Implementation of the District Integrated Administrative Services Policy

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ABSTRACT

The new service paradigm emphasizes community satisfaction, especially in the millennial era who are critical of government administration. This research aims to evaluate the effectiveness of this thesis program entitled Implementation of the District Integrated Administrative Services Policy in Lilirilau District, Soppeng Regency, which is motivated by the government's desire to bring closer, simplify and speed up licensing/non-licensing administration services at the sub-district level. The data collection technique is to use observation, interview and documentation techniques. Meanwhile, data analysis techniques use data reduction, data presentation and drawing conclusions. Based on the results of the analysis, it can be concluded that there are three District Integrated Administrative Services policies in Lilirilau District that have been implemented well and there are three that have not been implemented well and provide benefits to the community, especially regarding administrative services. The implementation of PATEN in Lilirilau sub-district is also in accordance with applicable provisions as mandated by Minister of Home Affairs Regulation Number 04 of 2010 concerning Guidelines for District Integrated Administrative Services. Even though in its implementation there are several shortcomings that need attention, such as standards & policies, resources and disposition, basically these three indicators are important factors in the implementation of PATEN which cause obstacles to the service process at the Lilirilau sub-district office. This research will not only provide an academic contribution, but can also be a basis for local governments to formulate strategies for improving public services that are more effective and responsive to community needs.

Keywords: Implementation, Policy, Public Services, PATEN

INTRODUCTION

It's happening Law 09 of 2015 on the Development of Local Government bringing important consultancies to the administration implementation of defense both at the central and regional levels. With the implementation of the governmental election paradigm from the regional government, every district/city government government has the authority to regulate its own domestic affairs. With the help of each regional government, the Regency/City, as the spearhead of regional government, has the broadest possible autonomous rights to improve and advance the region based on the potential existing in the region, so that the government's government tasks can be carried out optimally.

Policy standards and targets are basically what a program or policy aims to achieve, whether tangible or in the immediate, intermediate or long term (Aslinda & Ibrahim, 2018; Herman et al., 2022; Howlett & Ramesh, 1995; Sahabuddin et al., 2021). The progress and objectives of the policy must be seen in a specific manner so that the results of the program can be known as the success or failure of the project or program being implemented.

District Integrated Administrative Services (PATEN) is intended to realize Districts as community service centers and become service nodes for integrated service offices/agencies in Regency/City. District Integrated Administrative Services are provided in sub-districts that have met the specified requirements, which consist of Substantive requirements, administrative requirements and Technical requirements. Each Subdistrict strives to fulfill
the specified requirements so that the Subdistrict is able to provide Integrated Subdistrict Administrative Services and is supported by the Regency/City Regional Government.

The PATEN policy must be implemented in all sub-districts in Indonesia. One example that has implemented PATEN is in Soppeng Regency, South Sulawesi Province. In Soppeng Regency, one of the sub-districts that has implemented PATEN is in Lilirilau District, which has been in effect since January 2018. The implementation of PATEN in Lilirilau District is marked by the delegation of some government affairs which are the authority of the Regent to the sub-district head in Soppeng Regency as contained in (Regulation of the Regent of Soppeng Number 86 of 2017 Concerning the Oversight of the Regent’s Collaboration with the District Head in the Government Area of Soppeng Regency, 2017). Licensing and non-licensing services are a form of PATEN which is delegated to the sub-district.

The implementation of PATEN by the Lilirilau District Government, Soppeng Regency is still not optimal. Based on the results of interviews in pre-research, one of the indicators that can be seen is the number of complaints from the public about the services provided by sub-district officials. Seeing the complaints that often occur in the community, such as the sub-district apparatus' performance not being optimal in providing the PATEN) to the community so that the quality of the services provided is not in accordance with the community's wishes. This is not without reason, considering several factors that influence the quality of service, including the lack of understanding of the Lilirilau District apparatus in providing services to the community and the limited facilities and infrastructure which have a significant impact on the activities of providing the PATEN.

The number of sub-district officials tasked with providing services to the community is not sufficient, and the lack of funds from the APBD for administering PATEN and Standard Operational Procedures (SOPs) which have not been maximally implemented by sub-district officials have contributed to the polemic of PATEN implementation in Lilirilau sub-district. In addition, there is the problem of the Lilirilau community itself, who are still not fully aware of the PATEN service program that exists in Lilirilau District, Soppeng Regency.

