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**THE APPLICATION OF SERVICE DIMENSION  
IN ATTEMPT TO IMPROVE THE QUALITY OF PUBLIC  
SERVICE IN THE INTEGRATED LEGAL PERMIT SERVICE  
OF THE CITY OF GORONTALO**

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**Abstract**

This study aims to know and express the application of the principles of public service at the Integrated Licensing Service Office (KPPT) of Gorontalo city, especially in the service of Business Trading License (SIUP) and Building License (IMB), and the factors that support as well as detain the application. The Type of the research is qualitative descriptive, describing the application of the principles of public service and both the supporting and detaining factors during the implementation. The technique of collecting the data is done by interview, observation and documentation. The result of the research shown that (i) there is a difference of implementing the public service at the Integrated Licensing Service office of Gorontalo city, especially at both the analyzed services, (ii) there are factors that support and obstruct the implementation of the public service principles, including the managing human resources, facilities and infrastructures, mechanisms and procedures, and coordination. It is also found that there are some factors that support and detain the implementation of public service at the Integrated Licensing Service office of Gorontalo city, especially at the services of SIUP and IMB.

**Keywords:** Reliability, responsiveness, assurance, empathy and tangibles.

**INTRODUCTION**

In the scientific context management is a universal process. Nevertheless, a different type of organization and environment demands different management approaches. The studies of public service management generally focus on empirical policy issues and are applied to improve the quality of public services especially those in the sub districts. On the other hand by looking at the real situations being faced today leaders of public service organizations are being challenged by more complex issues compared to those faced by leaders of private ones. The ones challenging the

leaders of private organization leaders are more on the efforts to maintain the quality of work performance and to grow organization's profit to the maximum limit while leaders of public ones should be able to develop their institutions to become more effective, efficient, transparent, responsive and accountable. A public organization also has condition where they are full of political aspects with heterogeneous stakeholders which require the leaders to have good sense and accountability of management (Tangkilisan, 2005). It is in this context where a certain approach called an application of public service

management in effort to improve local apparatus' quality is considered necessary.

The dynamic social development and growth followed by better living and education quality and rapid advancement of technology and information contribute significantly to the empowering process within a community. Therefore the bureaucratic services of public sectors are also expected to keep up with the rigorous and dynamic changes in the society. They need to transform, for example, from being monologue to becoming flexible, collaborative, aligned, and be open to dialogue. Other than that, an approach full of slogans which became the culture within the bureaucracy of the New Order administration need to be changed with a more realistic and pragmatic work pattern.

From an objective point of view it is safe to say that most of government administration have not really performed a good job doing their responsibilities and functions expected by our society and its' norms. This condition can be seen in a number of abuses and misconducts which over the course of certain period of time have worsened and caused public trust for government to decline. The worst thing came when the monetary and financial crisis hit our country causing a national economic problem and ending up in the loss of trust by the public.

Government bureaucracy is moving forward by taking several corrective steps namely facilitating the growth of democracy, growing more orientation toward the society and encouraging more aspiration and control from the society. The bureaucracy is shifting from being centralistic to becoming non centralistic, from becoming authoritarian to becoming egalitarian, from the state sovereignty to people sove-

reignty, from big organization to small but effective organization, and from rowing to steering. These efforts are still shadowed by some uncertainties and are still looking for a good and right form. In essence these efforts aim at finding a good state administration in order to create a progressive and integrated form of bureaucracy whose final purpose is to form a reliable, professional, efficient, and responsive administration able to answer the aspiration and dynamics, and changes of society.

An organization was founded in order to achieve one or more objectives. This organization has to manage a number of activities that are aimed at achieving its' purposes. The implementation of the activities in an organization is done by the human resources who are the actors or participants and therefore the performances rely considerably on the attitude of people within the organization.

As an institution that bears the function of making coordination and giving administration service to the local departments and others, making assessment on performance of their staffs has an important role especially for future improvement to this department. This assessment functions to measure the quantity, quality and efficiency of the service, to identify the motivation and to make adjustment of organization's budget. The problem lies on whether or not the result of the assessment describes the actual work performances. The answer to this strongly relies on the accuracy in determining the scope, method, and indicators of the assessment itself. An assessment that applies short limits on the scope, method and indicators will consequently produce limited results which mean that the real condition may not be clearly displayed. Over the course of many years, syste-

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matic assessment on the apparatus work performances has yet become a tradition resulting in endless debate when two parties come up with different findings.

