Quality of Permit Issuance Services to Realize A Good Governance (Case Study at the Integrated Licensing Services Agency of Badung Regency)

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Abstract
The services provided to the public in the field regarding permit issuance for three consecutive years, by the Integrated Licensing Services Agency of Badung Regency have not been maximized. Thus, the aim of this research is to describe the quality of public services at the Integrated Licensing Service Board of Badung Regency. This research is designed by using qualitative descriptive. The results show that the quality of Public Services about Licenses at the Integrated Licensing Service Agency, Badung Regency which includes the stages of direct evidence (tangibles), reliability, responsiveness, guarantees (assurance) and empathy, generally the service has run well, but the delay in service due to usage technology as a support service often has errors. The conclusion is the quality of permit issuance service at BPPT of Badung Regency is good entirely, however all elements who involved which are includes organiser of permit issuance and community or applicant should mutual support in order to realize a good governance.

Keywords: Good governance; permit Issuance; service quality

I. INTRODUCTION

The goals of the organization was established to achieve the goals that have been previously set, one of the goal is to provide services both to the activity units within the organization and to outside the organization. Service activities are very influential on the achievement of quality and smoothness of organizational activities and affect the achievement of overall organizational goals. Public organizations in providing good services are required to be able to act quickly and accurately. This is an obligation that must be done. For public organizations, good service is reflected in every effectiveness and efficiency of activities carried out smoothly, the faster and more accurate the services provided, the better the quality of service. Including public services provided by the government to the community because the government has an important duty in providing services. This is in accordance with Law Number 25 of 2009 concerning public services, namely:

"Public services are activities or series of activities in order that fulfillment of service needs in accordance with legislation for every citizen and population of goods, services or administrative services provided by public service organizer".

The government as a public service provider is responsible and continues to strive to provide the best service to the community for the realization of good governance. Problems in public services in an area include the system / design of the implementation not yet optimal, the support of limited human resources, limited facilities and infrastructure impact on service innovation, optimal public service planning. Change form of organization and governance of local government as a result of the center Government policies indirectly affect the quality of services in an area (Aneta, Aneta, & Dama, 2018). One of the public organizations whose activities are providing services to the public is BPPT (the Integrated Licensing Services Board) Baadung Regency. The form of services provided in the licensing field. The Public Services performed by the Integrated Licensing Services Board, Badung Regency for the past three years, as in table 1.

As showed in the table 1 above, the services provided to the public in the area of issuing permits for three years successively, by the Integrated Licensing Services Board of Badung Regency have not been maximized.

The main purpose of public service is satisfaction for community. This satisfaction can be
realized if the services provided are appropriate with the service standards formulated based on law number 25 of 2009 concerning public services. The realization of the quality of public services in order to improve good governance according to Bharata in (Sedarmayanti, 2012), namely Accountability, Transparency, Openness, Rule of Law (Certainty of law), Management of competency and Human Right.

Poor performance of public services is a result of the complexity of the problems that exist in the body of the bureaucracy, for example the absence of an incentive system, the poor level of discretion or taking initiatives that are characterized by a high degree of dependence on formal rules and leadership instructions in carrying out service duties. Public services conducted by the government are driven by regulations and budgets, and not driven by vision, based on the author's initial observations, this is one of the factors causing the services provided by the Integrated Licensing Services Board of Badung Regency has not optimal yet.

Similar research has been carried out before, Nugraha and friends (2015) conducting studies in South Tangerang found the quality of public services on trade licenses in South Tangerang City from the perspective of good governance is still low. This condition occurs due to resistance from the aspect of low quality human resources and lack of budget support. The public service model that exists in trade licenses in South Tangerang City is still based on the paradigm of the government, where the government as the dominant service provider; without involving business people and civil society (Nugraha, Sumartono, Domai, & Suryadi, 2015). Therefore, the recommended public service model is a model based on good governance, in the context of the new public administration. This result is inversely proportional to the (Muis, Saleh, & Rusli, 2014) research that conducted in Panakukkang District, Makassar City. They found the Implementation of Good Governance in Public Services in Panakukkang District Makassar City has been implemented well by looking at things like community participation in service public and the role of government, Government accountability in public services in Panakukkang District as a whole can be said to be accountable / responsible and Transparency government in public services in Panakukkang District as a whole is transparent to the public especially through tv, newspapers and the internet is very effective.

