

Encouraging Bureaucracy Performance in the Field of Investment in Gorontalo District

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Abstract

This article aims to analyze and describe efforts to encourage bureaucratic performance in the investment sector in Gorontalo Regency. The research method used is a qualitative method. The data analysis used in this article is an interactive model analysis consisting of three analysis components, namely: Data Reduction, Data Presentation, Data Verification and Conclusion Drawing. The results of the article show that the performance of the bureaucracy in the investment sector in Gorontalo Regency can be improved through several stages, including: (1) The productivity of the performance of the apparatus, which includes: (a) improving work ethic; (b) adaptability; and (c) building partnerships with investors initiated by local governments; (2) The performance responsibility of the apparatus, which includes: (a) Providing legal protection guarantees to investors and potential investors; and (b) reforming the licensing flow mechanism. (3) Accountability of the performance of the apparatus which includes: (a) ease of access to services for investors and attention to strategic investment policies.

Keywords: Bureaucratic, Performance, Investment.

INTRODUCTION

In the last decade, the government has implemented a comprehensive bureaucratic restructuring policy that involves all government affairs administrators, both at the central and regional levels. Through Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, it is hoped that a professional and high-integrity government bureaucracy can be realized, which is able to provide excellent service and democratic government management in order to realize good governance. To further accelerate the acceleration of achieving the goals of Bureaucratic Reform, a Bureaucratic Reform Roadmap is also formulated, which is a detailed plan for bureaucratic reform from one

stage to another over a certain period of time. One of the fundamental issues that are the targets of the bureaucratic restructuring policy is the performance of the bureaucracy and state civil servants who will be formed through the bureaucratic reform agenda. Ideally, efforts to reorganize the bureaucracy must be able to improve the performance and performance of the government bureaucracy so that it can empower its citizens to be able to compete at the regional and international levels. In other words, being able to serve citizens is not enough, but they must be able to contribute and find solutions for their citizens, so that they have high competitiveness.

The commitment and determination of the Gorontalo Regency Government to seriously improve bureaucratic performance is evidenced

by the preparation of the Bureaucratic Reform Road Map in 2016. Through this roadmap, it will be a guide and direction for the implementation of bureaucratic reform within the Gorontalo Regency Government. The seriousness of the local government was followed up through a number of implementation steps involving all levels, both at the village, sub-district, and Gorontalo Regency-level Regional Apparatus Organizations. However, after approximately 5 years of implementing bureaucratic arrangements within the Gorontalo Regency Government, the expected results are still not as expected. This can be seen from the results of the assessment by the Indonesian Ombudsman for good service quality in 2016 at 69.52 or in the yellow Compliance Zone category. Next for the 2017 assessment. The results of the assessment are at 22.94 or are in the red compliance zone. As for the results of the 2018 assessment, the value obtained is at 73.17 or is in the Yellow compliance zone category or experiencing a significant increase from the previous year. This condition shows that the implementation of bureaucratic structuring activities in Gorontalo district, especially related to the performance of the bureaucracy in improving the quality of public services, is still not running optimally.

The Gorontalo Regency Government aspires to realize the goals and objectives of bureaucratic restructuring efforts, one of which is in the aspect of regional development plans by mobilizing the presence of leading industries as well as production and trade activities. This investment activity is then expected to encourage and assist the development of economic activities in the Gorontalo Regency area. Investments made by investors are one of the factors that increase the regional economy. The economic opportunities available are now getting bigger and this is a challenge in such rapid changes. Moreover, at this time with the Covid-19 Pandemic conditions that have hit Indonesia and the region since March 2020, it has added a complex burden to the development of investment progress in the region. However, researchers believe that all problems related to the acceleration of

investment in Gorontalo Regency depend on the ability of the Regional Government to think, behave, act creatively, and be innovative in taking advantage of these opportunities.

This understanding also confirms that the local government of Gorontalo Regency needs to continue to develop itself, which of course cannot be separated from the dynamics of the quality of political infrastructure, relations with other institutions (private, community, NGO) in investment matters. This is because inviting investors to invest is not an easy thing. Serious, systematic, integrated and consistent efforts need to be made to instill confidence in investors to invest in the Gorontalo Regency area. Therefore, it must be remembered that investors' considerations before investing are always based on economic motivation to generate profits from capital and all the resources it uses. Investors always conduct an initial study of the economic, political and legal aspects before making a decision to invest. In this regard, at least potential investors will consider aspects of economic opportunity, political stability, and legal certainty. These three aspects, according to the author's initial observations, are an absolute requirement for regions to attract potential investors.