The application of public service by state employee is their manifestation as public servants as well as the servants of the state. In this context it is the society or people who are the main actors of development and government on the other hand has an obligation to provide clear guidelines and to create a situation to support public activities. In such condition civil servants or state employee are required to improve their performance quality and are expected to be able to formulate or create a conducive - work - atmosphere making the human resources to become the main factors to accelerate the formation of an independent and prosperous society.

The next work to do is to synchronize between public and state activities in which both are interconnected and supporting one another to achieve the objective of national development. This condition could happen if public servants or state employee have high spirit of dedication and strong professionalism in giving public services. On the other hand changes and progress caused by globalization that affect multiple aspects of life such as economy, investment, goods and services give the bureaucrats (state apparatus) another challenge to improve their quality and quantity of giving public service. In such context the performance of public service bureaucracy becomes a strategic issue because of its wide and significant influence on people's life especially in relation to how it affects public trust for government. Ineffective bureaucrat work performance over the years has become an

important factor in causing crisis on public trust for the government. One way to address this issue is by applying certain dimensions in public service sector. Therefore two main issues to give insight to in this research are how the application of public services dimensions on state organizations especially those that are closely related to public services. The second issue is to identify factors that support or challenge the application of public service dimensions on integrated public service in the city of Gorontalo.

#### METHOD

This research aims at understanding and describing whether or not the application of public service management through the application of public service dimensions manages to improve the bureaucracy performance of the government of Gorontalo city, especially at the integrated service unit. For more insight this research of public service dimension focuses on services with highest rate of success and those with the lowest. Due to the fact that the application of public service management is a complex issue which makes quantitative analysis hard to do the research will be done in a descriptive and qualitative way using the study case approach. Descriptive and qualitative research is a type of research that observes and identifies actual and real individual behavior as well as their experiences in daily basis. It also studies, describes, and interprets a case in its natural context without allowing any intervention form outside parties.

The informants in this research are the decision or regulation makers on legislative level and policy executors in local secretariat. Besides taking it from the key sources, information is also gained from a number of other parties

that are considered to be relevant and are able to help the researcher in answering the questions within the topic of the research. Data collection is done through a several ways namely in depth interview, observation and documentation. In genera the analysis on qualitative data is done with a method that is largely used by many qualitative researchers as said by Miles and Huberman in Sugiyono (2006) which includes data collection, data reduction, description/layout and conclusion.

### FINDING AND DISCUSSION

Based on field study it is shown that public service management application in the local government of Gorontalo can be seen through the dimensional implementation of service in one of government's work unit that contributes significantly to the service for public in the city which is the integrated service organization. Some of those public service dimensions are: 1) Reliability; a dimension connected to the ability to provide the service accurately, 2) Responsiveness; concerning the availability and ability of service provider to help customers and respond to their requests immediately, 3) Assurance; related to knowledge and hospitality of the staffs and their ability to grow customers trust, 4. Empathy; meaning that organization understands customers' problems, makes responses for customers' interests and gives personal attention to them, 5. Tangibles; concerning the physical appearances of the service facilities, infrastructures, human resources, and communication materials. More details on the application of all these five dimensions of services on integrated service unit will be explained in the next chapter

Based on the field observation it is shown that public services conducted

by integrated service unit cover eight types of services namely: 1) Legal Letter of Enterprise Permission (SIUP), 2) Legal Letter of Enterprise Location, 3) Legal Letter of Location Use, 4) Company Registration, 5) Industry Registration, 6) Legal Notice of Local Fiscal, 7) Legal Permission of Disturbance, and 8) Legal Letter of Property (IMB). There are two among the eight services that might be interesting to discuss which are the Legal Letter of Enterprise Permission (SIUP) and the Letter Legal of Property (IMB). This is based on the rate of realization of both services over the course of few last year's where the SIUP is a service whose the realization rate has been the highest while the realization of IMB has been the lowest.