Based on both of research, irrelevant results are still found in each region so it is necessary to do research again to find out Implementation of Good Governance in Public Services, especially in Denpasar. this research is limited to How is the quality of public services at the Integrated Licensing Service Agency (BPPT) of Badung Regency.

### Table 1

<table>
<thead>
<tr>
<th>Year</th>
<th>Applicant</th>
<th>Realization</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>926</td>
<td>832</td>
</tr>
<tr>
<td>2015</td>
<td>926</td>
<td>832</td>
</tr>
<tr>
<td>2016</td>
<td>926</td>
<td>832</td>
</tr>
</tbody>
</table>

Source: BPPT Regency Badung 2016

II. LITERATURE REVIEW

According to Fitzsimmons & Fitzsimmons in (Tjiptono, 1996) argued that the quality of service can be known by comparing people's perceptions on services that obtained or received significantly with the services actually expected. If the reality is more than expected, service can be said to be of good quality. Conversely, if the reality is less than what is expected, the service can be said to be of poor quality. But if reality is same as expectation, then the quality of service is called satisfying. The context of service quality makes the government and the community a mutually influential relationship based on their respective functions and in certain cases the community knows which one must be renewed so that the service qualified because the community feels the consequences of a service given. The government relations, are: relationships that occur between the governed and the government, one to another in one role and position. In this connection, the quality of service becomes a symptom or problem that often marks the interaction (Ndraha, 2000). For this reason, the government is not a determinant of service quality, but the community as customers needs and interests offered by the government. The customer who best knows what is good for his life.

On one hand, assessing the quality of public services is not enough only using indicators that...
are inherent in the bureaucracy of officers such as efficiency and effectiveness, but must be attached to service users, such as satisfaction service user, accountability and response. Quality assessment from the service user side becomes very important because public bureaucracy often has monopolistic authority (Dwiyanto, 2008).

Quality of service is assessed by the harmony between the perception (perceived service) when received service and the expectation service (expected service) before the service is received. Furthermore, although (Zeithaml, Parasuraman, & Berry, 1990) shows ten dimensions of service quality but in the end they summarizes the ten dimensions of service quality into 5 (five) dimensions, while the five dimensions are as follows (Zeithaml et al., 1990):

- **Tangible**: Appearance of physical facilities, equipment, personnel, and communication materials;
- **Reliability**: Ability to perform the promises service dependably and accurately;
- **Responsiveness**: Willingness to help customers and provide prompt service;
- **Assurance**: Knowledge and courtesy of employee and their ability to convey trust and confidence; and
- **Emphaty**: Caring, individualized attention the firm provides its customers.

Furthermore, Ndraha (Ndraha, 1989) states that:

Civil services are seen as dividend that must be distributed to the public by the government with the better, the more timely, the more easily obtained, and the more just. The emphasis on the aspects of speed, accuracy, convenience, security and fairness in civil service is related to the monopoly nature of civil services in which people do not have the option to expect the same services to other institutions outside government.

Public service organizations have a characteristic of public accountability, where every citizen has the right to evaluate the quality of the service they received. It is very difficult to assess the quality of a service without considering the role of the community as the recipient of the service and the service implementing apparatus. Evaluations that came from service users are the first element in the analysis of the quality of public services. The second element in the analysis is the ease with which a service is recognized either before the process or after the service has been provided.

Related to the quality of public services, the ability of the apparatus is very important in determining the quality of public services. For the service systems, it is important to consider whether there are service guidelines, clear service requirements, deadlines, costs or tariffs, procedures, manuals, integrated information media that respect each other's related units or units related to the people who need the service itself. Thus the service system is a unified whole of a series of interrelated services, a part or a subsidiary of a service system is disrupted it will also disrupt the entire service itself. In this case, if one of the elements of the service is expensive but the quality is low or the length of time it will be damaged it will damage the image of the service.

Based on several opinions from experts related to the public services, it can be concluded that in determining the quality of public services is strongly influenced by factors of organizational structure, the ability of officials, and the service system. These three factors are related to one another and cannot be separated in determining whether the services that conducted by the government good or not. The better the organizational structure, the ability of the apparatus and the service system, the better the quality of public services and it can satisfy the community as the user of the service.