METHODS

This research uses a qualitative descriptive research method, which produces descriptive data in the form of written or spoken words and observable behavior. This research aims to obtain complete and detailed data which is then analyzed to get a correct picture of the research object. This research focuses on the implementation and benefits of District Integrated Administrative Services (PATEN) in Lilirilau District, Soppeng Regency to avoid expanding problems that are not in accordance with the research objectives. The data collection techniques used are, Observation, Interview and Documentation. And the data analysis techniques used are Model Miles, et al.: data collection, data condensation, data display, and conclusion (Suprianto, 2024)

RESULTS AND DISCUSSION

Policy Standards and Targets

Based on the results of the analysis in the field, the statements submitted by the informants provide an illustration that the implementation of the PATEN policy is not fully in accordance with what is stated in the regional regulations regarding PATEN. Therefore, it is hoped that there will be seriousness from the election, in this case the sub-district head, who is a supporting element for the regent in the field of licensing and non-licensing, to implement these policies in accordance with existing regulations, so that these regulations are not just written on paper without maximum implementation and making SOP in the form of a clear information board.
Resource

The resources referred to in this PATEN policy are human resources who work in the PATEN service room. It is felt that human resources tasked with implementing PATEN policies lack the personnel to implement PATEN policies better. To serve types of licensing and non-licensing services, human resources are needed who have the technical ability to manage these types of licensing services. The lack of human resources is not only a problem for licensing services, but also for non-licensing services as well. In the service room there are only 4 technical operators, each of whom also doubles as a counter clerk and computer operator.

These resource components include the number of staff, the expertise of the implementers, relevant and sufficient information to implement policies and the fulfillment of relevant resources in implementing the program, the existence of authority that guarantees that the program can be directed as expected, as well as the existence of supporting facilities that can be used to carry out program activities such as funds and infrastructure.

Based on the results of observations made by researchers regarding the resources in Lilirilau District, it can be said that they are still not good. For human resources, officers in Lilirilau District have been able to work well, serve the community well and in accordance with the underlying regulations and can cover the entire community. For financial resources, budget sources are no longer sufficient to provide PATEN implementation with budget realization. For facilities and infrastructure resources, researchers directly observed this matter. The facilities and infrastructure owned by Lilirilau District are quite good, the supporting facilities and infrastructure for service officers carrying out their duties are good, while the facilities and infrastructure specifically for the community are still not good in the waiting room section. Therefore, the resources in Lilirilau District can be said to be quite good, although they still need to be improved.

Characteristics of the Implementation Organization

In a policy implementation, in order to achieve maximum success, the characteristics of the implementing organization must be identified and known, which includes the bureaucratic structure, norms, and relationship patterns that occur within the bureaucracy, all of which will influence the implementation of a policy that has been determined. The characteristics of the implementing organization in the research look at the ability and commitment of the implementing agency in implementing programs/policies in accordance with applicable standards and mechanisms, so that the implementing organization or agent can understand and understand the main tasks, functions and responsibilities of each, both individually as well as institutionally. Therefore, it can be concluded that all forms of violations should be given action and can be implemented in accordance with existing regulations, namely by providing sanctions that are appropriate to the form of violation committed. And all forms of authority related to licensing and non-licensing violations. Therefore, according to researchers, the commitment of the Lilirilau District office has so far shown a firm attitude in providing administrative and criminal sanctions to parties who have deliberately committed violations.

Inter-organizational Communication

Based on the results of field analysis, it can be seen that the process is easy. The service received was quite good because as far as possible the employees provided good Indonesian in speaking so that it was easy for the public to understand and understand, although there were still many people who did not understand, but the employees were not tired of answering the public's questions.

Convenience in Obtaining Services

Communication is a powerful mechanism in implementing public policy. The better the coordination and communication between the parties involved in an implementation process, the fewer errors will occur. Thus, communication greatly determines the success of achieving the objectives of implementing the integrated PATEN at the Lilirilau District Office. Effective
Implementation occurs when decision makers already know what they are going to do. The tasks and responsibilities they will carry out can run well if communication goes well. The determining factor for the success of an organization in carrying out its functions and roles is how big or how often the institution/organization communicates both internally and externally. Therefore, one of the main tasks that must be carried out to organize activities in certain activities in order to achieve goals is socialization.