The service of issuing the Legal Letter of Enterprise which in this paper is termed the SIUP at the KKPT of Gorontalo City is based on the Local Regulation (Perda) Number 21 in 2001 concerning the Permission Retribution in the sector of industry, trading and investment. On the other hand the service of issuing the Legal Letter of Property or, in this paper called IMB, was regulated based on Local Regulation (Perda) in 2005 relating to retribution of property construction. Research findings also indicate that in doing its' job the integrated service unit also works to issue eight types of permit issues ranging from providing information about service types and their procedures, files application, coordination and field observation on the applied permit subject and the administration process of issuing the legal permit.

**The Application of Public Service Dimensions on Issuing Legal Letter of Enterprise (SIUP)**

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This public service has been conducted based on Local Regulation (Perda) Number 21 in 2001 concerning the retribution permit of industry, commerce, and investment. The public service mechanism and procedures found on the field indicates that there are twelve steps required in order for the permit to be issued as explained in previous research. The implementation of public service dimensions at the Integrated Permit Service Office of Gorontalo can be explained by using the theory of Parasuraman (1996) concerning the public service dimensions which include: 1) Reliability, 2) Responses, 3) Assurance, 4) Empathy, and 5) Tangibility.

Based on research findings it is found known that the implementation of public services at the Integrated Public Services Office of Gorontalo has not fully confirmed the dimension of public service proposed by Parasuraman. This is revealed by a field study over the application of public services dimensions related to issuing the SIUP as the following explains

The first application of public service dimension is reliability. This has so much to do with the ability to give the promised services accurately. Concerning the service of issuing the SIUP it is found that the staffs in charge have done a good job with it presumably because this service is more about dealing with administrative works which are already part of their routine activities. On the other hand, the service of issuing the Legal Permit of Property or IMB requires particular knowledge on technical construction beside the ability to deal with paper works which unfortunately has not been found at the KPPT of Gorontalo. Therefore the time needed to process the public service on issuing the IMB is relatively longer

than the time spent on issuing Permit Letter of Enterprise. Considering this fact, it is safe to say that the application of public service dimension on issuing the Permit Letter of Enterprise has been supported by sufficient human resources because of the nature of service which is administrative. Meanwhile, the service of issuing the IMB has not been supported by sufficient quality of human resources with technical skill and understanding about construction structure.

The second application of public service is responses. This dimension is strongly related to the availability and ability of service provider to help customers and respond to their requests immediately. The implementation of this dimension on the SIUP unit is done in the form of giving positive responses by the staffs in charge to every applicant coming to the office. Positive responses of this service come from the staffs in every step of service through the whole administration process. Therefore it can be said that the response dimension has been applied in issuing the SIUP because it is supported by human resources that are capable of doing administration process.

The third dimension of public service application is assurance. This is related to the knowledge and hospitality of the staffs and their ability in growing confidentiality and trust of the customers. The application of this dimension on issuing the SIUP can be assessed through how they provide sufficient explanation related to administrative conditions and procedures to go through. That way the applicants can be assured that the applied permit can be issued immediately and with a satisfying service. This is also supported by the policy of Gorontalo's mayor that the permit service of the SIUP should be complete

within three work days. Therefore the staffs at the KKPT can guarantee that the public can get access to a well service and be sure their applied SIUP will be issued.

The fourth dimension of public service application is empathy. This dimension strongly relates to the organizational understanding of their customers' issues, respond based on their interests and give personal attention to them. Applying this dimension on issuing the Enterprise Legal Permit (SIUP) can be seen through the ability of organization or institution in providing more immediate service. The whole stages of service in issuing the SIUP has been done at the KPPT of Gorontalo within 3 hours, which includes the process of accepting and validating applicant's files to the point where the customers receive their SIUP. This proves that organization and staffs in charge have had a good understanding of what public really need.

The fifth dimension public service is tangibles. This dimension correlates with the physical appearances of service infrastructure, tools and maintenance, human resources and communication materials. Every type of public service at the KPPT is done by using facilities of KPPT but they are still not enough to handle all public services in the city of Gorontalo. For example, the new service of issuing SIUP only requires simple tools and facilities except for the extension or if the customers want SIUP for bigger business.