### III. METHOD

The method in this research is a descriptive qualitative research with aim was describe, summarize various conditions, various situations or various phenomena. In this research the researcher strive to explain by focusing on how the quality of public services in the Integrated Licensing Service Board of Badung Regency.

In this research, researcher as the main instrument used interview guidelines in collecting data. Interview guidelines was used as a tool in conducting the interview in order to be more focused and consistent in the results of data collection and then research informants were selected by purposive sampling by consideration that research informants can provide a complete information which is relevant to the research objectives. The chairperson of the BPPT, Integrated Licensing Services
Board of Badung Regency as the key informant who directly conducts activities in public services and has knowledge about the public services field while the supporting informants are the chairperson of the Public Welfare and Non-Licensing Economic Licensing Division, staff of the BPPT Badung Regency and the community (applicant).

IV. RESULT AND DISCUSSION

The implementation of public services is a government obligation therefore one of the implementation of public services that conducted by the government is licensing services which is still far from the community’s expectations. Communities often complain about the licensing service process by the government provided, the process is complicated, untransparent and requires extra costs. They often go back and forth from one office to another just to administer a licensing service, this condition become a cause of decreasing public trust on government.

The reality of the licensing service process which has been seemingly complicated, unpunctual, brokers and illegal levy is an opaque phenomenon of the poor performance of the public sector. This condition also affected the slow pace of regional investment and economic growth. Improving the quality of public services must be done in a patterned, systematic, sustainable and have guaranteed service which is certainly carried out by all levels of government apparatus. One strategic step to boost efforts to improve and increase public service delivery is by conducting integrated one-stop services, particularly with regard to permit specifications. The Implementation of One-Stop Integrated Services (PTSP) is a pattern of public service organiser which contains clearly defined parties that have been divided into groups according to their position and ability. In the implementation of permit services, service quality can be analyzed using the service dimensions of (Zeithaml et al., 1990), namely physical evidence (tangibles), reliability, responsiveness, confidence, and empathy, as follows:

Physical evidence/Tangible

Tangible includes physical facilities, equipment, employees, and communication facilities. This means the appearance of physical facilities, such as buildings and front office rooms, the availability of parking lots, cleanliness, neatness and comfort of the room, the completeness of communication equipment, and the appearance of employees. Infrastructure related to customer service must also be considered by company management. A magnificent building with cooling facilities, air conditioning, sophisticated telecommunications equipment or quality office furniture, becomes a consideration of customers in choosing a product/service.

The means of communication of permit services in Badung Regency also touches on aspects of the use of information technology in licensing services. Innovation by applying information technology-based service systems include:

- LAN/Internet/Wifi network support for permit processing and policy making process;
- Use of queue touchscreen and touchscreen information (permit requirements, process status, guestbook, etc.);
- Use of software to control the activities of other computers (the administrator’s computer can monitor other computers that are being used for activities outside the interests of the office, for example games /BBM/ etc);
- Permit information and some permit forms can be downloaded from the website www.BPPT.Badung.go.id
- Licensing SIM application (SIM HO, TDP, SIUP, IMB, registration application, SMS Gateway);
- File licensing archives which are in various SKPD, regional work unit, whose licensing integrated into BPPT transferred and managed entirely by BPPT so that simplify and speed up (hasten) the service;
- Doing back-up document based on information technology

The impact of the implementation of information technology-based licensing services at the Integrated Licensing Services Board of Badung has had a positive impact in terms of efficiency and effectiveness in obtaining permits and achieving the targets of the BPPT Office performance in Badung because by applying information technology the service process becomes faster and more...
easy to control.

The Integrated Licensing Services Board of Badung Regency, in conducting permit services, has been supported by adequate work facilities and infrastructure, because work facilities and infrastructure are factors that greatly influence the implementation of permit services, although there are some facilities/work tools that need to be urgently replaced. Implementation of Permit Services is greatly influenced by factors of work facilities and infrastructures, with adequate and modern, the implementation of permit services will be easier, faster, and accurate and can be accounted for, so that permit service organiser and the community, permit applicant, are satisfied.