**Disposition**

Disposition is the attitude of the policy implementer, if the policy implementer has a positive tendency such as supporting the implementation of the policy then it is likely that the policy will be implemented well in accordance with the objectives for which the policy was created. Based on the results of observations made by researchers, the disposition or attitude of service officers in Lilirilau District is quite good. This can be seen when officers provide services to the community. The officer kindly serves every person who applies for a permit in the PATEN room. Service officers swiftly serve the community one by one. The existence of the "STOMAT" principle applied to officers in Lilirilau District makes their disposition even better. The willingness to provide better services also supports the better disposition in Lilirilau District.

**Social, Political and Economic Environment**

One way for the external environment to contribute to the success of public policies that have been established is by providing understanding regarding the sanctions given to parties who do not comply with regulations and carrying out socialization so that people are willing to comply and obey the rules. Therefore, an economic, social and political environment that is not conducive can be the cause of failure in policy implementation performance.

**Discussion**

**Policy Standards and Targets**

Understanding the general purpose of a standard and the objectives of a policy is important (Amarasinghe et al., 2023; Hossin et al., 2023; John, 2018; Mueller, 2020). The result of a successful policy is that it may fail (frustrated) if the implementers (officials) are not fully aware of the standards and objectives of the policy. Policy standards and objectives have a close relationship with the implementation of the implementation (implementors). The implementation direction of the implementers (implementors) regarding the standards and objectives of the policy is also a crucial matter. Instructors may fail to carry out a policy, because they refuse or fail to understand what the objectives of a policy are.

In understanding the standards and targets of the policy, it can be understood that the entirety of these regulations was created as a basis for carrying out related policies with PATEN in the Lilirilau Subdistrict, so that in its implementation there is clear legal force. Because clear standards and goals will make it easier for implementers to implement the program. Failure also often occurs when standards and objectives are not clear (Akib, 2014; Mardikanto & Soebianto, 2015).

However, the researchers saw that the results of the PATEN implementation in the Lilirilau District were not yet fully in line with what was stated in the regional regulations regarding PATEN. Therefore, it is hoped that there will be seriousness from the parties in matters regarding the sub-district office, which is a supporting element for the Regency in the field of legalization to carry out these policies in accordance with the existing regulations, so that the regulations are not only limited to the existing regulations at the level of the government without any effective implementation mall. It is true that the results of a decision are very easy to understand and implement, but if the effort to carry out the policy is too late, it could end up being meaningless.
Resource

Every policy must be supported by adequate resources, both human resources and financial resources. Human resource is the sufficiency of both quality and quantity of instructors who can cover the entire target group (Chamusca, 2023; Grimm & Bock, 2022; Hopkins & Lawlor, 2023). Financial Resources are the sufficiency of financial capital for a program/accrual. Both must be taken into account in the implementation of government programs/implements. Because without the reliability of the instructor, the work becomes less good and progresses slowly. Meanwhile, financial resources ensure the continuity of programs/accounts. Without adequate financial support, the program cannot run efficiently and quickly in achieving goals and targets. The resources referred to in PATEN work are human resources who work in the PATEN service room. Human resources in charge of carrying out PATEN's work are deemed to be insufficiently equipped to carry out PATEN's work more efficiently. In order to carry out the IMB's sales services, human resources are needed who have the telecommunication skills to take care of the land and parcel services that's too late. The lack of human resources is not only a problem in the field of criminalization services, it will also appear in the field of non-legalization services as well. In the service room there are only 4 telecommunication operators, each of whom also doubles as a counter officer and computer operator.

The scientific resource component includes the number of staff, operators, the expertise of the implementers, relevant and sufficient information to complete the work and utilization of the resources involved in implementing the program, the existence of vulnerabilities that ensure that the program can be directed as expected, and the existence of facilities facilities support that can be used to carry out program activities including funding and infrastructure. Resources are the results of a successful implementation process and the results of the implementation are highly dependent on the capabilities of the resources that have been developed (Darwis et al., 2022; Niswaty et al., 2024; Suprianto & Arhas, 2022). Humans are an important resource in determining the success of an implementation process. Apart from human resources, other resources that need to be taken into account are financial resources and time resources. The Company's human resources in carrying out the implementation process for the results of the PATEN implementation in Lilirilau District are already sufficient. With the existence of program implementers who have expertise in their respective fields. So that the implementation process runs smoothly. Reliable resource management is something that is mandatory, but in its implementation, it is still found that there are officers who are far from expectations. In addition, officers who do not provide services are less clear in providing explanations to the public regarding the necessary administrative and administrative requirements. Apart from that, there is also less friendly service. As expressed by Mrs. Rosmani Patta who was met in Lilirilau District when asking about the availability of e-ID blanks.