When compared to the practice of implementing investment in developed countries, based on the results of research conducted by [1] published in an international journal entitled "Practice of investment funds development in developed countries", it is argued that "In Europe, Luxembourg, France, Ireland, Germany, and the United Kingdom have developed a wide range of investment funds, especially open types of funds. The share of these five countries in the total volume of open joint-stock investment funds in 2015 was 84.9 percent. In the Russian Federation, the share investment funds are developing. The trend of growth has been preserved in their number. In 1997, the number of PIFs increased to 1,374 as of January 1, 2016. In developing countries, there are adequate conditions for diversification of investment funds' assets in various sectors. Their share is particularly well-developed with sovereign investment funds, particularly those with closed-type investment

funds. The transition from a planned economy to a market economy has played a major role in the CIF and XIF. In 2008, under conditions of the global financial crisis, net assets of openly-funded investment funds declined sharply (by 27.6 percent) compared to 2007. The largest decline (44.6%) fell on the share of Asia and Pacific investment funds. In 2015, net assets of all regulated open joint-stock investment funds increased by 80.3% compared to 2008 and amounted to about 37.2 trillion sums. US Dollars. Of these, 47.7% of US dollars have been invested, and it has maintained a leading position in the global open investment funds. The European average was 34.3%. In 2015, the share of total net investment assets of the United States in the structure of assets of total investment funds amounted to 86.4%. The largest share of 5, 10, and 25 funds in the total assets of US open-source mutual funds has a tendency to grow over the years. Particularly, the share of five largest investment funds in total assets of investment funds makes 45% in 2015 and 13% in comparison with 2000. In the United States, a substantial part of assets of closed type of investment funds is placed in bonds and their share is 62% in 2015. Of these, 34% are local municipal bonds.

There are several indicators used to measure the performance of the public bureaucracy, including: (1) Productivity, which is measuring performance with the efficiency and effectiveness of public services; (2) Responsibility, namely explaining whether the implementation of the performance of the public bureaucracy is carried out in accordance with the correct administrative principles of bureaucratic policies, both explicitly and implicitly. Sometimes responsibility can clash with responsiveness; and (3) Accountability, which refers to how much the policies and performance of the public bureaucracy are subject to political officials elected by the people. In this context, public accountability can be used to see how much the policies and performance of the public bureaucracy are consistent with the will of the public [2].

Each region has unique problems as part of the order of social, national and state life so that the optimization of regional development is a

reflection of the success of the regional government in formulating solutions to every existing problem. Investment is very important, meaning that in the midst of the government's limitations in financing all kinds of development needs, the government stimulates the participation of the private sector for the success of the national development program. Investment is one alternative that is considered good for local governments to solve capital difficulties in launching development. Investment or investment also has an important role for the progress of a region. This is because investment is one of the sectors that can be used as a mainstay in increasing Regional Original Income (PAD). Regarding the purpose of investment [3] in their research journal stated that "Investment has an important role and contribution to development. The development is planned by the government in which it is also directed that investment has a role in development. Investment activities are not expected to have the potential for profit motives, but are also directed to the fulfillment of development tasks. Therefore, it is appropriate for investment to be directed at a series of arrangements by the government to participate in achieving development goals according to the priorities listed in each national and regional development plan, which include: (1) Increasing national/regional production in exploring economic potentials; (2) job creation; (3) improvement of equipment resulting from development/community participation in development/economic activities and equitable distribution of development activities to the regions.

Departing from the construction of thinking above and the results of observations made by the author regarding investment problems in Gorontalo Regency actually have great potential to be worked on by investors. The ability of abundant natural resources should be an attraction for investors at the local and national level and even internationally interested in investing in Gorontalo Regency. However, there are several obstacles in realizing a conducive investment climate in Gorontalo Regency, including: (1) providing space that is able to juxtapose investment,

investment, and spatial arrangement based on RT/RW and food needs; (2) limited investment space (land); (3) transportation network; (4) access to supporting infrastructure; (5) spatial arrangement based on zoning.