In accordance with the results of the interview delivered by the Secretary of the BPPT, Badung Regency (Thursday, 9 March 2017), as follows:

"infrastructure to support the service process at BPPT Badung Regency in providing HO licensing services there are adequate infrastructure. Supporting technology services such as computers, printers, internet networks, modern queuing systems and calculating devices can make services better. Likewise, the serving officers are always on the spot, and they take turns resting".

The supporting the licensing services above is very helpful for service organizer both officials and service officers and for the permit, because with supporting services will simplify, speed up the licensing process and there is a certainty of time in licensing process. But the support service is not always smooth, sometimes the system is error, for example the queuing system is broken, so that should use a manual system, power failure is used genset/diesel is limited to service, air conditioning is turned off, so that uncomfortable.

Reliability

Reliability is the ability to provide the promised service immediately, accurately and satisfactorily (Tjiptono, 1996). It means that BPPT of Badung Regency in providing services precisely, accurately, pay attention to the competence of officers (right the first time), and also fulfill its promises. It should be noted that promises are not just promises, but promises must be kept. Therefore, time schedules need to be carefully arranged. This dimension consists of the competence of officers and service standards they have. Based on the results of research conducted, the assessment of this dimension is quite good, although there are still some employees/staff whose competence is still lacking (seen from the level of education, level of apparatus gap, and rank and class level). Relating to the results of the author's interview with the Head of the BPPT Agency (Friday, March 10, 2017) which states that:

The services in this Agency that we lead are still not optimal due to several things such as the organizational structure and human resources. The workload in the field is very high considering there are no echelon IV positions at the level of Section Chief. All aspects in enforcing activities cannot be separated from the Organizational Structure, good and quality Human Resources, who are mentally and well educated, as well as physically and mentally healthy. In this connection, an adequate budget is also needed so that activities in the organization can run well in accordance with the objectives set, which can reflect the performance of an organization then.

Permit applicants who proposes permits with complete and correct conditions at the registration counter and after being corrected in the field are complete, the service processing time will be same with the specified time, but in reality some applicants are refused, if not it will be continued next time. The flow of licensing services is as shown in figure 1:

The punctuality of licensing services is quite good, start at 08:00-15:30 WITA on Monday and Thursday, while on Friday at 12:00 WITA, and the accuracy of the permit process 8 days for small and medium, 11 days for permits for large activities. However, in reality there was still a delay because the rejected applicant did not immediately complete the requirements, there were executors/officers who did not come to work, the application system was error, the official who signed the permit was having an outside duty/leave.

Basically, permit service at BPPT Badung Regency is very easy, not complicated, as long as the requirements are complete and correct, and there is certainty when the permit done and when the applicant pays retribution and takes the permit. Applicants who wants to find out about the permit process can be accessed in the BPPT website and contact the officer in the proof of registration. In the future, the BPPT of Badung Regency is always trying to simplify permit services, by reducing unnecessary requirements and accelerating the permit service process which is regulated both by the
Badung Regent Regulation and the Decree of the Head of the BPPT Badung Regency.

To be able to improve services to the community, community advice is needed. The BPPT Badung Regency in accepting suggestions and questions from the public used a lot of media. Media used include suggestion boxes, telephone, e-mail as well as complaint and suggestion boxes in SIMPPT. For questions about licensing, most people contact BPPT by telephone. Suggestions and complaints at this time have been submitted by many people via e-mail and also through SIMPPT. From 2013 where SIMPPT was started, many people have given suggestions and complaints through SIMPPT, but it cannot be denied that many complaints and suggestions were submitted directly to the KBPPT Badung Regency. From interviews with 4 service recipients, namely the community, 3 of them were not aware of the existence of SIMPPT owned by BPPT Badung Regency. To access information, people more often come directly to BPPT and do not utilize the technology that has been provided. SIMPPT which includes the registration requirements up to the SK decision-making information and also contains suggestions and complaints should be able to help the public access information without having to come directly to BPPT. The community does not need to come all the way to the Badung Regency BPPT only to ask about the conditions for a permit. Some reasons underlying the community prefer to come directly to BPPT. These reasons are in accordance with the results of interviews with permit applicants (Friday, March 10, 2017) as the following:

The requirements in SIMPPT are sometimes different from the requirements requested when coming directly to KBPPT Badung Regency
People are not aware of the existence of SIMPPT KBPPT Badung Regency
Community's inability to access SIMPPT
Complaints and suggestions conveyed through the old SIMPPT responded by the KPP.