Apart from human resources, other resources are also needed, one of which is financial resources. Of course, in the implementation of services it is not carried out at any cost and also illegal levies are not allowed in the implementation process. All budget expenses required for implementation are paid to honorary funds. So, in terms of financial resources, the implementation of PATEN is sufficient.

Based on the results of interviews and research observations, it was seen that the implementation of the implementation of sub-district integrated strategic administrative services in Lilirilau Sub-district had not yet been implemented with assistance, it was still discovered that several officers were less friendly towards the community. In the field of financial resources, it can be concluded that there are no obstacles. However, sub-district elections are less able to utilize the resources released by the regional regional government for the maintenance of regional facilities as stated in Mayor's Regulation Number 86 of 2017 concerning PATEN guidelines. The cleaning facilities include rooms that are not functioning properly, and also inadequate chair maintenance.

Resources that can support the implementation of policies can be in the form of human resources, budget resources, facility resources, information resources and resilience. Based on the
results of interviews with informants as a whole, analyzing policy resources related to resources in terms of the ability of implementers in communicating policies and managing budget resources and facilities and infrastructure, it was concluded that: The ability of implementers in communicating policies shows results that are not yet optimal. And budget resources in the implementation of public service policies have not yet been fully supported by government (Hasibuan, 2017; Mangkusah, 2017).

One of the factors that influences the implementation of implementation results is the attitude of the instructor or apparatus. If the authorities agree on the financial parts of the project that will be carried out, they will carry it out freely, but if their views differ from those of the policy makers, the implementation process will eventually experience many problems and the program that has been implemented will not be achieved. (Fitri, 2019). The character of the implementing agency shows how much support the organizational structure has, the values that have developed, the relationships and communications that occur within the bureaucratic organization in the implementation of the policy, support from outside or target groups, as well as individual support is very important. Without this support, it is difficult to hope that it will be carried out well. In the implementation of financial policies, full support from the government is still lacking and not yet optimal.

Characteristics of the Implementation Organization

Judging from the implementation model of Van Melteler and Van Horn, the staff commitment and support of implementing personnel in the implementation of a policy is one of the specific elements of the variable organizational characteristics of implementation that may influence an organization (Irianto, 2020). According Akib (2014) However, successful results will often require institutional mechanisms and procedures. This will actually provide greater opportunities for senior officials (superiors) to encourage implementers (subordinate officials) to act in a manner that is consistent with the basic measures and objectives of the policy.

In a policy implementation, in order to achieve maximum success, the characteristics of the implementing agent must be identified and known, which includes the bureaucratic structure, norms, and relationship patterns that occur within the bureaucracy, all of which will influence the implementation of a policy that has been determined. The characteristics of implementing agents in research look at the ability and commitment of the implementing agency in implementing programs/policies in accordance with applicable standards and mechanisms, so that the organization or implementing agent can understand and understand the main tasks, functions and responsibilities of each, both individually as well as institutionally.

Regarding the implementing agency's firm actions in implementing the IMB licensing policy and permit numbers in Lilirilau District, so far it is considered to have been firm, because if anyone builds without complete documents, there are events, crowds or road closures, they will be given a warning in advance at the specified time if they exceed the specified limits. If it is given, then firm action will be taken by being dismantled or disbanded because it violates the rules. According to researchers, the commitment of the Lilirilau District office has so far shown a firm attitude in providing administrative and criminal sanctions to parties who have deliberately committed violations.

Inter-organizational Communication

Based on the results of the research, the implementation of the results of the implementation of the PATEN policy in Lilirilau District (Riskayanti et al., 2015) states that communication is very important for the implementer of a policy because from the communication, various collaborative problems from each implementer have occurred.

Communication is a powerful marketing mechanism for implementing public policy outcomes (Jamaluddin et al., 2021; Nasrullah, 2017; Saleh et al., 2024). As long as there is good
coordination and communication between the parties involved in a final implementation process, the mistakes that will occur will be very small. With implementation, communication really determines the success of achieving the objectives of the implementation of PATEN project results.

Effective results occur when the decision makers already know what they are going to do. On Lilirilau sub-district, one form of coordination that is carried out is to carry out intelligent communication with related institutions, especially PATEN, communication between superiors and subordinates as well as between the sub-districts of Vila Medila, social and meetings so that the aims and objectives of the project can be achieved with support and its organizational staff.