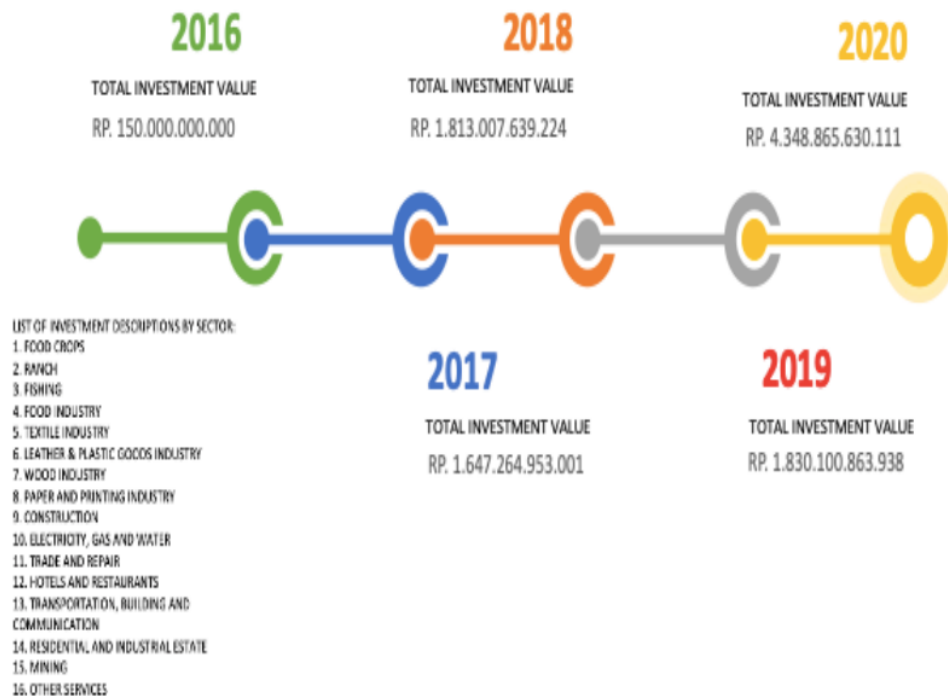
Here the author displays data about the number of industries in Gorontalo Regency between 2016-2020:

No	Company Name	Type of Business Activity	Information
1.	PT. TRIJAYA TANGGUH	COCONUT FLOUR INDUSTRY	PMDN
2.	PT. HARVEST GORONTALO INDONESIA	Traditional Medicine Processing Industry (JAMU HERBAL SOMAN)	PMDN
3.	PT.PG GORONTALO	Sugar industry & Rubber processing industry	PMA
4.	PT. HARIM FARSMCO	Corn and Layer Drying Industry	PMA
5.	PT. ISIMU SEJATI MAKMUR UTAMA	Corn Drying Industry	PMDN
6.	PT. ROYAL COCONUT	Coconut Flour Industry	PMDN
7.	PT. GORONTALO PANGAN LESTARI	Corn Drying Industry	PMDN
8.	PT. NURZA BERSAMA SEJAHTERA	Tapioca Flour Industry	PMDN
9.	PT. SEGER PANGAN SEJAHTERA	Corn and animal feed industry	PMDN
10.	PT. CHAREON POKPHAN	Corn and animal feed industry	PMDN
11.	PT. AGRO UTAMA INDONESIA	Corn Drying Industry	PMA
12.	PT. CAHAYA NUSA SULUTARING	Rock Processing in the form of Asphalt mixing plant and Stone Crusher	PMDN
13.	CV. UFUK TIMUR INDONESIA	Manufacture of wood charcoal briquettes and coconut shell charcoal	PMDN

Based on the data above, it can be seen that the number of industrial sectors in Gorontalo Regency is quite small and is only dominated by domestic investment (PMDN) and only 3 industries that come from foreign investment (PMA). From the various problems that the researchers saw, there are a number of problems that affect the slow increase in the number of PMA and PMDN including: (1) The implementation regulations for the Regional Spatial Planning (RTRW) are not yet complete

to control and supervise the use of space according to its designation; (2) Unclear policies on incentives and enforcement of regulations for spatial planning violations; (3) Not yet optimal institutional performance in the field of spatial planning; 4) The spatial planning information system is not yet optimal.

The following authors present data on the trend of business actors and the value of investment in Gorontalo Regency in the 2016-2020 period.



Source of data: Department of Public Works and Spatial Planning Kab. Gorontalo 2020

Based on the data that the author presents above, the Gorontalo Regency Government should put more effort into fostering new industries that bring in larger capital injections from outside the region in order to accelerate labor force opportunities and economic inequality in Gorontalo Regency. However, the researcher considers that it is quite difficult to implement at the bureaucratic level because of the conflict of policies between the district government and the central government related to regulatory arrangements that are not in accordance with the existing conditions in the area.

Even though regional autonomy has been implemented, the conflict of interest between the economy, the environment, and regulations on investment progress has prevented the Gorontalo Regency Public Works Department from taking strategic steps to improve the investment climate without bypassing the regulations that have been set forth in the

central government and the government. area. On the one hand, if this is enforced, the local government seems to break the law, ignoring environmental impacts, and also food availability due to land conversion. On the other hand, the government needs investment as one of the main economic drivers in the region and responds to the challenges of competition in the business world and in the world of work for people who need work.

