Implementation Policy Integrated Service (OSS) in South Sumatra Province

Ngalimun¹, Sri Suwitri², Hardi Warsono³, Kismartini⁴

¹ Doctorate Program of Faculty of Social and Political Science, Diponegoro University, Semarang, ²Professor, Faculty of Social and Political Science, ³⁻⁴Faculty of Social and Political Science, Diponegoro University, Semarang, INDONESIA.

prodidap@gmail.com

ABSTRACT

One Stop is an important part of the public service where licensing and non-licensing services centralized place so that service users do not have to go to some local work unit, here can save time and costs. South Sumatra provincial government implements One Stop Services (OSS) which is set in Presidential Decree Number 27 Year 2009 on One Stop Services to Investment. While the development of the theory of policy implementation are facing issues related to poor service quality, arrogant and convoluted. This study used a qualitative approach, collected through literature studies, interviews and field observations. From the research we recommend the need for institutional strengthening abbreviated as PTSP in the District / City of South Sumatra Province, so that the technical coordination with local work unit better. Model's recommended policy implementation is the institutional strengthening of the synchronization integrated one-stop service organizations.

Keywords: Implementation, one stop service, public service

INTRODUCTION

Policy implementation One Stop Services (OSS), the era of bureaucratic reform that needs to be addressed is the implementation of public services should be improved, it is a series of activities in order to meet the needs of the service in accordance with the laws and regulations for every citizen and resident of the goods, or services and administrative services provided by public service providers in accordance with Law No. 25 of 2009 on Public Service. On Article 9 paragraph (2) Setting the integrated one-stop service system. Government Regulation No. 96 Year 2012 on guidelines for the Implementation of Law No. 25 of 2009 on Public Service, of Integrated Services One Stop Investment Field. Regulation law of the administrative ministry reform and RB No. 36 Year 2012 proclaims about technical guidelines for preparation of standard service. Regulates the involvement of Civil Society in Public Service, the advantage functioning government process the fulfillment of human needs as a consumer (products of government), will public services and civil service, are faced with many problems, especially with regard to the demands of bureaucratic reform from various parties. In accordance with Regulation No. 24 Year 2006 on Guidelines for Establishment of One Stop Services as a translation of Presidential Instruction No. 3 of 2006 is part of an effort to achieve an increase in quality of public services.

Thus, some laws have been established as a frame of reference implementation of the local government, the difficulties faced are as follows:

1) Implementation of the Door Integrated Service (PTSP) which has a broad dimension, so that many aspects are interlinked and require intervention and coordination between the various parties involved;

- 2) The information is one aspect that is very strategic and into the main gate of bureaucratic reform is not yet available in a rapid, precise and accurate, but the availability of such information is a top priority (entry point) to improve the performance towards the bureaucracy which is expected in the future;
- 3) Differences in the institutional conditions on education in the District / City South Sumatra Province of diverse lead to increased complexity of the problem;

Developments into theoretical research explain policy implementation issues marred by problems dubious theory of policy implementation (Paudel, 2009). This case forces Gap between regulation and weak policy implementation. Implementation is used as inconsistently, implementation of the concept is often used to classify the character of the implementation process and output as well outcome of implementation.

RESEARCH PROBLEM

Background of the problem and identification of the problem, in the formulation of the problem in writing this dissertation can be formulated as follows:

- a. How does the government at the South Sumatera province implementing policy integrated service?
- b. How the relationship into coordination between integrated service and local work unit are technical of the implementation activity integrated service of district or city in South Sumatra?
- c. What do become aspect problem and chaser aspect that is faced by local government of the district or city in South Sumatra into integrated service activity?
- d. How do the model that is recommended by researcher to imply organization policy which is suitable for taking quality advantage public serving of the district or city in South Sumatra province?

RESEARCH METHOD

This study used a qualitative approach for research intended to obtain in-depth picture of the implementation of the Government Regulation No. 27 Year 2009 on One Stop Services to Investment. Contained in Article 1 paragraph 4 One Stop Services, hereinafter referred to PTSP is the activities of the holding of a license and non-permits received the delegation or the delegation of authority of the agency or agencies that have the authority to license and non-license management process starts from the proposal stage to the stage of publication of documents done in one the place.