The difference of requirements and procedures in SIMPPT and this reality occurs due to the lack of coordination between Dishubkominfo as a server and BPPT, so there are many lists of licensing requirements that are not quite right. The requirements and procedures contained in SIMPPT for licensing differ from the licensing service standards that have been determined. To overcome this problem, the BPPT has requested to change several lists of improper licensing requirements to Dishubkominfo. However, until now there has been no change made by Dishubkominfo. The second reason is the community's ignorance of the SIMPPT in Badung Regency. To overcome this problem, BPPT Badung Regency put a banner whose contents contained the website of SIMPPT Online Licensing in the waiting room of BPPT Badung Regency, but now the banner has not been installed anymore.

The lack of socialization about the existence of SIMPPT must certainly be a concern of the KBPPT Badung Regency in order the community can access licensing services without coming directly to the BPPT Badung Regency. In communicating with the community to receive suggestions or complaints from the community, the SIMPPT also has a suggestion and complaint column. However, currently communicating via SIMPPT is not yet said to be effective. This is because employees who are responsible for the information section through SIMPPT also have many tasks so they do not have the opportunity to look up for suggestions or complaints from the community every day and answers to suggestions or complaints long ago conveyed to the public.

![Figure 1](source: BPPT of Badung Regency)
Responsiveness

Responsiveness is the desire of staff to help consumers and provide services responsively. Responsiveness means that the response or alertness of employees in helping customers and provide fast service and, which includes the readiness of employees in serving customers, the speed of employees in handling transactions, and handling company members must pay attention to specific promises to customers. Another element that is also important in this fast response element is that company members are always ready to help customers. Whatever the position of someone in the company should always pay attention to customers who contact the company.

In implementing public service programs in any field, public administors are not only required to be able to work more professionally, efficiently, economically and effectively, but also to be able to develop more innovative approaches to respond to new challenges that appear at the global level which directly or indirectly, his/her job affects the environment. In line with the passage of regulations on public services, excellent service is used as a service program. In principle, excellent service given to customers more than what they really expect when they need it, the way they want.

In analyzing excellent service done by looking at how often complaints occur to the services provided. In addition to seeing the response and attitude of officers in dealing with it. Dimensions of Responsiveness or Responsiveness of officers in the service of obtaining permits at the BPPT Office of Badung Regency are good enough. The response of this officer is also related to the competency of the service officer. By providing training for each officer it will certainly help in shaping the responsiveness of officers in dealing with every customer and responding to all complaints that occurred. Public protests, complaints and responses have received serious attention from public service organiser. There is already an easy and effective mechanism or channel for the public to submit complaints about public services, especially in the management of the permits they receive. Appropriate and transparent channel of protest mechanism in managing public response will be able to influence decision making in public services. To realize transparency in services at BPPT, pamphlets like this were installed to prevent abuse of authority through corrupt practices, such as the results of interviews with the Head of the Complaints, Monitoring and Evaluation Division (Thursday: March 16, 2017) as follows:

"To support the monitoring system, BPPT Badung Regency also provides public complaints services. Complaints submitted to the Licensing Oversight and Complaints Sector, BPPT Badung Regency followed up immediately through improvements that took into account the quality and urgency of the complaints submitted. The mechanism can be conveyed by the public through letters, UPIK (the Information and Complaints Service Unit), e-mails, SMS hotlines, suggestion boxes at BPPT, and verbally by telephone. Complaints are recorded by the general subsection and staffing, then submitted to the field of complaints, monitoring and evaluation".

Guarantee (Assurance)

Guarantee (Assurance) Service Quality Assessment Services Licensing at the Integrated Licensing Services Agency (BPPT) Badung Regency can be seen from the certainty of the services provided. Clarity regarding permit management or permit making services can be reflected in the public's knowledge of the procedures for licensing service management, where the community will automatically come directly to the BPPT Regency Office or through a legal service bureau (Notary) in performing services. The procedure for obtaining permits is still difficult for the community to understand because most people have an image (image), that processing permits is a long procedure and requires a long time to process. Even though the management of permit services has so far been in accordance with established procedures.