Every facility and infrastructure for all types of service at the KPPT needs attention from the city government. The office building used to give services now is a building that is no longer used by other institutions. Therefore, since the first time the office building has been moved for three times from

the city hall of Gorontalo, Kartini Building, former Perindag's Building and former Nakersos' Building. The process of moving the office was done without giving any information to the public. This, in return, gave a relatively negative impact to the public service for either the staffs in charge or the public. Besides that public services at the KPPT of Gorontalo have not been supported by other facilities such as cars and motorcycles which are extremely important considering that the integrated unit of public service always demands field survey. This situation is worsened by the fact that they have not allocated any fund for the team to do official field trip, causing them to lose their motivation in doing their job. Therefore it is safe to say that the application of tangibles or infrastructure at the KPPT of Gorontalo has yet sufficiently done due to the lack of facilities and fund. Facts on the field indicate that the application of tangibles in issuing the SIUP has been done but needs more improvement to better the service. This situation fits in with the theory proposed by Parasuraman on dimensions of public services.

The application of public service dimension on issuing the SIUP explained above is also in line with the research done by Anna Yuliani. One of conclusions resulted in this research was that the bureaucratic mechanism of issuing the SIUP by using one stop service system was highly beneficial to the applicants in terms of simplicity, effectiveness, time, cost, reliability, responses, assurance, empathy and tangibles. All those aspects could somehow end the chain of Corruption or KKN and are free from the tyranny of bureaucracy.

### **The Implementation of Public Service Dimensions on Issuing the Legal Permit of Property (IMB)**

The public service or issuing IMB is based on the local government's regulation Number 18 in 2005 concerning the permit retribution of building construction or property and issued by the Department of City Plan and Park (Dinas Tata Kota dan Pertamanan). But since the local government issued a new policy based on Mayor's Regulation Number 23 regarding the distribution of some of the authority to the head of Integrated Public Services Office of Gorontalo the whole process of service in issuing the IMB is done by this unit. There are two advantages for the KPPT from this new Mayor's regulation namely:

1. The distribution of authority regarding public services for permit or non-permit.
2. By the time the Mayor's new regulation becomes effective every permit service in the Unit of Local Apparatus is handed over to the KPPT of Gorontalo.
3. The head of KPPT has the responsibility for the permit authority handed over to them.
4. The distribution of authority as explained above is followed by the distribution of personnel, equipment, facility, finance, and documentation.

Before the new regulation of authority distribution the whole service of issuing permits which was under the authority of the local government of Gorontalo lied on the technical department. The process of issuing permits at the technical department considerably took more time because every product of permit is connected to other techni-

cal departments and in the end is very time consuming.

With every advantage given by the new Mayor's Regulation to the KPPT of Gorontalo this unit is expected to provide better quality of service for the public. But in fact, the length of time that people have to go through in accessing the service is still not as short as promised especially when it comes to issuing the permit of building property or IMB.

The service mechanism and procedures that has been given to the public include 20 stages. A theory proposed by Parasuraman (1996) is used to explain the public service dimensions at the KPPT of Gorontalo which covers the aspect of 1) Reliability, 2) Response, 3) Assurance, 4) Empathy, and 5) Tangibility. Based on the research it is found that the application of public service dimensions in issuing the IMB has not fully confirmed the dimensions of public service proposed by Parasuraman. This is found in the field study on the application of public services dimension in issuing the IMB which will be explained as follows;

The first application of public service dimension is reliability. This dimension has so much to do with the ability to provide services accurately. In order to be able to give public service in issuing the IMB staffs in charge need to have particular knowledge about construction as well as administration skill. In fact, staffs with sufficient knowledge and skill of construction have not been placed at the KPPT of Gorontalo. This is one of several reasons why issuing the IMB takes more time than issuing other legal certificates. Therefore it is safe to say that the public service of issuing the IMB has not been supported by sufficient quality and quantity of human resources that understand con-



struction and building structure. Based on this the writer here can interpret that the reliability dimension on the IMB service has not been applied. This is different from Parasuraman's theory which explains about the implementation of reliability dimension in public service.