This study was conducted using descriptive research method is qualitative analysis, according Sugiyono (2003 11) is a descriptive study of a research problem concerning the question of the existence of an independent variable, either only on one or more variables (variables that stand-alone).

This descriptive study seeks to answer the question, how policy implementation One Stop Services (OSS) in the public service in the Province / District / City of South Sumatra. This research is a case study of the Agency for Promotion and Licensing Investment (BP3MD) South Sumatra Province, in implementing policies related to integrated services; it is to enrich the understanding and support in decision-making, other than that carried out the comparison of policy implementation on Promotion Agency Licensing and Investment (BPPPMD) in South Sumatra Province who became literature. From this research focus is the

implementation of policies in the field of integrated one-stop service, in addition to using the theory of public policy also uses theories of organization as a reference so that the study supports the theory that these are multi disciplines to enrich the writing of the research in question.

RESULT AND DISCUSSION

The Government of South Sumatra, From the results and discussion that has been explained that the Provincial / District / City of South Sumatra in policy implementation One Stop Services (OSS) can be viewed Organization Institutional PTSP there are 16 (sixteen) institutional PTSP with two (2) categories, i.e., 10 and 6 Board Office. In implementing the policy of improving the quality of public services preceded by a paradigm shift bureaucracy clean and serve, and improving the quality of human resources through the development of standards of competence Apparatus human resource public service providers. Competence apparatuses which is an accumulation of sub variable level of education / training, number of years of work experience and a variety of service is a determinant of the quality of public services. For improving the quality of public services, the mindset of HR personnel is needed to be adapted to the paradigm.

PTSP institutional synchronization of concern in institutional strengthening in order to repair (reform) the procedure needs to be comprehensive and coordinative, therefore, sectors and agencies that have authority related to the application of the procedures required to conduct repairs in order to achieve the reform goals.

Regency / City Government in South Sumatra are doing implementation services policy from the perspective of normative, as the authority to mobilize, harmonize, harmonize and balance the specific activities or different, so everything is focused on the achievement of certain goals during a predetermined. From the functional point of view, coordination is done in order to reduce the negative impact of specialization and division of labor streamline James G. March and Herbert A. Simon in the Organization (1958) and Organization Theory (1992), linking organizations in day-to-day adjustment, and the process achievement of objectives among the objectives of interlocking.

Terry (1959) divides the internal coordination of external coordination and coordination. Coordination of government (Ndraha, 2003) is defined as the process of mutual agreement binding the various activities or elements related to the dimension of time, place the components, functions, and interests, between government and the governed, so the two sides focused on the government's objectives are set together, and success is not tainted by the other party. Further Ndhara (1989 48) suggested that the coordination means on their own initiative to inform the things deemed necessary through communication media available, resulting in an agreement and cohesion and harmony.

PTSP policy implementation needs to be comprehensive and coordinative, therefore, sectors and agencies that have authority related to the application of the procedures required to conduct repairs in order to achieve the purpose of ministry to the community. Public Service Policy System One Stop in the governance of the organization that puts the quality of service to the public so that it reflects intact form of services in order to improve the quality of public services and the effectiveness of the achievement of the performance of an institution.

It is compared to policy decisions taken by the Government of Regency / City in South Sumatra to immediately implement policies PTSP in the Province / District / City of South Sumatra. By implementing the One Stop, can be viewed as follows:

- a. Regency or city Government in South Sumatra which decided immediately to apply a policy of One Stop Services to evaluate the institution, it is to facilitate co-ordination with relevant technical units. There is concern because of the strong political impetus and limitations of existing human resources and the inability of local government resources to implement OSS through synchronization institutional policy.
- b. The problem faced by District / City in South Sumatra related to the lack of binding rules are unclear, incomplete and inconsistent. Associated with resource incompetent, bureaucratic structures are inadequate and the lack of budgetary support from the government, it is hoped can be overcome with a great commitment of the leaders and organizers as well as the support of adequate human resources.

