



IMPLEMENTATION OF INTEGRATED ADMINISTRATIVE SERVICES BASED ON GOOD GOVERNANCE AT THE OFFICE OF BATUDAA SUB-DISTRICT OFFICE

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ABSTRACT

The study is done at the sub-district office of Batudaa Gorontalo, the purpose of this study is to find the administration based integrated good governance in Batudaa sub-district office. The methodology from the analysis qualitative baseline data, from interviews informants, and direct observation in the field. The result showed that, the implementation of public service good governance based at sub-district office of Batudaa Gorontalo referring to the Gorontalo regent number 28 years 2014 about the delegation part of their authority to head the in the program integrated administration services in (PATEN). The authority has delegate to district in order to public services in Batudaa: district includes a) service the field of licensing; and b) service non-permission sector. But for the implementation of public services, based on ministerial regulation no 4 years 2010 and guidance technical integrated administration services in, been implemented principles terra (tangibles, empathy, reliability, responsive and assurance).

Keywords: *Implementation of PATEN, Good Governance, Batudaa District*

INTRODUCTION

The Subdistrict Integrated Administrative Service Program (PATEN) is an innovation of public services in Batudaa sub-district, Gorontalo Regency, but in practice the implementation of services to residents is still often delayed. On the basis of this, the authors are interested in conducting research on "Implementation of Good Governance-Based Integrated Administration Services at the Batudaa Sub-District Office".

Based on the background of the problem, the research is limited to the following problems:

1. How is the implementation of integrated administrative services based on *Good governance* at the Batudaa sub-district office?
2. What are the inhibiting factors for public services in the sub-district integrated administration service program at the Batudaa sub-district office?

While the purpose of this study was to determine the Implementation of Integrated Administrative Services Based on Good Governance and the Inhibiting Factors of the Integrated Administration Service Program at the Batudaa Sub-District Office.

This research is descriptive qualitative research, which is generally non-hypothetical research, so that the research does not need to formulate a hypothesis. Descriptive research aims to provide a description of phenomena, characteristics, situations, or events in a particular area in a systematic, factual, and accurate manner as they are (Arikunto, 1999: 57).

METHODS

This research is located in the Batudaa District, Gorontalo Regency, Gorontalo Province, more precisely at the Batudaa District Government Office. As research data, the authors have grouped them into two, namely: Primary Data, namely data that the authors obtained directly through interviews with Batudaa District officers, Gorontalo Regency and residents served by sub-district officers, as well as through observations of attitudes and behavior that could be observed directly. And secondary data the author obtained based on data that already exists on the object of research or data from research that has been done before. In this case the data is sourced from data documents that have been processed by the Batudaa sub-district officials as research data.

RESULTS AND DISCUSSION

Findings

A. Overview of Research Sites

Batudaa sub-district is one of 19 sub-districts in Gorontalo district, has 8 villages and 35 hamlets, with an area of 55.34 km² or 5.65% of the area of Gorontalo district. Payunga Village is the largest village in Batudaa sub-district. Morphologically, most of Batudaa sub-district is a ridge/slope area.

Table 1. Names of Batudaa Sub-District Heads and Year of Service

No.	Batudaa Sub-District Heads' Name	Years of Service
1	David Monoarfa	2009 – 2013
2	Drs. U. Kobis. Rasyid	2014 – 2014
3	Rahmat Pomalingo, S. Hut, MH	2014 – 2016
4	Mulyadi Domili, S.Ag, M.Si	2016 – now

During the reign of Mulyadi Domili, Batudaa Sub-district had fulfilled three requirements for the implementation of PATEN, namely:

1. Fulfillment of substantive conditions

The implementation of substantive requirements is fulfilled by the delegation of part of the authority of the Regent to the Batudaa Sub-District Heads through PERBUP Gorontalo number 28 of 2014. The delegation of authority covers the licensing and non-licensing sectors.

2. Administrative Requirements

Administratively, the implementation of PATEN at the Batudaa sub-district office is contained in service standards and job descriptions of sub-district personnel.

3. Compliance with Technical Requirements

In serving the community, the Batudaa District apparatus has carried out according to the technical instructions as stipulated in the Minister of Home Affairs regulation number 4 of 2010 concerning guidelines for integrated sub-district administration services.