In addition, in order to support the improvement of the investment climate in Gorontalo Regency, researchers argue that the Gorontalo Regency government needs to pay attention to the obstacles and policy conflicts that have been obstacles to impeding incoming investment, including: (1) making more specific policies that benefit both parties between the government and investors; (2) Regency governments are expected to take into account food security as a result of land conversion as regulated in the RT/RW

Regional Spatial Plan; (3) simplifying regulations from the central government and local governments. Based on the description of the problem phenomenon above, the purpose of this article is to analyze and describe: Bureaucratic Performance in the Investment Sector in Gorontalo Regency

Methods

The research method used in this article is a qualitative method. Data analysis used in qualitative research is an interactive model analysis consisting of three analysis components, namely: 1) Data Reduction; 2) Data Presentation; 3) Data Verification and Conclusion Drawing. (Miles & Huberman, 1992)

Key informants in this article consist of: (1) Regent of Gorontalo Regency; (2) Employees within the Regional Apparatus Organization of Gorontalo Regency related to investment and investment; (3) Prospective investors and investors in Gorontalo Regency; (4) The general public evaluates investment in Gorontalo Regency.

Results and Discussion

Regarding the performance of the bureaucracy in the investment sector, the researcher divides it into three theoretical indicators, namely: performance productivity, performance responsibility, and performance accountability, the results of which are described as follows:

Performance Productivity

Productivity is a measure of performance with the level of efficiency and effectiveness of public services. In relation to investment, the researcher divides it into several stages of descriptors, namely measuring the level of efficiency of the organization's services, and measuring the level of effectiveness of the organization's services. The description of the results of the researcher's interviews with key informants is as follows:

Technical services related to the services of potential investors in investing their investments need to be measured whether the efficiency level has met the principles of simplicity, is not complicated, and is carried out according to the principles of justice as mandated by various regulations, both at the regional and central levels.

Effectiveness is expected by the author as a measure of the extent to which the organization can carry out all its tasks and achieve all its goals or objectives. If this is related to employee work problems within the Gorontalo Regency Government, effectiveness can be seen as a measure of the extent to which employees or employees can carry out all their work in order to help the organization achieve its goals or objectives. Effectiveness is an activity or main task carried out to achieve organizational goals by maximizing goals so that the goals achieved can be assessed correctly and positively.

The Department of Industry and Trade of Gorontalo Regency is one of the Regional Apparatus Organizations that is a partner of investors and potential investors. Regarding the issue of the investment climate, one of the employees said that "Due to the unfinished revision of the regional regulation on RT RW, business actors who wish to invest in Gorontalo district have not been able to accommodate permits because the land for business locations is mostly wet land and dry land agricultural land, which cannot be converted yet."

From the results of the interviews above, it can be seen that the level of effectiveness of local government services in Gorontalo Regency is constrained by bureaucratic problems and the absence of legal certainty is the biggest obstacle for investors to develop investments in Gorontalo Regency. The convoluted bureaucracy and business uncertainty make investors slump so that the investment rating of Gorontalo Regency in Indonesia tends to decline. Bureaucracy and legal uncertainty are the main factors hindering regional economic development. For example, the area of land permits for investment purposes is changing due to the various new regulations issued,

creating business uncertainty for investors. Not only that, the management of these permits must also go through layers of bureaucracy that are piled up, and convoluted.

Performance Responsibility

Responsibility aims to explain whether the implementation of the activities of public organizations is carried out in accordance with correct administrative principles. The explanation related to the results of the author's interview with one of the community leaders said that: "Organizational capabilities in the Gorontalo Regency Government are expected to be able to recognize community needs, set agendas and service priorities related to investment, and develop investment programs in the region. In relation to this responsiveness is the organization's ability to recognize the needs of the community in providing services, which is seen from the level of sensitivity to public complaints in investment services.

Responsibility can also be seen from the aspect of business development for entrepreneurs/investors in running their businesses. The Regent of Gorontalo Regency together with the ranks of the Regional Apparatus Organizations carried out various efforts to foster entrepreneurs including investors with the aim of making the business activities carried out have a strong formal foundation. The guidance can be in the form of monitoring and directing to companies operating in the Gorontalo Regency area.

Performance Accountability

Performance accountability is intended to see how much investment accountability policies are implemented by local governments. In regard, Gorontalo Regency requires the development and implementation of an appropriate, clear, measurable and legitimate accountability system integrated into a performance-based budgeting and reporting system so that governance and development can take place in an efficient, effective, clean and responsible manner and free from corruption, collusion and nepotism.

Intense coordination between Regional Apparatus Organizations is required in order to create a conducive investment climate. In this regard, the head of the Gorontalo Regency Investment and One-Stop Integrated Service Office said that: "Coordination with agencies related to investment licensing in strategic planning is always sought to be well established, so that decisions regarding licensing are in accordance with procedures. One of the commitments of DPM-PTSP in the implementation of the Strategic Plan is to create harmony, linkage and consistency between planning, implementation and supervision, as well as optimizing community participation in efficient, effective, equitable and sustainable resource development.