Very broad scope of public services, including managing the public good and public regulation and implemented based on the principles of good governance (good governance). Commitment Governor / Regent / Mayor of South Sumatra to achieve a clean and professional bureaucracy must be followed up with a variety of strategies including improvement of the system and improvement of quality public services. The strategy is then to be followed by practical measures and rational that allows the government system can run effectively and efficiently including improving the quality of public services with the goal of realization of public service that is simple, transparent, appropriate, affordable, complete, fair, and fair, through PTSP by because it is necessary to reform the bureaucracy of service, particularly the licensing service that originally existed in some technical SKPD, in the framework of the implementation of public functions regulation. The government set the laws and policies in the field of licensing services, including regulating the establishment of one-stop licensing service (PTSP) and simplification of licensing services, for the purpose of improving the quality of services in the area of licensing.

COMMUNICATION POLICY

Model Implementation of policies according to Edwards III (1980), states that communicates the policy is one of the aspects that influence policy implementation. For the implementation of the communication policy it includes implementing policies to the transmission, clarity and consistency in communicating the policy to the executor to support activities in the OSS.

Transmission, In PTSP policy implementation in the province and district / city in South Sumatra that need policy transmission to the local authority of the Central Government of South Sumatra. Integrated one-stop service policy field of investment is Presidential Regulation No.27 of 2009, which in article 1 states the intent One Stop is organizing an activity Licensing and Non permits received the delegation or the delegation of authority of the agency or agencies that have authority Licensing and Non licensing management process begins from the proposal stage to the stage of publication of documents done in one place. Adoption of OSS system requires that institutions be given the authority and the licensing process from the application stage until the issuance of a permit in one place.

There is a problem in the delegation of authority taken by the government issued Joint Circular (SEB) Minister of Interior, Minister of State for Administrative Reform and Bureaucratic Reform, and Head of the Investment Coordinating Board (BKPM) September 15, 2010 on Synchronization Implementation Services Investment in this area. In principle SE hereby requested to the Governor and Regent soon delegate entirely the authority to grant licenses and non licenses in the field of investment under the authority of the Provincial / District / City of South Sumatra to the PTSP, as a public service organization OSS should be

equipped with the authority without the authority of the service function will not run. Clarity affairs authority capital investment is also related to the purpose of the establishment of the PTSP governed by Article 3 of Presidential Decree No. 27 of 2009 that in order to assist investors in obtaining service convenience, fiscal facilities, and information about investments, by accelerating, simplifying services and alleviate or eliminate the cost of licensing and non license. PTSP goal emphasizes the need for field planting will provide service and ease of obtaining the information with the acceleration, simplification and eliminate administrative costs permit.

The implementer takes an action broadly of interpreting and implementing policy. If the policy are contrary with implementer's choice, so they will have tendency to use their freedom of ignoring and distorting, this non synchronization likes obscurity sources from higher necessity inside competition and effort to influence implementation policy. These sources are importance factor inside execute public policy, this importance sources consists of as follows:

- Adequate staff and good skills to carry out their duties, authority and facilities needed to translate the proposals on paper in order to carry out a public service. The staff is the most important resource in implementing the policies because they were implementing policies as on the field. In this case the amount should be enough and should have the necessary skills to carry out the policy.
- 2) The information in questions as follows: a) Information on how to carry out a policy. Implementers will need to know what to do and how they should do it. Thus the policy implementers should be given instructions to implement the policy. b) Data about other personnel-personnel obedience against government regulations.

Lack of Knowledge

How to implement the policy due to the lack of information has a number of immediate consequences. 1) Some responsibility in earnest will not be met or not be met on time. 2) Deficiency. Authority limited or lack of authority in conducting a policy could be an obstacle.

Facilities

Physical facilities constitute important resources in the implementation because it is as a factor supporting the implementation of a policy. The tendency or behavior tendency of the third factor is the policy implementers that have consequences is important for effective policy implementation.

The subtle way hamper current implementation, bureaucratic structure is one of the processes in achieving objectives. In the implementation of the policy has significant influence in the improvement of public services. One of the important aspects of the structure of any organization is the existence of a standard operational procedure that can be a guideline implementation actor for every in action.