Primary data were obtained directly from key informants and key informants at the research site through interviews & documentation. Of the 9 informants, including the Head of Government, officials, and the community. The question items included in the interview are

in accordance with the Minister of Home Affairs Sukep number 138 – 270 of 2010 relating to the implementation of administrative services, which are described as follows:

B. Service on Aspects Tangibles

If seen from Physical Aspect service facilities and infrastructure have met the standards, there are service desks, picket desks, waiting rooms, complaint boxes and service standard information boards, while the attendance boards for sub-district officials have not been installed. number 4 of 2010, one of the requirements for integrated services in the sub-district, must meet the technical requirements, the Batudaa sub-district office has met these service standards.

This matter reinforced by the Batudaa sub-district head who stated,

“There are counters, picket desks, waiting rooms, complaint boxes and service information boards.”

This opinion was strengthened by the Batudaa sub-district Secretary who said that:

“The office has prepared facilities, namely there are counters, desks, waiting rooms, complaint boxes, and service information boards”.

This also a statement submitted by the Head of the Public Service Section, that:

“For integrated administrative services, there are counters, desks, waiting rooms, complaint boxes, and service information boards”.

Based on the results of research observations, the Batudaa sub-district office still needs to improve the layout of the room, so that people who need services are not difficult to find the intended room, just as researchers found when conducting research. There is no receptionist room, so guests often have to find out where they really are. This causes the service process to be less than optimal.

C. Service On the Aspect of Empathy

It is the willingness and ability of the sub-district apparatus in providing services to care and pay attention to every citizen who uses the service. During the observations that the author made at the Batudaa sub-district office, the officers in charge of serving the residents in accordance with the queue order, no residents gave additional money in the process of processing the document.

According to the results of the researcher's interview with the public service section which states that:

“We follow the Service Standards, and all officers refer to the standards, including not being able to accept additional money from residents.”

This is evident from the results of interviews of researchers with the community as follows:

“When I took care of the business license, I paid according to a predetermined fee and I paid it to the cashier's desk and they didn't ask for anything extra, and I didn't add any additional fees, and that's good because they have a job.”

Similarly, the results of the researcher's interview with the community said that:

“There is a willingness of officers to help residents who do not understand the procedure.”

Based on the results of research observations, there are still shortcomings in the empathy aspect. This can be seen when researchers conduct direct observations, service providers still do not show what officers should be in providing services to the community. As seen in

administrative staff who have difficulty providing information to the public. In other words, the officers are still incompetent in providing services.

D. Service On the Aspect of Reliability

District officers are expected to have reliable and accurate performance. At the Batudaa sub-district office, there are officers who serve residents, but their abilities are still different, some already have the ability to explain well the service process, some don't.

From the aspect of reliability (reliability) there have been no residents who have complained or complained. This is because the sub-district has not held meetings with community leaders, so the ability of the officers has not been tested at the Batudaa sub-district office. According to the results of the researcher's interview with the head of the Public Service section, he said that: "In serving the community, officers have been trained to provide services so that the community can be satisfied according to the given procedure. But in practice in the field usually the officers do not have the same ability." Batudaa Sub-district Head "It would be better if the officers first socialized the development of services, but the sub-district has not held meetings with local community leaders regarding the development of integrated administrative services.

The results of the interview were strengthened by the community members who successfully interviewed the researchers as follows:

"As far as I know, the sub-district government has not invited us regarding the development of integrated sub-district administration services, maybe they don't have time for that."

Likewise, other community members also stated the following:

"I have never attended a meeting with the sub-district regarding the development of services".

According to the results of the researcher's observations, the lack of socialization about regulations and services to the community will lead to polemics when people need services.

E. Service On the Responsiveness Aspect

Aspect *Responsiveness* is the willingness of service personnel to respond to the desire or need for assistance from service users. Officers at the sub-district office can serve according to a predetermined time. One of the criteria for good service is fast and precise service time. All residents who take care of letters or recommendations at the sub-district office follow the existing procedures, for residents who have incomplete files, the officer gives directions, so that the specified requirements are met.

One example of licensing service requirements, namely SIUP (Trade Business Permit), then the file requirements that must be met by the applicant are as follows:

1. Photocopy of ID card of the owner/company in charge of 2 pieces
2. Photocopy of nuisance permit from local government in 2 copies
3. Photocopy of company TIN 2 copies
4. Company's initial balance
5. Passport photos 3 x 4 cm 2 pieces from the owner.