The second dimension of public service application is response. This dimension strongly relates to the availability and the ability of service provider in helping their customers and respond to their requests immediately. The application of this dimension in the IMB service unit is done in the form of providing positive responses by the staffs in charge to every applicant that comes to the office. Positive responses to this service can be done by the staffs in charge when dealing with administration and paper works but the technical service related to issuing the IMB cannot be accessed by the applicants or the public due to the fact that the KPPT of Gorontalo has not placed any staffs with construction structure skill and understanding in the City Planning and City Park Department of Gorontalo. As a department that conducts integrated public service, the KPPT should take the staffs with specific skills and understanding about building structure and construction from the City Planning and City Park Department. Having considered this one could say that the response dimension on the public service that issues the IMB has not been applied by the KPPT because they are not supported by human resources that understand technical aspects of building and constructions. Consequently, the public still have to go to and follow the procedures and mechanisms at the City Plan and City Park office where they can find staffs with construction technical understanding. This causes them to go to two technical department

offices namely the City Plan and Park Department and KPPT in order to have their IMB permit issued. This gives them a longer timeline within the mechanism or procedure to have the service and it was found on the field study that applicants have to go through steps for this. Based on this the writer here can assume that the response dimension on the service of issuing the IMB has not been properly applied. This, for sure, does not confirm the public service dimensions stated by Parasuraman.

The third dimension of public service is assurance. This dimension strongly correlates with the knowledge and hospitality of the staffs in charge and also with their ability to grow public's trust and confidentiality. The application of this dimension in its relation with the IMB permit service can be seen in the form of the attitude shown by the staffs in dealing with the public. If everyone coming to the office gets nice welcome and is treated appropriately by the staffs there we can assume that the assurance of nice treatment can be found in this service. Nevertheless nice and warm welcome and good attitude have yet to become the guarantee of a satisfying service for the public. This is the case if the staffs of the KPPT are considerably unaware of construction structures and the mechanism of fit and proper study on the field. Therefore the staffs of KPPT are still unable to guarantee that applicants or public can always have maximum and satisfying service especially when it comes to applying for the IMB. Considering some of the facts above the writer here can assume that the dimension of assurance in the application process for the IMB has yet full been implemented. This also does not fit in with the third dimension stated by Parasuraman in his theory about public service dimensions.

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The fourth dimension of public service is empathy. This dimension is strongly connected to how the organization or department understands their customers' problems and acts for their interest and how they give personal attention to the customers or public. The application of this dimension on the service of issuing IMB permit is not sufficiently done yet due to several causes namely

1. The KPPT still lack of human resources with proper understanding and knowledge as those placed in the office of City Planning and Park- it is believed that those staffs should be transferred to the office of KPPT
2. There has not been a full distribution of authority concerning the issue of IMB from the City Planning and Park department to the KPPT, as stated in the mayor's regulation.
3. There still exists a sectorial sense of selfishness by certain technical departments or institutions where the chief of the departments are unwilling to allow the service of IMB permit be overtaken by the KPPT.

Several facts as mentioned above drives the writer here to assume that the application of empathy dimension on the IMB permit service has not followed the theory proposed by Parasuraman.

The fifth dimension of public service application is tangibles. This dimension concerns with the physical appearance of the service, equipment/ tools, human resources and communication materials. All types of public service at the KPPT are done by using infrastructures belonging to the KPPT of Gorontalo. The public service of issuing the IMB needs more infrastructure because it takes special field study by the experts

and integrated team which certainly needs operational vehicles namely car or motorcycles.

Providing sufficient equipment and infrastructure for all types at the KPPT is really an issue that the local government needs to address. The office building that has been used to provide services to the public is a building that is no longer used by other departments/ institutions. Therefore since its' establishment this office location has been moved for three times. The first location was the city hall then moved to Kartini building to former building of Commerce and Industry Department (Perindag) and finally to former building of Social and Employment Department (Nakersos). The changings of locations were not informed, in spoken or written form, to the public and caused negative impacts to the process of public service and to both staffs of the office and applicants. Another aspect in this case is that in doing its' job the KPPT are not supported by the availability of vehicles either cars or motorcycles while at the same time, as well as other departments that are running field study and surveys having cars and motorcycles is very important. This is worsened by the fact that there has not been any budget allocated to pay for official trips and visits done by the integrated team, causing a type of demotivation of the staffs in charge to do the work properly. Therefore we can assume that the tangibles dimension within the KPPT has not been well applied due to the lack of facility and budget allocation.

Considering the facts above the writer here can draw an interpretation that the implementation of tangibles in the public service at the KPPT of Gorontalo, especially on issuing the IMB permit has not confirmed the theory

proposed by Parasuraman on dimensions of providing public services. Another research on public services at the KPPT has also been done by Adi Surya titled the quality of service at One Door Integrated Public Service Office (Kantor Pelayanan Terpadu Satu Pintu). This research was intended to identify the service quality done by the department from the point of view of responsiveness, assurance, empathy, and tangibles. The result indicated that all aspects of services given by the office have not fulfilled the expectation of applying customers. It was also concluded that the quality of permit and non-permit services need to be improved especially in terms of responsiveness, reliability, assurance and empathy in order to guarantee the services to meet public expectation.