The Attitude Tendency Internal and External Parties

Model Implementation of policies according to Edwards III (1980), implementation of effective policies can be understood and analyzed using various models of policy implementation and in the study of public policy there are many models of policy implementation including the model of public policy implementation Van Meter and Van Horn (1975), Edwards III (1980), Grindle (1980), Mazmanian and Sabatier (1983) and so on. Various models of implementation of the policy, there is a relatively abstract and some are

relatively operational. This study does not intend to assess which of these models is good. The use of a particular model is based on analysis purposes only, depending on the complexity of the policy issues assessed and objectives analysis itself. The more complex policy issues and getting the analysis done then the necessary theory or model that is relatively operational, the model is able to explain the focus of the analysis.

Policy implementation One Stop in South Sumatra provincial government, supported by some stakeholders as follows:

- 1) The internal among others legislature, head of the region, and executive leadership in Government Provincial / District / City of South Sumatra.
- 2) The external, among others, academics, social institution of society and community leaders who care about public services.

The parties concerned directly or indirectly to the policy can be received clearly so that the parties know the purpose, goals, objectives and substance of public policy. Instructions for implementations should not only be understood but also be clear. Often the instructions are passed on to the executive vague and did not specify when or how a program is implemented. If it is not clear, the policy implementers will not know what it should be prepared and implemented so that policy objectives can be achieved effectively.

Implementing a tendency attitude will affect the implementation of the policy that has been set. Implementation has openly negative option will cause opposition policy objectives (Van Meter and Van Horn in Winarno 2011).

At the beginning of the implementation of the policy implementation One Stop in South Sumatra government many challenges that the units of the local work was taken activities resulting pros and cons between one door integrated services with local work unit.

One Stop in South Sumatra government faced difficulties in implementing the policy, from the Unit of service inherent in the device area united into one door it needs time to socialize while still attached to the function of technical, government leaders and implementing the Provincial / District / City of South Sumatra took the attitude to continue to be committed to implement integrated one-stop service policies gradually take corrective measures.

Human Resources

Model Implementation of policies according to Edwards III (1980), implementation of effective policies can be understood and analyzed using various models of policy implementation. Human Resources are one factor that is extremely important and can't be separated from an organization, whether institutional or corporate. human resources is also a key determinant of organizational development.

In essence, the Regional Government of South Sumatera competence to face constraints in implementing human resources policies in one door integrated services as a driver for achieving organizational goals in implementing the policy.

In addressing the lack of human resource competencies in providing services to the public, the Regional Government of South Sumatera take steps to provide education and training that its implementation is facilitated by a coordinating body center investment. Shortage of human resources that have expertise in line with the concept of Edwards III (1980) that the new policy is likely to face problems in the implementation of policies, among others due to lack of human resources professionals have sufficient expertise and accountable. Implementation of personnel policy requires a willingness to change service activities partially in some areas apparatus working units into one door.

Policies one stop still tug-of authority between the Department of Technical with one stop so that the licensing service is not all in the devolved to one stop, these policies need time to make changes in to apply a her so that according to Edwards III likely to face barriers scarcity human resources who understand the policy and should be supported by implementation guidance. Thus occurring in the implementation of the one stop service of technical regulations which should have been made by the central government to be in guidelines by the managers at the local government to implement because Organizational structure of integrated services in the area of the door there are two forms of the head office and the Agency because it is the central government's policy is not clear in making policy 'Local governments may establish integrated one-stop service' so that in the implementation of policies in the area of interpreting differential.

Source Infrastructures or Physical Facilities

Model Implementation of policies according to Edwards III (1980), states that the resources of facilities and infrastructure are among the factors that affect the implementation of policies, can be understood and analyzed using various models of policy implementation.

Physical facilities are an important factor in policy implementation. Implement or may have sufficient staff, capable and competent, but without the support facilities (infrastructure), the implementation of the policy will not succeed. This may be a factor supporting and inhibiting or positive / negative in the eyes of customers. Regional Government of South Sumatera already have information systems (IT) to support service to the community, so that people can apply for permits and non-permits in their homes so they can save time in memebrikan service. The success of the policy implementation process is highly dependent on the ability to utilize the resources available. Human resource is the most important in determining a successful implementations process. But beyond the human resources, other resources that need to be taken into account also the financial resources and time resources. The third of these resources will support each other in the implementation of a policy. 'In line with this, the Regional Government of South Sumatera in which the affairs of the investment are one of the matters required to be held. Therefore, needs to be increased competitiveness including through the application of One Stop Services (OSS) and System Information Services and Investments Electronic Licensing (SPIPISE) '.