These requirements have been displayed at the Batudaa sub-district office, in addition there is an integrated administrative service brochure which contains the objectives and benefits of integrated services, types of licensing and non-licensing letters, and service procedures.

Residents who take care of licensing and non-licensing documents first come to ask for files that must be submitted to the registration counter.

When viewed from the service aspect, *responsiveness* shows that to residents who ask for letters or recommendations, officers at the sub-district office can serve according to a predetermined time. One of the criteria for good service is fast and precise service time.

This is in accordance with the results of the researcher's interview with the Batudaa sub-district head who stated that:

"In principle, the officer is ready to provide fast service, but the requested file must be complete first"

Then when interviewed by researchers, the Public Service Section stated that:

"To respond to the wishes of the community, you must first read the procedures and requirements that must be prepared, if all are ready, the officers will serve quickly."

The results of interviews with people who are in need of services, state:

"If I don't know the requirements for managing documents, then I can come directly to ask the officers and they will explain until I understand."

F. Services On the Assurance Aspect

Aspect *Assurance* namely the guarantee or certainty of the service provider to provide quality services. Usually related to moral aspects, such as honesty and accuracy. From the aspect *Assurance* can be seen on The Motto of Integrated Administrative Services in Batudaa District is "Prime in Service, Consistent in Implementation". The purpose of integrated administrative services in the sub-district is to improve the quality of services, especially from the aspect of time and service costs. Through PATEN, residents can receive services that are faster, cheaper, professional, and clearly measurable. The public can receive services without being overshadowed by a convoluted bureaucracy.

This is evident from the results of the researcher's interview with the Head of Government who stated that:

"One of the guarantees of quality services is by organizing the District Integrated Administrative Service Program (PATEN), with this program it is ensured that quality services and information are open because the costs are cheap, fast and according to needs public."

The statement conveyed by the Batudaa Sub-district Head during the interview was as follows,

"Quality service guarantees with indicators of moral aspects, officers who provide services are very concerned about aspects of honesty and accuracy, where all residents must be served carefully, and that is being done".

On another occasion, the results of the researcher's interview with the Secretary of the Batudaa Sub-district Head, stated:

"All officers have been equipped with moral aspects, such as being honest and careful in their work."

The results of the researcher's interview with the service section stated that:

"I think our answer is the same, all officers have been equipped with moral aspects, such as being honest and careful in their work."

The service user community also stated the same thing,

"Quality service, because it is clear what must be paid for and very careful, because the file must be complete before being served".

The implementation of services to the community is one of the functions of the government in realizing welfare, as one of the benchmarks, is the implementation of good governance. The entrance to the acceleration of bureaucratic reform in the regions in realizing good local governance is focused on improving the quality of public service delivery.

Quality of the implementation of public services in the regions still needs to be improved in a better direction. There are still many causes for the non-optimal implementation of these services, for example, limited-service facilities, the behavior of officers who are not yet serving, unclear completion times, and costs required to obtain public services, as well as the length of procedures that must be passed to complete one type of public service.

Improving public services in the regions can be done with management innovation at the Regional Apparatus Work Unit (SKPD) service unit or at a level that is directly dealing with the community, namely the sub-district, by optimizing the role of the sub-district in public services as an answer to the importance of access and quality. This is more evident in the strategic environmental conditions and situations of the sub-districts, which are particularly evident in the condition of the area which is geographically difficult to reach because it is located in remote areas, islands, and border areas between countries. In addition, sub-districts in the district have a span of control which are very diverse due to the constraints of area size, sub-district development infrastructure and transportation that have not been evenly distributed. Therefore, there are many reasons why the sub-district needs a touch or in other words its capacity needs to be increased in improving services to the community.

The position of the sub-district is very important considering that many parties hope that the sub-district is able to act as a service center for the community. This is in accordance with the regional autonomy policy (based on Law number 22 of 1999 which was followed by Law number 32 of 2004) which changed the main task of local government from being a development promoter to being a public servant, so that government units that deal with and provide direct services in society need to be strengthened. One of them is by delegating part of the authority of the Regent/Mayor to the Batudaa Sub-district Head.

