

## **BUREAUCRATIC REFORM OF LICENSING SERVICE AT AGENCY ONE-STOP SERVICE INVESTMENT AND INTEGRATED LICENSING SERVICE IN MAKASSAR CITY**

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### **ABSTRACT**

This study aims to explain the implementation of bureaucratic reforms that are related to autonomy, adaptability, complexity and coherence in one-stop integrated services must be addressed for the improvement of licensing services at agency One-Stop Service investment and Integrated Licensing Service (DPMPTSP). The research method used is qualitative approach. Data collection in the field uses interview as the main technique. The results of this study indicate that the power of leaders in managing their own government affairs, especially the service of One Stop Integrated Licensing so freely provide a decision and guidance to regulate the mechanism of service based on the initiative of policy makers who have power based on the delegation of authority given. Service is still less adaptive to technological developments in supporting public service process in the field of licensing. In the aspect of complexity has formed the internal structure of the organization has been implemented is seen from the authority possessed and the desire to continue to make adjustments in order to improve service. In the aspect of coherence shows the elaboration of the duties and functions of the principal of each position adjusted to the demands of society that each time always wants quality services.

**Keywords:** Bureaucratic reform, service, licensing.

### **INTRODUCTION**

Bureaucratic reform through the bureaucratic reform approach, has logical consequences in the way of looking at the issues of changing demands on human beings toward bureaucratic efficiency, motivation, loyalty, productivity, innovation and creativity. To achieve these changes will flow the thought of how efforts to improve the quality of human resources in ways such as upgrading to be followed in a series of educational and training programs in the bureaucracy apparatus.

Farazmand (2002), suggests several identifiable perspectives to explain bureaucratic or administrative reform. The perspective reflects the framework of knowledge in organizational theory with different schools of thought. Starting from the classic as well as the latest organizational theory for fundamental changes and reforms in the structure and process of the administrative system. Zauhar (2002), explains the goal to be achieved by an administration reformer (bureaucracy) is to perfect the performance of individuals, groups and institutions. This means that administrative reform is an artificial impulse, which is needed when there are deviations in the adjustment process of administrative change.

The idea of reforming, according to Caiden (1991), will only arise when irregularities, irregularities, dissatisfactions or disappointments, unhappiness, alienation, suffering and so

on and the aim is to demand performance improvement. The conditions that give rise to reform should be a situation of discomfort on the part of society and the dominant power or the status quo on the part of the government. Thus, according to Caiden, administrative reform will always face resistance from administrative practitioners or bureaucrats in general. This is stated also by Haning (2015), that the reform of the bureaucracy is oriented to the design of organizations who support public service in Indonesia.

The bureaucratic reform perspective that emphasizes this structure is actually in line with Guy Peters' (1994) opinion which reinforces Samuel Huntington's (1968) explanation of the need for institutional models that emphasize aspects of organizational structure. There are four aspects of the structure of concern namely autonomy, adaptability, complexity and coherence. Autonomy is concerned with the concern and capacity of organizations to make and implement their own decisions, especially in budgets and sources of income. Adaptability is related to the organization's ability to adapt to environmental change or create an environment.

This research attempts to discuss bureaucracy reform efforts in Indonesia related to autonomy, adaptability, complexity and coherence as outlined in Peters's theory (1994) which corroborates Samuel Huntington (1968). In fact, it should be through the provision of regional autonomy, actually expected to achieve the effectiveness of government management. However, with autonomy it raises many problems and less change the performance of the existing bureaucracy in service to the community.

There is a variety of empirical literature also provides strong support for the components of Peters' (1994) theory. The components or elements of autonomy for example are supported by Moye & Langfred (2004) who found a positive relationship between autonomy and organizational performance and Pollitt & Bouckaert (2004), who discovered the importance of organizational autonomy and accountability for the achievement of organizational goals.

The bureaucratic reform of licensing services in the Makassar Integrated Licensing and Investment Authority needs to include four characteristics of bureaucratic reforms included in Guy Peters' (1994) model of adaptability, coherence, autonomy and complexity. Bureaucratic reforms that cover these four characteristics can bring local government organizations into organizations that perform well and achieve their goals effectively. In addition, because the dimensions of bureaucratic reforms mentioned above are more representative of the overall opinions of the experts that emerged earlier. The reform dimension of Guy Peters in his elaboration is also more detailed because it includes the focus of what dimensions and types of activities should be undertaken in bureaucratic reform.

The previous model and review did not explain how the institutional, activity and human resources structures could have a synergistic effect on bureaucratic reform to achieve its goals effectively and efficiently and improve performance. The bureaucratic reform model of Peters (1994) became the theoretical reference in this study.