Serving licensing and non-licensing is the technology-based information with SPIPISE, to encourage improvement of the quality of service to the community. In line with the existence of one-stop integrated services in the Regional Government of South Sumatera and process licensing authority, the authority serve application for a license and non-license also follow suit. Investors who require services that falls under the authority of local government.

Bureaucracy Structure

Model Implementation of policies according to Edwards III (1980), stated that, the bureaucratic structure is one of the factors that influence policy implementation. Factors bureaucratic structure includes coverage Service Standard (SP) and Operating Standards Procedures (SOP), the separation of functions and coordination between the Integrated Service Unit of the door with the local work technically.

Bureaucracy is one-on-one institutions most frequently even as a whole is implementing activities. Even in certain cases the bureaucracy created just to carry out a particular policy. Ripley and Franklin in Winarno (2005 149-160) identifies into six characteristics of the bureaucracy as a result of observation of the bureaucracy in the United States, namely:

- 1) The bureaucracy was created as an instrument in addressing public purposes (public affairs).
- 2) Bureaucracy is the dominant institution in the implementation of public policies that have different interests in any hierarchy.
- 3) The bureaucracy has a number of different purposes.
- 4) The function of bureaucracy are in an environment that is complex and extensive.
- 5) The bureaucracy has a high survival instinct so rarely found dead bureaucracy.
- 6) The bureaucracy is not a neutral force and is not in full control of outsiders.

Based on the explanation above, and then understand the bureaucratic structure is a factor that is fundamental to assessing the implementation of public policy. According to Edwards III in Winarno (2005 150), there are two main characteristics of a bureaucracy that is 'Standard Operating Procedure (SOP) and fragmentation'.

'Standard operational procedure (SOP) is the development of internal demand will be the certainty of time, resources and the need for uniformity in the organization of work of complex and extensive'. (Winarno 2005, 150). Basic measure SOP or work procedure is commonly used to address common situations in various public and private sectors. By using SOP, the executor can optimize the time available and can serve to unify the actions of officials in the organization of complex and widespread, so it can cause great flexibility and great similarities in the application of the rules. Based on the results of the study are summarized by Edward III Winarno (2005, 152) explains that 'SOP very likely be an obstacle for the implementation of a new policy that requires new ways of working or new types of personnel to implement policies.

Supporting and inhibiting aspects of the implementation of one-stop integrated services Supporting Aspects

The tendency of the attitude of the support of the implementing policy into the policy implementation supporting aspects of the integrated service of one door, because in terms of the implementation have the same attitude with policy makers, then the implementers would implement policies in accordance with what has been in the gariskan by policy makers. Bureaucrats according to Edwards III(1980) has the tendency of homogeneous and tend to be concerned with organization, where implementing the attitude of the management in the implementation of policies among the bureaucrats not so problems along the direction of the organization being nice towards policy and organizations benefit from the policies that have been in the implementation of the right. The regional Government of South Sumatera has implementing Integrated Service policy one door into a positive response among the public and implement service givers. Because in the implementation is the President and managing staff supported by the Government of South Sumatra and also from academics, so there is a positive trend of implementing policies in implementing Integrated Service policy one door, thus the need for the commitment of leadership, authority and institutional strengthening devolution.

Obstacles Factors

For clarity, consistency in communicating the policy and quality policy, the transmission becomes a decisive aspect of the implementation of the policy has been made. Communication policies that are incomplete, unclear purpose interrelations between actor and communicator in go as well as the transmission to the implementing ineffective will

interfere with the communication of policies giving rise to the interpretation of the implementing of multi existing policy. In this case the impact executing could do activities that do not correspond to the desired by the policy makers so that only results in wastage of resources, instead of the impact of activities expected by the policies in order to be implemented precisely not in the follow-up to the realization of the right by implementing policies.

The regional Government of South Sumatera province experiencing constraints in the implementation of the integrated Service policy one door, where the related authorities of the devolution permission is not fully integrated services in one door.