To find out the community's opinion on the ability and attitude in the permit service that has been applied by BPPT, it is necessary to conduct an interview with the community who received the permit service. For this reason, the researcher interviewed the applicant who administered a permit (Results of interview, March 10, 2017), are as follows:

Information regarding the certainty of time in providing licensing services conducted by BPPT of Badung Regency is clear and precise, so we are satisfied with the services provided, because the time needed to process a permit is 10 days. Although there are often delays in the process of decreasing the Licensing Certificate. This is due to the large number of applicants who take care of the permit. At present, BPPT is only able to review as many as 1-6 locations per day. This is not comparable to the permit applicants who enter each day reaching 8-14 people per day. Therefore, for
permits required to use field review, delays often occur.

Based on the results of interviews that conducted by researcher for applicants who take care of licensing, it can be said that the permit service at BPPT has progressed so that the applicant is quite satisfied with the services provided. One of the factors that caused the ease and better performance of licensing services was the permit innovation implemented at BPPT. Innovation in licensing services makes the licensing process easier, moreover the services provided to the community are also better because of the service standards. Convenience and good service are important factors that influence the community to take care of permits. With the fulfillment of the two components in the services provided, especially in the service of permits, the interest of the community can increase to invest in Badung Regency. Although BPPT has provided good services and made it easier for applicants to take care of licensing, but there are still improvements that need to be done so that the better in providing services.

**Empathy**

Empathy is the easiness in making relationships, good communication, personal attention, and understanding the needs of consumers. Every member of the company should be able to manage time so that it is easy to contact, either by telephone or in person. The results of interviews conducted with the Head of the People's Welfare Economic Licensing Services Division (Thursday: 2017) are as follows:

The employees at the Badung Regency Integrated Licensing Services Agency (BPPT) can be said to be friendly and polite in the implementation of the service for the management of disturbances permits carried out so far. This is proven by the statements of the applicants who have received services. Whether or not the treatment given by the officer to the community can be used as a benchmark in meeting customer satisfaction. Employees in BPPT Badung Regency always try to meet the needs of each of their customers, including the provision of other infrastructure such as the ASI corner.

The assessment of the quality of Licensing Services at the Integrated Licensing Services Agency (BPPT) Badung Regency can be said to be friendly and polite in the implementation of permit management services carried out so far. This is proven by the statements of the applicants who have received services. Whether or not the treatment given by the officer to the community can be used as a benchmark in meeting customer satisfaction. Employees in BPPT Badung Regency always try to meet the needs of every customer, including the provision of other infrastructure such as the ASI corner.

Human resources serving permits according to Job analysis are still lacking, but can be overcome by job doubling, so it does not affect permit services. Ideally human resource must be fulfilled in accordance with the results of the Job analysis, because one day the permit officer does not come to work simultaneously it will hamper the permit process, because the human resource as organizer of licensing service is very influential on the implementation of permit services. Human resources serving permits have competence in licensing, so they can serve applicants for permits easily, quickly, if there are problems, they can solve it, if there are problems that cannot be solved, the consultation officer goes to head of the Service Division.

The BPPT of Badung Regency in doing its duties has a service standard that refers to Law No. 25 of 2009. The service standards include the legal basis; requirements; systems, mechanisms and procedures; number of completion time, cost/tariff; service products, facilities, infrastructure, and/or facilities; implementing competencies; Internal monitoring; handling complaints, suggestions and input; number of implementers, service guarantees that provide certainty of services carried out in accordance with service standards; guarantee the security and safety of services in the form of a commitment to provide a sense of security, free from danger, and the risk of doubt; evaluating implementing performance.

**V. CONCLUSIONS**

The quality of Public Services about Licenses at the Integrated Licensing Service Board, Badung Regency which includes the stages of direct evidence (tangibles), reliability, responsiveness, guarantees (assurance) and empathy. Based on the research results, generally the service has run well, but the delay in service due to usage technology as a support service often has errors. The
BPPT Badung Regency in providing services right the first time. In addition, the human resource at BPPT Badung Regency are concerned to fulfill their promises.

REFERENCES