The function of the sub-district as a community service center is relevant when viewed in terms of proximity to distance, speed of time and quality of services provided. If this function can be carried out consistently, it will gradually have a strategic impact in suppressing initiatives. Philosophically, the sub-districts led by the Batudaa Sub-district Head need to be strengthened from the aspect of infrastructure, administrative systems, finance and authority in the field of government. In other words, the Batudaa Sub-district Head carries out government authority from two sources, namely (1) the field of authority within the scope of general government duties (attributive authority) and (2) the authority in the government sector delegated by the Regent/Mayor in the context of implementing regional autonomy (delegative authority).

Rise Government Regulation (PP) number 19 of 2008 concerning sub-districts, should increase the spirit of the sub-district head and sub-district officials in carrying out their duties optimally. The issuance of this regulation indicates the importance of sub-districts in regional governance and the implementation of autonomy. Even this PP in its explanation states that

the sub-district holds a strategic position in relation to the administration of City/Regency government. Given its strategic position, the Batudaa Sub-district Head needs to be more active in optimizing the implementation of his duties. Subdistrict head is expected to be able to innovate to improve its performance in terms of public services, then innovation can be interpreted as an effort to improve services through approaches, methods or tools in public services. The innovation that is being carried out is the District Integrated Administrative Service system which is abbreviated as PATEN.

PATEN is innovation simple, but provides great benefits, besides helping the community to obtain services, it also improves the image and legitimacy of the local government in the eyes of the community. To realize the sub-district as a service center, the conditions that must be met are the delegation of some licensing and non-licensing authorities according to scale. and criteria from the Regent to the Batudaa Sub-district Head, so that in turn, the nature of regional autonomy finds its true meaning, namely the distribution of authority to bring services closer to the community.

The main benefit of this delegation of authority is to bring government administrative services closer to the community, so that public services become of higher quality, and narrow the span of control of the Regent to the community. Service standards are benchmarks for the implementation and reference of PATEN quality assessments as a promise of quality, fast, easy, affordable, and measurable service providers.

Service standards at least include (1) the types of services carried out by the sub-district, (2) the requirements for obtaining services, (3) service processes/procedures, (4) officials who are responsible for services, (5) service time and (6) service costs. These service standards are produced by the sub-district as a result of facilitation from the District Technical Team through a series of activities, such as workshops. This service standard is determined by the Regent's regulation.

The successful implementation of PATEN is a joint effort between district and sub-district governments in order to provide better services to the community. Regent's commitment to delegate part of licensing and non-licensing authority to the Camat be the determining factor. This delegation of authority must of course be accompanied by financing, provision of facilities and infrastructure as well as the number and capacity of adequate human resources in the sub-district. In addition, there is a need for guidance and supervision from the provincial government.

The quality of public service delivery at the Batudaa sub-district office has been realized by implementing the District Integrated Administration Service (PATEN) program. So that previously it was a business license issue, such as a small business, residents had to come from the village to the main district to take care of it at the integrated service office. Such a service model is now available none, along with the handover of some of the Regent's authority to the Camat, where the public service system is already based on information technology.

The purpose of public services using the PATEN method is to improve service quality, especially from the aspect of time and service costs. Through PATEN residents can receive services that are faster, cheaper, professional, and clearly measurable. The public can receive services without being overshadowed by a convoluted bureaucracy.

DISCUSSION

A. Service on Tangibles

Tangibles or physical aspects, namely those that are physically visible, relate to the physical condition of existing facilities in the sub-district and personnel.

Table 3. Physical aspects of public services at the Batudaa sub-district office

Physical Aspects of Public Service	Condition
Counter / Service Desk	Available
Picket Table	Available
The waiting room	Available
Box / Place of Complaint	Available
Service Standard Information Board	Installed
Office attendance board	Unavailable

Based on the observations that have been made, the service counters are opened after the morning apples at the office, the morning apples should start at 08.00, but are often not on time, and the service counters are often opened at 08.30 and closed at 14.00. The number of officers is in accordance with what was determined by the sub-district head. Officers always dress neatly while serving residents. The sub-district office is clean, and some residents sit in their seats and as residents like to sit outside when they are waiting their turn.

B. Service on the Aspect of Empathy

Empathy aspect, namely the willingness and ability of sub-district officers to care and pay attention to every citizen who uses the service. At the Batudaa sub-district office, the officers who serve prioritize the residents according to the queue order. As far as the author's knowledge has been observed, there are no residents who provide additional money in processing documents.