Monitoring and Evaluations

Monitoring and evaluation as activities conducted in parallel throughout the process of policy when the policy implementation monitoring is conducted to ensure that the implementation of the policy has been in accordance with policy formulation, evaluation is needed to see the development of policy and performance is carried out in parallel on the implementation of the integrated Service policy one door, the formulation of policies and the environmental conditions for making in deduce, and implemented. The results of the evaluation formulated the policy followed the actual issues or bring in new policies or in the policy review was done.

Organization of Ministry permission, permit services quickly materialize, right, cheap, easy, transparent, and certainly affordable. Institutional strengthening of service integrated single point of contact role and function.

CONCLUSION

From the results of the discussion and explained there is a conclusion that the Government of the province/district/city South Sumatra in the implementation of the integrated Service policy one door abbreviated as (PTSP) analyzed strengthening Institutional Organization can. Integrated service of one door in the County and town in the province of South Sumatera, 16 (sixteen) institutional services integrated single door with 2 (two) categories i.e. 10 offices and 6 Entities, as follows:

- 1. The form of the Organization of the Office of the PTSP there is 10 (ten) equal Echelon III. For Organization Head Office took place a lot of clash while coordinating between the offices of the chief of SEGWAY PTSP with other technical.
- 2. Organizational forms the body of the PTSP there are 6 (six) equivalent Echelon II. In coordination with the technical service is improving. Research on the implementation of the policy of the Organization of the integrated service of one door is part of a public service which aims to give the right service to the community.

Integrated Service policy already implemented in one door in the regional Government of South Sumatera and Implementation shows the tendency that is getting better despite the obstacles, in this case can be described as follows:

IMPLEMENTATION OF AN INTEGRATED SINGLE POINT OF CONTACT SERVICE

Implementation of the integrated service of one door in the regional Government of South Sumatera is already running, even though the devolution authority of the licensing services and non-licensing has not been all in one integrated service devolution at the door.

The regional Government of South Sumatera faced obstacles in implementing integrated service policy one door, thus continuing to cope with attempts to incrementally in the devolution authority, implementation shows the tendency that is getting better, it does need for the commitment of the leadership in the implementation of the implementation.

Supporting Aspects and Aspects of the Barrier to the Implementation of the Integrated Service of One Door

The regional Government of South Sumatera faced constraints in implementing Integrated Service policy on one door as follows:

- 1) One door by Central Government, are transmitted with inadequate and communicated that it hinders the implementation;
- 2) Resource is human resources competencies in Integrated Services related information technology one door less adequate. Coordination between the offices of the one door integrated services with SEGWAY experience technical constraints due to organization don't parallel;
- 3) Bureaucratic structure frequency integrated services office one door that is not supported by the device's technical area work unit so that it often happens when conflicts of interest must be related to licensing service coordination, so that the service not in accordance with SOP that has been published since the work units of the device technical area still has sectoring ego.

Implementation of integrated service policy one door South Sumatera regional Governments are committed to its implementation, but still face barriers related to the devolution authority that the licensing service is not yet everything in devolution one door integrated services but some still in work units by the device's technical area.

Support of internal party regional Government of South Sumatera, reinforced with support from external parties i.e. academics, community social agencies and community leaders who care about public services.

Implementation Model of Integrated Services that Apply in One Door

Implementation model of integrated service Policy one door in the Government of the province/district/city South Sumatra of 16 (sixteen) institutional services integrated single door with 2 (two) categories, namely: Head Office, 10 and 6 chiefs. Integrated Service policy one door in communicate well among other things: a) The local Government did not receive sufficient information about the integrated service policy one door b) Technical Policy about how to implement integrated service of one door has not yet been made by the Central Government, powerful integrated service implements consistent for one door, c) The institutional Policy of integrated service) one door implementation confusing. The regional Government of South Sumatera province reduced the impact of the problems in communication policy with the commitment of the leadership of the powerful enough to consistently implement the integrated service of one door, do consultations with integrated service of one door in Sragen to enrich the development of implementation in the regional Government of South Sumatera. Subsequently compiled a technical policy that is standard operating procedure that is clear about the time, terms and fees are clear but not straying from the standard of public service legislation;

1) The resources need for the implementation of the integrated service policy one door is still not sufficient whereby human resources in regional Government of South Sumatera the less competent technology and related information and that the number is very limited. With respect to any such matters to support the implementation of the

human resources-related policies in providing related education and training of public service and information technology.