## **METHODOLOGY**

This research uses qualitative approach. Qualitative research is a study that focuses on interpretation and understanding rather than explanation and prediction and takes place naturally (Creswell, 2012). Researchers themselves should be the main instrument in collecting data by observing directly the object under study.

Data collection in the field uses interview as the main technique. Furthermore, researchers conducted observations and document studies as a supporting technique. The subjects interviewed were representatives of the Makassar One-Stop Integrated Service and Investment in the sense that directly related to the licensing service reform (SIUP and IMB) and the municipality of Makassar, the Makassar City Council, the Chamber of Commerce and the selected communities with consideration to know the activity of licensing service towards the improvement of service performance of One Stop Service and One Stop Service (DPMPTSP) Makassar. The informants interviewed include the head of the body, secretary and head of the field at agency One-Stop Service investment and Integrated Licensing Service in Makassar city (DPMPTSP), assistant in the field of licensing and construction of Makassar City, member of Makassar City parliament in particular the licensing and development commission, the head of ombudsman in Makassar City as well as the community receiving the licensing service.

In order to ensure the validity of the data, the author also made observations on organizational activity in the licensing service. In the observation, the researcher is the main instrument in data collection, while the focus of research on the perspective of bureaucratic reform theory according to Guy Peters which refers to 4 dimensions of autonomy, adaptability, complexity and coherence. This could explain the phenomenon of bureaucratic reform of agency One-Stop Service investment and Integrated Licensing Service Makassar city (DPMPTSP).

## **RESULTS AND DISCUSSION**

### **Autonomy**

Based on the results of interviews presented on the results of the study illustrated implicitly that the power of leaders in managing their own government affairs, especially the service of One Stop Integrated Licensing so freely a make decision and guidance to regulate the mechanism of service based on the initiative of policy makers who have power based on the delegation of authority given.

The establishment of DPMPTSP institution Makassar City as a special institution in charge of providing services directly to the community, basically can be regarded as a breakthrough or reform of government management in the region. That is, the formation of this organization empirically has given results in the increase of public service productivity, at least quantitatively. The problems that are often faced by the new organization is always implicated in the addition and or development of the organization that will somewhat burden the local government, especially in terms of budget, because the operational costs incurred are taken out of the routine budget, while the "entrepreneur" has not been able to generate income at least can cover the operational costs of the institution concerned. Therefore, in terms of budgeting that the Office of Investment and Integrated Services One Door Makassar City can't be independent (autonomous) because it is bound to the existing regulations on it. Budgeting is arranged by the Government of Makassar through RPJMD of Makassar City Government and DPMPTSP Makassar strategic plan.

The management of public services through one-door integrated service system is basically the implementation of various types of public services in one place by one agency (DPMPTSP) as regulated in Mayor of Makassar Regulation No. 99 of 2016 some service functions that have been done by the agency/agency separately, integrated into one place / location. Such a service system provides several advantages such as: Communities do not need to contact distant, cost-effective, easily contactable agencies, unnecessary levies,

transparency of procedures and costs, and the realization of integration in public services. The condition of bureaucratic reform of One-Stop Service investment and Integrated Licensing Service and all the problems inherent in it will be able to improve its quality by empowering the role of the more effective bureaucracy as well as providing a central role for the development of community participation, especially in terms of supervision (social control). The empowerment of the bureaucracy itself can be done in two main dimensions (Sobana, 1999); firstly, the institutional aspect means that the organization and authority structure between the granting agency and / or investment licensing manager need to be designed in such a way as to make it easier for the investor to invest. Secondly, the management aspect means that the working system, procedures and working mechanisms that still have deficiencies need to be reviewed to address the implementation of smooth licensing services, fast, uncomplicated, easy to understand and easy to implement.

### **Adaptability**

Result of research indicate that in running public service to society, DPMPTSP Makassar City have adopted computerized system to support the smoothness of licensing service implementation in Makassar City, but IT-based online service system is not maximal yet. From this condition it can be considered that the One-Stop Service investment and Integrated Licensing Service (DPMPTSP) is still less adaptive to technological developments in supporting the public service process in the field of licensing. In terms of the ease of public service delivery, it is often misinterpreted. Due to the perception between the service user community and the bureaucratic apparatus regarding the type and quality of public services often have not reached the point of contact. The community's need for efficient, transparent, fair and just services is not fully understood by bureaucratic apparatus.

### **Complexity**

The results show the complexity in terms of capacity to form internal organizational structures at the agency DPMPTSP has been implemented. This is seen from the authority possessed and the desire to continue to make adjustments in order to improve services. DPMPTSP takes steps to break the negative attributes of bureaucratic work. As a serious step towards achieving the vision of the organization's mission, DPMPTSP follows ministry of apparatus utilization and bureaucratic reform mandate on standard setting and organizational achievement in the form of performance indicators. Performance indicators are presented in addition to efforts to achieve service standards in accordance with RB's determination, also aimed at the community to oversee the work program and DPMPTSP performance of each internal structure. This is possible because DPMPTSP has been modernizing according to its mission.

