability of a regularly updated investment potential map is also a significant strength. This potential map reflects the strategic planning principles proposed by Sofjan Assauri (2013), namely the need for synergy between planning, resource allocation, and responding to environmental opportunities to create competitive advantage (Assauri, 2013).

However, various obstacles also arise, such as limited road infrastructure connecting business areas, weak internet connectivity in rural areas, and limited public understanding of the OSS system. This shows that the digitalization of public services, as stipulated in the PTSP regulations and Presidential Decree Number 91 of 2017 concerning the Acceleration of Business Implementation, needs to be accompanied by strengthening technical capacity and public education (Widjaja, 2005).

CONCLUSION

1. Kaur Regency's Investment and Investment Management Agency (DPMPTSP) Strategy for Increasing Investment: The DPMPTSP has formulated and implemented a structured investment enhancement strategy through five main aspects: Simplifying the digital-based licensing process through the OSS (Online Shopping Center), Developing an investment potential map, Active investment promotion and partnerships, Selective regional incentive provision, Building cross-sector synergies with relevant agencies
2. Investment Fluctuations and Influencing Factors: Investment levels in Kaur Regency have fluctuated over the past four years, both for Domestic Direct Investment (PMDN) and Foreign Direct Investment (PMA). The contributing factors include post-pandemic economic conditions, infrastructure readiness, legal certainty, and suboptimal promotional strategies. Implementation of Strategies in the Field, Based on observations and interviews, the DPMPTSP's established strategies have been effectively implemented. This is evident through digital services through the OSS (Online Shopping Center) system, direct assistance, the provision of investment potential profiles, and active participation in promotional forums.
3. Supporting and Inhibiting Factors, Supporting factors include institutional support, commitment of DPMPTSP human resources, and the existence of the OSS (Online Service Provider). Meanwhile, inhibiting factors include suboptimal road infrastructure, limited internet access in certain areas, and low digital literacy in rural communities.

SUGGESTIONS

1. Strengthening Basic Infrastructure
2. The Kaur Regency Government needs to allocate a greater budget and focus on the development of basic infrastructure such as roads, electricity networks, and internet connectivity to support a stable investment climate.
3. Improving Literacy and Capacity of Local Human Resources: Periodic training and outreach to the public, especially local business actors, is needed regarding the use of the OSS

- (Online Shopping Center) and understanding of digital investment procedures to prevent unequal access to information.
4. Evaluation and Optimization of Investment Promotion: The promotional strategy implemented should be periodically evaluated and improved through a digital and collaborative approach, including collaborating with the media and national and international investment promotion institutions.
 5. Strengthening Inter-Agency Synergy: The DPMPSTSP needs to continue strengthening cross-sectoral coordination to promptly address non-licensing obstacles experienced by investors and to ensure that investment policies do not operate in isolation without the support of other technical agencies.
 6. Monitoring and Transparency of Investment Realization: It is recommended to develop a digital, public-facing, real-time monitoring system to further maintain transparency, investor trust, and policy accountability.

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