- 2) Tendency of internal party attitude and external parties of the regional Government of South Sumatera is supporting the implementation of the integrated service of one door in the direction of the region are committed to implement though not yet all permissions on devolution to the integrated service of one door. The local Government has been implementing the Government Regulation number 27 of 2009 about one door Integrated Services the field of Investing. From the commitment of the head of the area sparked support from managing staff in the regional Government of South Sumatera.
- 3) Bureaucratic structure on the regional Government of South Sumatera were less supportive of the implementation of the integrated service policy whereby one door devolution to the authority has not been in accordance with the expectations and coordination with related service still propped constraints in the field so as inhibit the implementation of the integrated service policy one door.
- 4) Monitoring and evaluation of the implementation of integrated services over one door that was implemented by the local authorities (Bureau of Organization), then local governments crack down on up over the results of monitoring and evaluation to improve the implementation of the integrated service of one door for future.

Implementation Model of Integrated Service of One Door which Recommended

The Government of the province or district and city in South Sumatra continue the implementation of the integrated service policy of one door. This need for institutional strengthening with synchronize institutional South Sumatra across the region to build a better service. From the results of the research there were some suggestions or recommendations to improve management of integrated service of one door at the district or city Governments of South Sumatra especially the direction forward policies related to the implementation of the institutional strengthening of the Ministry's recommended policy integrated single point of contact through "the institutional organization of the Synchronization in the form of the head of the Agency" in continuing the implementation of institutional policies, with integrated service of one door that used to be the Head Office of the Agency's Fist, This is so that coordination with the work of the regional unit of the device is technically running synergy to the application against improvements (reform). Recommendations the Government of Kabupaten/Kota in South Sumatra to implement Integrated Service policy one door associated with institutional level with the synchronization of the work Unit (SKPD) Area Device associated so that coordination more conducive. To improve the quality of service to the community is certainly a policy implementation in accordance with the expectations of society so that it can achieve the desired objectives of the organization.

REFERANCE

- [1]. Albert & Zemke, (2004). Customer service competence: a global look, Human Resource Development International, Taylor & Francis.
- [2]. Analisis Kebijakan Publik. A.G Subarsono, Tahun (2005). Yogyakarta: Pustaka Pelajar.
- [3]. Blair, T. (2002). Reforming our Publik Services: Principles into Practice, Office of Publik Services Reform, Januari.