One of the potential investments in Gorontalo Regency is business development in the plantation sub-sector. However, this still encounters a number of obstacles, including the synergy of regulations at the central and regional levels. In this regard, the Head of the Gorontalo Regency Agriculture and Plantation Service stated that: "The investment requirements in the plantation sector are actually not difficult. As soon as there is an investor, we will open it. It's just back to the investors whether they want to fulfill a number of requirements that have been determined by both the central government and local governments or not".

In order to accelerate the growth of the national economy towards the creation of a just and prosperous society, it is necessary to have investment, both from foreign and domestic sources. Investment activities will be able to increase economic growth, create jobs and ultimately help reduce poverty. Moreover, investment activities are also expected to be able to foster national independence through the process of technology transfer, management, networking, financing, and others. However, since the reform era, the number of investments invested in Indonesia has decreased significantly from year to year. This significant decline was caused by several obstacles, such as local regulations, ministerial decrees and laws that contributed to distorting investment activities. Considering that it is no

longer appropriate to the challenges and needs to accelerate the development of the national economy.

Investment is the main sector that is highly relied on by the Indonesian state to move wheels of the country's economy. After the enactment of Law Number 25 of 2007 it is hoped that it will increase national economic growth, create jobs, promote sustainable economic development, increase capacity and increase national technological capacity and capability, encourage people's economic development and realize community welfare in a competitive economic system.

Performance Productivity

One indication of the increase in the productivity of the performance of the apparatus is by looking at the organization's ability to recognize the community, develop service agendas and priorities, and develop programs that can improve the investment climate in accordance with the needs and desires of the people in Gorontalo Regency. In the investment sector, the implementation of regional autonomy has resulted in various problems that make it difficult for international, national and local investors to invest in the region. The half-baked implementation of autonomy creates uncertainty in the costs and length of time to deal with licensing and bureaucracy and even regional autonomy policies. Deregulation and de-bureaucratization of integrated services (one stop service) by several agencies, agencies and related offices in the licensing sector as well as in other fields are very urgent matters in relation to accelerating people's economic development and poverty alleviation.

Work productivity viewed as a concept, philosophically, is a view of life and mental attitude that always strives to improve the quality of life where today's life must be more both of the quality of life tomorrow must be better than today [4]. Such a view of life and mental attitude will encourage people not to feel satisfied quickly, but must develop themselves and improve their abilities. The definition of productivity actually involves a

broad aspect, namely capital (including land), costs, labor, energy, tools, and technology. In general, productivity is a comparison between the output (output) achieved with the input given. Productivity is also the result of efficient input management and effectiveness of target achievement. High effectiveness and efficiency will result in high productivity.

Meanwhile, productivity measurement means comparisons that can be distinguished into three very different types, namely: (1) Comparisons between current implementation and historical implementation that do not show whether current implementation is satisfactory, but only show whether it has improved or reduced and the degree; (2) Comparison of implementation between units (individual tasks, sections, processes) with others. Measurements like this show relative achievement; (3) Comparison of current implementation with the target, and this is the best, because it focuses attention on the goals/goals [5].

So the productivity in the work organization that is produced is the embodiment of its goals, so productivity is related to something that is material and non-material, both those that can be valued and cannot be valued in money. Then basically work productivity includes an attitude that looks at the future optimistically with full confidence that this life must be better than yesterday's results, meaning that there is an increase to a better and perfect direction.

Based on some of the opinions of the experts mentioned above, the author simply concludes that work productivity can be interpreted as a comparison between the results of an employee's work with the sacrifices that have been issued. the relationship between organizational outputs or outcomes and those required. Productivity can be quantified by dividing output by input. Increasing productivity can be done by improving the productivity ratio, by producing more output or better output with a certain level of resource input. If this is related to efforts to improve the investment climate in Gorontalo Regency, the researcher argues that the productivity measurement of the apparatus' performance in improving the investment climate in Gorontalo Regency

should be able to guarantee better quality work results. This can be done if all OPDs with an interest in investment investment open a communication network. Togetherness, mutual cooperation, kinship, and integrating all interests in accordance with the mandate of the law, and ensuring that the entire process is carried out in a simple, effective and efficient manner.

Performance Responsibility

¹⁶ In order to improve the performance of the apparatus in the investment sector, it is necessary to have apparatus resources of adequate quality and quantity. Responsibility is a measure to see the ²⁰ extent to which local governments are able to recognize community needs, develop investment and investment agendas and priorities, and develop public service programs that are in line with community needs ⁵ and aspirations. responsibility is also one of the performance indicators because responsibility can directly describe the ability of bureaucratic organizations to carry out their goals.