This is also acknowledged by residents who have applied for a trading business license, saying as follows: "When I applied for a business license, I only paid the specified fee and I paid it to the cashier's desk, they didn't ask for additional fees, and I didn't add any additional fees, and that's good because they have a job. The willingness of officers to help residents who do not understand procedures according to research observations, the empathy aspect is still lacking. When the apparatus in the administration section provides services, they seem reluctant to provide information to the public. This means lack of empathy in providing services.

C. Services on the Aspect of Reliability

The Batudaa sub-district office already has officers in charge of providing services to residents, but their abilities are still different, some are able to explain the service process well, some do not have the performance. When the author asked whether there had been residents who filed complaints and how the complaints were followed up, some officers had not been able to give a satisfactory answer.

The sub-district office has also never held a meeting with residents/community leaders about the development of integrated administrative services in Batudaa sub-district. Information about the development of integrated administrative services, needs to be known

by the public in order to give a good perception of the performance of the sub-district in serving residents. After the authors observed the development of integrated administrative services in the Batudaa sub-district, the sub-district has prepared a brochure about the concept of integrated sub-district administration services, but the brochure is limited and not all residents come to be given to take home, if only read and stored again, residents can obtain the information. But progress reports to residents have not been specifically informed.

D. Service on the Responsiveness aspect

Regarding services to residents who ask for letters or recommendations, officers at the sub-district office are able to serve according to the specified time. Fast and precise service is one of the criteria for good service.

One example of licensing service requirements, namely the issuance of a SIUP (trading business license). The file requirements that must be met by the applicant are:

1. Photocopy of ID card of the owner / person in charge of the company 2 sheets
2. Photocopy of nuisance permit from local government in 2 copies
3. Photocopy of company TIN 2 copies
4. Company's initial balance
5. Passport photos 3 x 4 cm 2 pieces from the owner.

These requirements have been displayed at the Batudaa sub-district office, in addition there is an integrated administrative service brochure that contains the objectives and benefits of integrated services, types of licensing and non-licensing, as well as service procedures. Residents who will take care of licensing and non-licensing documents first come to ask for the file requirements that must be entered at the registration counter.

E. Services on the Assurance aspect

Aspect *Assurance* namely the guarantee or certainty of the service provider to provide quality services. Usually related to moral aspects, such as honesty and accuracy. At the Batudaa sub-district office, all residents who will submit or request documents permits and non-licensing, must first enter the file through the registration counter and the counter officer will check the file before submitting it to another official. In addition, officers must greet with a smile and be polite to every resident who comes, but the fact is that not all officers have a smiley and friendly personality, there are also ordinary officers who deal with residents who come to the sub-district office.

The motto of integrated administrative services in Batudaa sub-district is **Excellent in Service, Consistent in Implementation**. The purpose of integrated administrative services in the sub-district is to improve the quality of services, especially from the aspect of time and service costs, through PATEN residents can receive services that are faster, cheaper, professional, and clearly measurable. The public can receive services without being overshadowed by a convoluted bureaucracy.

CONCLUSION

Based on the research objectives as described previously, the implementation of Integrated Administrative Services at the Batudaa Sub-district office is in accordance with the procedure. This is based on the Minister of Home Affairs Decree No. 138-270 of 2010 with several aspects, including:

1. The implementation of integrated administrative services at the Batudaa sub-district office has basically been running according to the applicable rules but in its implementation, it has not been maximized, which is indicated by 5 aspects of integrated administrative services
2. Tangible shows that the service facilities and infrastructure have met the standard, there are service desks, picket desks, waiting rooms, complaint boxes and service standard information boards but there is no attendance board for sub-district officials.
3. The Empathy aspect shows that at the Batudaa sub-district office, the officers who serve prioritize the residents according to the queue order but there are still those who do not comply with the rules because some people have more important problems.
4. Reliability at the Batudaa sub-district office shows that there have been no residents who have complained, regarding the sub-district not having had meetings with community leaders, related to PATEN services, so the ability of officers at the Batudaa sub-district office has not been tested.
5. The Responsiveness aspect shows that services to residents who ask for letters or recommendations, officers at the sub-district office can serve according to a predetermined time. One of the criteria for good service is fast and precise service time. All residents who take care of letters or permits at the sub-district office follow the existing procedures, residents who have files still do not comply with existing procedures, then the officer gives directions, so that the file is completed according to predetermined requirements.
6. Assurance aspect shows that in service, officers are consistent in carrying out administrative services, this is seen from the aspect of time and service costs have not been maximized because the service process received by the community is still convoluted.

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