- [4]. Davit, M.K. (1998). Managing Core Public Services,
- [5]. Dwiyanto, A. M. (2005). *Good Governance* melalui Pelayanan Publik, Gajah Mada Press.
- [6]. Faulker, D., & Bowman, C. *The Essence of Competitive Strategy*, Prentice Hall, UK ltd.
- [7]. Foster, T. R.V. (2004). 101 Cara Meningkatkan Kepuasan Pelanggan, Eelex Media Komputindo, Cetakan kelima, Juni.
- [8]. *Globalisasi* dalam kaitan dengan pelayanan melahirkan kolaborasi dan persaingan *global*, Jane Knigh, 2008.(Jane Knigh, 2008).
- [9]. Governance and Decentralization Survey (2004). Kaufmann, A Kraay, M Mastruzzi, 2004.
- [10]. Hughes Teori Administrasi Publik, model tradisional, new public management, public management reform (2003).
- [11]. Johnson, H. (1992). Thomas. Relevance Regained: From Top-Down Control to Bottom-Up Empowerment, The Free Press, New York.
- [12]. Lee, J.T.(2003). Competency Standart for Government Officials in Utilizing ICT to Support Government Perfformance, APEC HRD Working Group, Jakarta Juli.
- [13]. Manajemen Proses Kebijakan Publik, Formulasi, Implementasi dan evaluasi Kinerja, LAN (Lembaga Administrasi Negara), (Prof. DR. Mustopadidjaja, AR, 2007)
- [14]. *Menuju Manajemen Publik Kelas dunia*, Formulasi Reformasi Birokrasi di Indonesia (secretariat Komite Pengarah Reformasi birokrasi Nasional, 2012).
- [15]. Ndraha, T.(2003). Kybernology (Ilmu Pemerintahan Baru) 1 & 2, Rineka Cipta, cetakan pertama, Mei.
- [16]. Parasuraman, A., dan Valerie A. Zethaml, dan Leonard Berry, (1994). "Reassesment of Expectations as A Comparison Standard in Measuring Service Quality: Implications for Futher Research", *Journal of Marketing*, Vol. 58, January, 11-124.
- [17]. Riyanto, B. (2003). *E-Government & E-Administration*: Konsep, Teknologi, dan Standards, bahan Seminar Lembaga Administrasi Negara.
- [18]. Sedarmayanti, (2012). *Good governance*, "Kepemerintahan yang baik" Bagian pertama Edisi Revisi Penerbit Mandar maju Bandung.
- [19]. Sistem Pengelolaan Sumberdaya Manusia UGM (Universitas Gajah Mada, 2009).
- [20]. Suwitri, S. (2011). *Konsep Dasar Kebijakan Publik Edisi Revisi*, Cetakan Ketiga. Badan Penerbit Universitas Diponegoro, Semarang.
- [21]. Wall, A.A. De. (2002). Quest for Balance, The Human Element in Performance Management Systems, John Wiley & Sons, Inc, New York.
- [22]. Watts & Zimmerman, (1986). *Positive accounting theory*, Prentice-Hall, Englewood Cliffs, NJ.
- [23]. Wijayanto, S. H. (2006). *Structural Equation Modeling*: Catatan Kuliah, Pascasarjanan Ilmu Manajemen Universitas Indonesia.
- [24]. Yin, Robert, K, 1984, case Study Research: Design and Methods, Sage Publications Inc, California.

PRODUCT REGULATIONS

- [25]. Keputusan MENPAN Nomor 63/KEP/M.PAN/7/2003 tentang *Pedoman Umum Penyelenggaraan Pelayanan Publik*;
- [26]. Keputusan MENPAN Nomor Kep/25/M.PAN/2/2004 tentang *Pedoman Umum Penyusunan IKM Unit Pelayanan Instansi Pemerintah*;
- [27]. Keputusan MENPAN Nomor Kep/26/M.PAN/2/2004 tentang *Petunjuk Teknis Transparansi dan Akuntabilitas Dalam Penyelenggaraan Pelayanan Publik;*
- [28]. Pelayanan Publik dalam Berita (Humas Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2007)
- [29]. Peraturan MENPAN dan RB Nomor:36 Tahun 2012 tentang *Petunjuk Teknis Penyusunan, Penetapan dan Penerapan Standar Pelayanan Publik (SP)*;
- [30]. Peraturan Presiden Nomor 27 Tahun 2009 tentang *Pelayanan Terpadu Satu Pintu Bidang Penanaman Modal*.
- [31]. Peraturan Kepala BKPM Nomor 11 Tahun 2009 tentang *Tata Cara Pelaksanaan*, *Pembinaan*, *dan Pelaporan Pelayanan Terpadu Satu Pintu di Bidang Penanaman Modal:*
- [32]. Peraturan Meneg.PAN Nomor PER/13.M.PAN/9/2009 tentang *Pedoman Peningkatan Kualitas*Pelayanan Publik dengan Partisipasi Masyarakat;
- [33]. Permendagri Nomor 24 Tahun 2006 tentang *Pedoman Penyelenggaraan PTSP*;
- [34]. Permendagri Nomor 20 Tahun 2008 tentang *Pedoman Organisasi dan Tata Kerja Unit Pelayanan Perizinan Terpadu di Daerah*;
- [35]. PP Nomor 96 Tahun 2012 tentang Pelaksanaan UU 25 Tahun 2012 Pelayanan Publik.
- [36]. Undang-undang Nomor 37 Tahun 2008 tentang Ombudsman Republik Indonesia.
- [37]. UU 25 Tahun 2009 tentang Pelayanan Publik

WEBSITE SOURCES

- [38]. http://www.inspire-web.pr.id/
- [39]. http://www.implementasi-kebijakan.go.id
- [40]. http://www.Menpan.go.id