Disposition

This shows the characteristics of the style that are closely related to the program/implementation implementer. The characteristics that are important to be developed by the instructor are honesty, commitment, and democracy. An instructor who has a sincere and honest commitment will always persevere amidst the obstacles that have arisen in the program/project. A democratic approach will increase the leadership's credibility and accountability before members of the target group. The scientific approach will reduce social relations and increase the target group's sense of trust and concern for the implementer and the program/accrual.

The results of the implementation process/response of the implementer towards the implementation include the awareness of the implementer, the instructions/direction of the implementer to respond to the program to address the implementation or rejection, and the intelligence from the response. The implementers may understand the aims and objectives of the program but often fail to implement the program appropriately because they ignore the objectives contained therein thereby secretly undermining and eliminating the results of the program. In addition, the support of implementing officials is very much needed in achieving program targets.

One thing that can increase community satisfaction is through a good attitude of PATEN service staff with local communities carrying out services in Lilirilau District. A public servant is required to have a character that has an attitude of honesty, being friendly towards the community, being competent in helping the community, things that make the community feel comfortable when dealing with public servants so that it not only adds to the positive image of the service but also makes it a reality good defense.

The behavior or attitude of the implementation of the implementation of the implementation of the policy is important in realizing the implementation of the policy in question (Nguyen et al., 2023; Padli & Niswaty, 2024; Strassheim, 2021). The important steps that must be carried out by the policy maker are implementing the actions that have been carried out by the policy maker. Characteristics that enable implementers to carry out their own actions, for example, exemplary leadership, honesty, and high commitment (Niswaty et al., 2019; Rifdan et al., 2022; Saleh & Arhas, 2024).

One of the factors that influences the implementation of a policy implementation is the attitude of the policy implementers (Ojasalo & Kauppinen, 2024; Ridho et al., 2023; Wahid et al., 2024; Witesman et al., 2023). If the executors agree on the financial divisions of the policy, the executors will carry out their functions happily but if they are seen to conflict with the policy makers, the implementation process will experience obstacles. The attitude of the implementer of the policy will greatly influence the outcome of the policy. If the executors of the policy have a good attitude, then the executors will be able to carry out the deed according to whatever requirements are required by the perpetrator of the policy, on the other hand, if their attitude is not good, then they will be good in carrying out their duties.

Based on the results of interviews and observations, researchers saw that the attitudes/tendencies (dispositions) of implementers in implementing integrated administrative service policies in Lilirilau District had not been implemented well, this could be seen from the
lack of democracy and consistency of officers in providing services. Based on the overall interview results regarding the disposition or attitude of implementers in implementing service policies in this research, it was concluded that they were not good enough.

**Social, Political and Economic Environment**

International environmental support has not yet resulted in a positive response to a scientific policy, due to the lack of independence from the implementing agency to implement the regulations, even though in implementing a policy, the implementing agency really hopes for external environmental support to support the success of the policy. The public's support for the implementation of the PATEN policy is not only due to the aim of representing freedom of action against them, but also requires a consistent attitude among the implementers to carry out the policy in accordance with its basic objectives, so as not to encounter problems that hinder its implementation right.

Therefore, external environmental support is very much needed to carry out scientific activities. Because without this support it is impossible for the building permit permit project to be carried out according to the permit, as long as the project is carried out in accordance with the existing regulations and the community as the target group gets a positive impact from the investment tax. One way for the external environment to contribute to the implementation of public policy outcomes that have been implemented is by providing related understanding with sanctions issued to voters who do not comply with the regulations and carrying out social outcomes so that the public is willing to obey and adhere to the rules. Because of this, an unconducive economic, social and political environment can result in failure to produce policy results.

**CONCLUSION**

The implementation of PATEN in Lilirilau District is not optimal. Unclear standards and policies, as well as a lack of resources and organizational characteristics that still need improvement are indicators of non-optimal implementation. Factors inhibiting PATEN implementation include: (1) Policy standards and targets are unclear, indicated by the absence of SOPs and PATEN information at the sub-district office. (2) Limited resources, both human resources/employees and infrastructure, including a special budget for PATEN; (3) The disposition of PATEN officers who are less disciplined, unprofessional, and less friendly and patient in serving the community.

**REFERENCES**