#### CLOSING

#### CONCLUSION

The application of dimensions of public services which include reliability, responsiveness, assurance, empathy, and tangibles at the unit of SIUP permit issue has been done properly although there are several aspects of the dimensions that need more improvement. On the other hand the application of public service at the IMB unit has not been done properly, causing the issue of IMB permit to encounter a number of problems and challenges. In this situation the KPPT of Gorontalo is only the unit of organization that receives files to be sent forward to the integrated technical department/ institution. This obviously does not cut off the long bureaucracy chain that people have to go through in gaining the permit or in another word this has lengthened it even more, making it move further away from public expectation.

The realization of SIUP has increased over the years due to some factors namely:

1. Sufficient human resources that have the ability to run a number of works within the SIUP unit.
2. The unit of SIUP can still use simple facilities and equipment.
3. Simple mechanism and procedures in issuing the SIUP.
4. Coordination with other departments is only necessary for permit extension and larger business activities.
5. The vision of Gorontalo as a city is "The city of Entrepreneurship".
6. The transfer of authority based on the Mayor's Regulation Number 23 of 2008 has been consistently done.
7. The mayor's rule of 3 days on field and 2 days at the office to come directly to the field and investigate business owners without permit.
8. Cheaper administration cost compared to other cities in the province of Gorontalo.

On the other hand the realization of IMP permit challenged by a number of factors namely:

1. Sufficient and well skilled human resources have not been transferred from the Department of City Plan and Park to the KPPT, causing difficulty in making coordination and doing the fit and proper study on the field.
2. The lack of facility and infrastructure to support administration works and on field study to check the properness of the building.
3. There are 20 stages of mechanism and procedures to go through before somebody can gain the IMB.

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4. Coordination with technical and related organization and team has not been properly done.
5. The Indonesian Law Number 41 of 2009 concerning the protection of sustainable agricultural land.
6. The regulation of the Mayor of Gorontalo Number 1 of 2009 concerning the control of function shift of technical irrigated rice field (productive land) in the city of Gorontalo.
7. Local regulation of Gorontalo Number 16 of 2002 related to the city plan (RT/RW) which regulates the complex of office building construction, economic area, and people settlement.
8. The transfer of authority based on the Mayor's Regulation Number 23 of 2008 has not been properly done. The transfer of authority is not followed by the transfer of resources needed to do a number of main duties functions of the KPPT.
9. The selfishness of every sector and related departments causing hesitation in transferring the whole resources in issuing the IMB at the KPPT of Gorontalo.
10. In certain cases there have been addition of other permits that they have to have first by people who have not had the IMB without initial information by the KPPT to the applicants, for example the permit of disturbance and SIUP.

#### SUGGESTION

In the effort to establish the implementation of public service dimensions at the KPPT of Gorontalo, the local government need to place staffs with ability to do the study of all types of services that need field studies, provide

buildings and service rooms that fit in the standards of integrated services, simplifying mechanisms and procedures for all types of permits and give full authority to the KPPT of Gorontalo to do coordination with related departments as well as to set up a technical team for all services in Gorontalo. It also suggested that the local government of Gorontalo to be more consistent in applying the local and mayor's regulation. There should not be an overlaps in applying one policy and another. In its' relation to the result of the research the local government of Gorontalo has two options in order to realize high quality public service in issuing the permits. The first one is to optimize the function and roles of the KPPT based on its' purpose of formation. The local government need also to be consistent in implementing the mayor's regulation number 23 of 2008 concerning the transfer of authority to the KPPT of Gorontalo by facilitating them with a number of operational needs namely the placement of staffs in charge with capability to do the study of all types of services that need field studies, provide buildings and service rooms that fit in the standards of integrated services, simplifying mechanisms and procedures for all types of permits and give full authority to the KPPT of Gorontalo to do coordination with related departments and to give authority to do functions of permit issue and to set up team that will do the on-the-field study/survey. The second option is to return the function of permit services to the designated departments. This means that the KPPT will be dismissed so the public can go directly to the office where they need particular services.

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