The ²⁸ responsiveness of the performance of the apparatus when viewed from the aspect of the level of sensitivity of the organization to public and investor ⁶ complaints about investment services, as it is known that the Gorontalo Regency One Stop Integrated Service and Investment Service has one of its functions in preparing materials for coordination, facilitation and guidance in the investment sector. This is in accordance with the opinion of an employee at the Gorontalo Regency One Stop Investment and Service Office who stated that: In order to improve the image of services organized by government organizations, especially DPM-PTSP, the Regent of Gorontalo Regency has emphasized to all implementing officials to always be responsive. on the problems complained of by the public who apply for investment permits. So, if there is information, complaints and clarifications from the public.

Agus Dwiyanto suggests ³ that to assess organizational performance, several criteria can be used as guidelines for evaluating the

performance of public service organizations, including: (1) Efficiency. Concerning the consideration of the success of public service organizations in making a profit ¹ utilizing the factors of production as well as considerations derived from economic rationality. When applied objectively, criteria such as liquidity, solvency, and profitability are very relevant efficiency criteria; (2) Effectiveness. Have the goals of establishing a public service organization been achieved? This is closely related to technical rationality, values, mission, organizational goals, and the function of development agents; (3) Justice [2]. Questioning the distribution and allocation of services organized by public service organizations. This criterion is closely related to the concept of adequacy or appropriateness. Both question whether a certain level of effectiveness, needs and values in society can be met. Issues concerning equitable development, services to marginalized groups and so on, will be able to be answered through this criterion; (4) Responsiveness. In contrast to business carried out by private companies, public service organizations are part of the responsiveness of the state or government to the vital needs of society. Therefore, the organization's criteria as a whole must be transparently accountable in order to meet these responsiveness criteria.

Based on some of the opinions of the experts mentioned above, the ² authors conclude that the performance of the Gorontalo Regency Government in the investment sector. The importance of measuring performance is seen by the author as the main benchmark in facing competition in the era of globalization, especially with the birth of the Omnibuslaw, it will tighten competition in the job market so that the responsibility of the bureaucracy and investors can accelerate the aspirations of the people of Gorontalo Regency. Another reason the author is that responsibility is a process-oriented ⁵ performance indicator. This responsibility is included as one of the performance indicators because responsiveness directly describes the ability of a public organization to carry out its mission and goals, especially to meet the needs of the community.

Thus, the accountability of the performance of the bureaucracy in the investment sector in the Regency is a form of accountability for the implementation of public services to all interested stakeholders.

Performance Accountability

⁶ Law Number 23 of 2014 concerning Regional Government explains that regions have the authority to make regional policies to provide

services, increase participation, initiative and empower the community. These provisions imply a discretion and responsibility for regional governments to formulate regional policies, both general and specific in the form of operational technical guidelines.

The following authors present data on the number of business actors in Gorontalo Regency between 2016-2020:

Table 1. *Number of Business Actors 2016-2020*

No	Description Per Sector	Number of Business Actors					Information
		2016	2017	2018	2019	2020	
	Primary Sector						
	Food Crops & Plantation	1	0	1	6	9	
	Farm	9	3	0	21	3	
	Fishery	0	0	0	0	3	
	Secondary Sector						
	Food industry	12	12	1	28	13	
	Textile industry	2	2	1	11	3	
	Leather & Plastic Goods Industry	1	0	0	1	0	
	Wood industry	13	8	7	15	13	
	Paper and printing industry	1	7	3	4	5	
	Other Industries	16	11	7	46	17	
	Construction	88	68	51	200	71	
	Electricity, Gas and Water	0	1	0	4	4	
	Trading & Repair	238	201	64	641	158	
	Hotels & Restaurants	16	5	5	13	9	
	Transportation, Warehouse and Communication	18	6	5	10	28	
	Residential, Industrial & Office Estate	20	29	12	32	33	
	Other Services	63	65	29	191	68	
	Mining	0	0	0	0	9	
Total		498	418	186	1223	446	

Data Source: Gorontalo Regency Government in 2021

Based on the description of the data above, it can be seen that there has been a decrease in the growth in the number of new business actors between 2019 and 2020. This indicates that the local government's strategy to ³²ourage investment has decreased slightly. Based on the results of the researcher's interview with the Head of the Department of Agriculture, statistical figures that tend to be less consistent every year regarding the number of business actors are caused by land availability. The Head of the Agriculture Service added that every investment requires the availability of land for infrastructure development so that the function of the Agriculture Service is crucial because agricultural lands will switch to non-

agricultural functions. Especially in Gorontalo ¹⁴gency, the phenomenon of land use change can certainly bring serious problems in the future, if not anticipated seriously from now on. The implication is that uncontrolled conversion of agricultural land can threaten food supply capacity, and ²¹ in the long term can cause social losses. Several cases show that if a location changes land use, in a short time the surrounding land will also change function progressively. The role of the Department of Agriculture is to issue recommendations for land use changes that refer to the SOPs that have been compiled.