Performance indicators are shared transparently through the DPMPTSP online website, as well as with community criticism and suggestions about satisfaction and dissatisfaction with the demands of their services. DPMPTSP Makassar has the capacity to build and utilize the internal structure so that the organization becomes efficient, effective and economical. With the reform of public services is expected to produce quality public services which is the interaction of various aspects, namely service systems, human resources providers, strategies, and community service users. A good public service system will produce good quality public services as well. Given the interaction of the service system, the service provider's human resources, strategies, and user communities it will be very easy to achieve efficient, effective and economical value.

In the process of providing services related to its work locus, Makassar Agency One-Stop Service Investment Integrated Licensing Service (DPMPTSP) emphasizes the importance of synergy, coordination and mutual cooperation and facilitates internal structures within the scope of work to provide the best service to the community and achieve standards performance and maximum service. In order for the organization to perform effectively, the interdependent individuals and groups must create mutually supportive working relationships toward the achievement of organizational goals (Gibson, et al., 1997). improved service can be established with openness and values and culture as supporting factors working within the organization (Nahruddin & Tambajong, 2017).

### **Coherence**

Based on the results of the research, in carrying out its duties and functions, DPMPTSP describes the duties and functions of the principal basic tasks and functions of each field and each employee based on the extension of the vision and mission of this agency. Description related basic tasks and functions of each position or individual in DPMPTSP regulated by the Mayor of Makassar Regulation No. 99 of 2016 on the Position, Organizational Structure, Duties and Functions and Working Procedures of Investment Service and One Stop Integrated Service.

DPMPTSP Kota Makassar itself, in its related basic tasks and functions always refer to the vision and mission and strategic plan that is compiled every five years and work plan that has been prepared every year. Where this is, it is constantly updated following the growing dynamics in society. This means the elaboration of the duties and functions of the principal of each position tailored to the demands of society that each time always wants quality services. Understanding the vision and mission as well as the main task agency by each employee aims to measure the implementation of the tasks running in accordance with the target. This is one of the points to measure the success of the bureaucratic reform agenda. Based on field observations, DPMPTSP structures its bureaucrats in work units based on its main tasks and functions. This is done to avoid the occurrence of overlapping authority that can lead to confusion in obtaining services in this institution. For example, in the file acceptance procedure, DPMPTSP share it based on permissions to be administered by the community. Employees there are also required to have a quick response to the people who want to deal with this agency.

This is in line with what Dwiyanto explained (2011), in carrying out his mission and duties, the Licensing Service as a public service conducting licensing service is required to have the ability to be responsive, care about the interests of the users, empathize with the people who have limitations, transparent , full of certainty and efficient (cheap and accessible) Based on the results of the research, the assessment on the performance of DPMPTSP is based on indicators of the bureaucracy as set forth in the strategic plan and work plan of this agency.

In addition, to measure the success of the task implementation and DPMPTSP function is very dependent on how much the absorption of activities against the budget has been allocated. This condition suggests that the public bureaucracy budget has been based more on inputs rather than outputs. The budget received by a public bureaucracy is more determined by the needs rather than the results that the bureaucracy will give to its people. As a result, the drive to achieve results and performance tend to be low in public bureaucratic life so that this has a negative impact on the creation of bureaucratic reform in the One Stop Service of Makassar City's Investment and Service Department.



Evaluation of performance is an activity that is very important because it can be used as a measure of organizational success in achieving mission and main task. With the evaluation of performance, then efforts to improve performance can be done directed and systematic. According to MC Donald & Lawton in Ratminto (2014), performance evaluation can be done based on efficiency and effectiveness orientation. Efficiency shows the achievement of reverse comparison of inputs and outputs in the sake of public service interruption. Effectiveness is the achievement of predetermined goals, whether in the form of targets, long-term goals or organizational mission.

## CONCLUSION

Establishment of agency One-Stop Service investment and Integrated Licensing Service (DPMPTSP) of Makassar City as a special institution in charge of providing direct services to the community, basically can be regarded as a breakthrough or reform of government management in the region. While in terms of adaptability is considered still less adaptive to technological developments in supporting the public service process in the field of licensing. The complexity in terms of capacity to form internal organizational structures at the Makassar agency One-Stop Service investment and Integrated Licensing Service (DPMPTSP) has been implemented. This is seen from the authority possessed and the desire to continue to make adjustments in order to improve services. Coherence in Guy Peters' reform model emphasizes the capacity of the One-Stop Service investment and Integrated Licensing Service (DPMPTSP) to delegate its main tasks and functions.

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