³³ Law No. 25 of 2007 concerning ¹¹vestment, there are 2 capital statuses, namely: (1)

Domestic Investment (PMDN), namely investment activities to conduct business in the territory of the Republic of Indonesia carried out by domestic investors and using domestic capital; (2) Foreign Investment (PMA) which includes investment activities to conduct business in the territory of the Republic of Indonesia which ²⁶carried out by foreign investors and uses foreign capital wholly or in joint ventures with domestic investors.

With regard to accountability ¹⁰for the performance of the local government of Gorontalo Regency, The publication of his research results related to the renewal of aspects of government management revealed that at least the Regional Government must reflect on the reform of government management when entering the reform era, which is related to the management system [6]. planning, human resources, financing, public service management, asset/investment management, collaboration management, and conflict management. Likewise in the aspect of supervision, because autonomy is given to achieve certain goals which will have consequences on the use of government resources, both within the regional government structure and other regional resources, a reliable management is also needed in carrying out its supervision.

Their research results published in the journal found that there are four strategies that the Cirebon Regency Government uses to attract investment [7]. The four strategies are image, attraction, infrastructure, and people marketing. Overall the strategy that has been carried out by the Cirebon Regency Government is going well, this is taken for the welfare of the community. However, the results have not been optimal or ¹⁷have not been successful because there is no certainty and clarity of legal rules regarding investment and licensing. So far, the bureaucratic licensing process is considered very complicated. The strategy that has been carried out ¹⁷the government is only seen in increasing investment realization, but it does not have a significant impact on regional and community development equally.

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Based on the results of the research and the views of the experts above, the authors conclude that the accountability of the performance of the apparatus in the investment sector in Gorontalo Regency is a form of embodiment of individual or group obligations to organizational units for each activity carried out in order to achieve the stated goals, namely opening up the widest possible employment opportunities. breadth for the people of Gorontalo Regency. The researchers also believe that increased investment can boost economic development in Gorontalo Regency. Investment is also a component of Gross Domestic Regional Income (GDP).

Article Finding

In the findings section of the article, the author will describe the research findings based on the theoretical focus raised in this article. This ⁷finding is a description of the data obtained in data collection in the field through interviews, observations, and documentation. Furthermore, in the discussion that has been described in the previous sub-chapter, it becomes the basis for researchers to develop this research into novelty in writing scientific articles.

The data that has been generated in the research process has been described by the researcher, which is preceded by a description of the general data contained at the research locus, which is related to the performance of the bureaucracy in the investment sector in Gorontalo Regency. Furthermore, the author develops it into the form of interview guidelines based on the theoretical focus that is the basis for thinking in this article. The writer then interviewed informants related to the focus raised and then interacted with the informants and their environment to find the necessary data and conduct a documentation study.

That after the authors carried out research activities with data collection techniques and interviews with informants, the researchers found several things that became the findings in this study from each focus, namely the performance of the bureaucracy in the investment sector in Gorontalo Regency. The

focus above consists of 3 theoretical focuses, namely: (a) Apparatus performance productivity; (b) Responsibility for the performance of the apparatus; and (c) Apparatus performance accountability. Furthermore, the author then describes it into several descriptors. Based on the results of interviews and discussion of the theory, it can be seen clearly that the three theoretical indicators can be used as a measure to see how the Gorontalo Regency Government is performing in improving the investment climate.

Apparatus Performance Productivity

In this process there are 2 descriptors developed by the author, namely: (a) Effectiveness; and (b) Efficiency. In the dominant effectiveness descriptor, the informant expects that the performance of the bureaucracy in improving the investment climate in Gorontalo Regency can be supported by aspects of work ethics and adaptability. Meanwhile, in the efficiency descriptor, the dominant informant expects the local government to continue to build partnerships with investors, and to have a commitment to the quality of employees. The research findings can be described as follows; (1) In the focus indicator, the work ethic is marked by the skills they have and their professionalism at work. The overall potential that exists within each employee is maximized through the skills and experience he has to facilitate the performance of the bureaucracy in improving the investment climate. The employee's work ethic can include abilities, impersonal skills and technical skills; (2) In the focus indicator of adaptability, it is indicated by employees who adapt to the internal work environment and external partners. Employees who have the ability. Highly adaptable can easily carry out work in any location and with anyone. Conversely, if employees with low adaptability will experience many obstacles with the new work environment, such as difficulty communicating with colleagues, difficulty adapting to existing facilities and infrastructure. Employee adaptability can include: a calmer, more flexible attitude and mastery of the job; (3) The indicator of building partnerships with

investors is marked by the sustainability of local governments in building connectivity between investors and the community through business cooperation which is part of the business strategy carried out between local governments and potential investors with the principle of mutual need and mutual benefits. may include: licensing, marketing, technical.

Apparatus Performance Responsibilities

In this process there are 2 descriptors developed by the researcher, namely: (a) administrative suitability; and (b) regulatory synchronization. In the administrative suitability descriptor, the dominant informant expects that employee performance in the investment sector is carried out in accordance with the work mechanism. The working mechanism referred to in the findings of this study is the application of Standard Operating Procedures (SOP) as work guidelines. Meanwhile, in the descriptor of synchronization of regulations, the dominant informant said that it was necessary to cut licensing regulations in order to speed up investors taking care of investment licensing.

Apparatus Performance Accountability

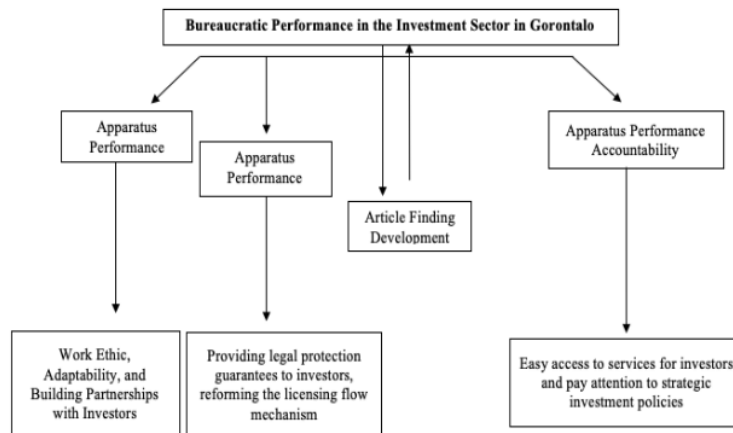
In this process, there are 2 descriptors developed by the researchers, namely: (a) regional government strategic policies; (b) performance achievements. In the descriptor of the strategic policy of the local government, the dominant informants expect the clarity of the policy targets taken by the local government of Gorontalo Regency in the investment sector. Meanwhile, on the dominant performance achievement descriptor, the informant hopes that the Regional Government is able to maintain a good work climate.

a. In the focus indicator, the clarity of policy targets is marked by encouraging community legitimacy to increase investor confidence to invest. The point of legitimacy is to find out how far the community is willing to accept the presence of investors. Local government can obtain legitimacy in various scopes including: procedurally, by representation, symbolically.

b. The focus indicator of performance achievement is marked by simplification of business licensing. The simplification of business licensing is expected to absorb labor in the midst of increasingly competitive

competition. These include: justice, independence and balance.

Based on the author's description above, the following authors describe the findings based on each theory indicator.



Conclusion

The results of the article show that the performance of the bureaucracy in the investment sector in Gorontalo Regency can be improved through several stages, including: (1) The productivity of the apparatus performance, which includes: (a) increasing work ethic, namely the overall potential that exists within each employee is maximized through the skills and experience he undergoes to facilitate the performance of the bureaucracy in improving the investment climate; (b) adaptability, which is characterized by employees adapting to the internal work environment and external partners. Employees who have the ability. Highly adaptable can easily carry out work in any location and with anyone. Conversely, if employees with low adaptability will experience many obstacles with the new work environment, such as difficulty communicating with colleagues, difficulty adapting to existing facilities and infrastructure; (c) Building partnerships with investors initiated by local governments, namely the sustainability of local governments building connectivity between investors and the community through business

cooperation which is part of the business strategy carried out between local governments and potential investors with the principle of mutual need and mutual benefit. ; (2) Responsibilities of the performance of the apparatus, which include: a) Providing legal protection guarantees to investors and potential investors; and b) reforming the licensing flow mechanism through the application of Standard Operating Procedures (SOP) as work guidelines. In addition, it is necessary to cut licensing regulations in order to speed up investors taking care of investment licensing; (3) Accountability of the performance of the apparatus which includes: a) ease of access to services to investors by encouraging public legitimacy to increase investor confidence to invest. The point of legitimacy is to find out how far the community is willing to accept the presence of investors; b) Paying attention to strategic investment policies by simplifying business licensing. The simplification of business licensing is expected to absorb labor in the midst of increasingly competitive competition.

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