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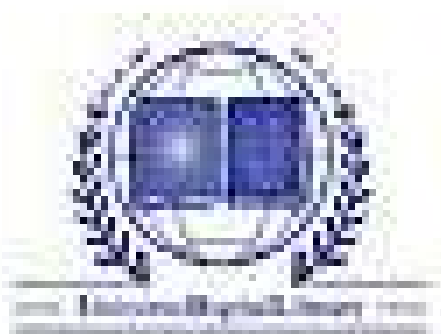
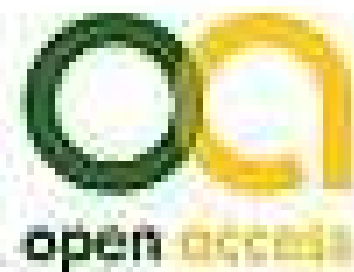
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Public Service in KPPT Office in Kota Gorontalo, Indonesia

Zuchri Abdussamad

Abstract

This study is designed as a qualitative research which aims to investigate the influence of employee competency in delivering their services to the society in Integrated Licensing Service Office (henceforth called KPPT) in Kota Gorontalo, Indonesia. The result of the research shows that the influence of employee competency variables towards the degree of service in this office is 49.6%. While, the rest 50.4% is influenced by other variable beyond this research design. Keywords: Public service, Employee competency, Academic attainment

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Public Service in KPPT Office in Kota Gorontalo, Indonesia

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Abstract

This study is designed as a qualitative research which aims to investigate the influence of employee competency in delivering their services to the society in Integrated Licensing Service Office (henceforth called KPPT) in Kota Gorontalo, Indonesia. The result of the research shows that the influence of employee competency variables towards the degree of service in this office is 49.6%. While, the rest 50.4% is influenced by other variable beyond this research design.

Keywords: Public service, Employee competency, Academic attainment

Introduction

In Indonesia, the discussion about public service has long begun, started by Sofian Effendi, Riaz Hasan, Irfan Islami, Abdul Wahab and others who popularized the public service into the discussions and lectures both in the form of scientific thought and scientific research. Even among practitioners of modern governance are working hard to produce concepts and problem-solving of public services. Therefore, the improvement of public services has become an urgent necessity. In this perspective, the government has the function in providing various public services that meet the needs and interests of the community ranging from service in the form of arrangement or any other services in order to meet the needs of the community in the fields of education, health, license, and security.

Basically the government has made every effort in order to produce a faster service, precise, humane base, reasonable, non-discriminatory, and transparent. However, the efforts that have been taken by the government are still not optimal yet. One of the indicators that can be seen from this phenomenon is the function of many public services known as a very bureaucratic approach and convoluted, while the managers of public services tends to be more directive which only consider or prioritize the interests of the leadership or organization only. The real example is in the processing of building permit has not been made pro-poor people. There is a vague pre-requisite made by technicians from the Department of City Planning at a price of over one million of Indonesia Rupiah (Rp. 1.000.000).

Societies as the users do not have any choices, like it or not they must give some money to the officer to make their business easier. Supposedly, public services are managed with supportive paradigm where the focus more on the interests of the society. The staff must be able to have a spirit of giving service and not to be served. Therefore, Nasrun, (2008) stated that public bureaucracy in a democratic system of government should have the accountability and performance of public stewardship to be more optimal. During this time, it is recognized that the accountability and performance of public stewardship of government officials are still far from the expectation.

Furthermore, Imbaruddin (2007) argues that there are several factors that lead to the widespread expression of public dissatisfaction with the quality of public services. First, public services provided by the government are still not meet with the evolving and growing needs of the community. Secondly, the increasing needs of the community are often not in line with the capabilities of resources owned by the government to provide all the demands of society. Third, the quality of people education is relatively increasing their expectations of the better quality of public services.

The efforts to improve services have actually been implemented by the government, for example through Presidential Decree No. 5 Year 1984 on Guidelines for Simplification and Control Licensing in Business Field. This effort was followed by the Decree of the Minister of State for Administrative Reform No. 81/1993 on Guidelines for Management of Public Service. To further encourage the commitment of government officials toward improving quality of care, it has issued Presidential Instruction No. 1 of 1995 on Improving the Quality Improvement and Community Services Government Reform. Besides, Decree No. 63/KEP/M.PAN/7/2003 of Minister of State for Administrative Reform about General Guidelines for Implementation of the Public Service was made to deal with this issue. Recently, the Public Service Act No. 25 of 2009 has been issued to further reinforce on providers of public services which refer to state officials, corporations, independent agency established by law for public service activities, and other legal entities established solely for public service activities.

Public Services in KPPT Office in Kota Gorontalo

KPPT office functions as the frontline of existing agencies to be the only agency dealing with people who need a variety of licensing services. The tasks of KPPT are received a permit application files, examine the completeness of the requirements, as coordinator together with technical agencies conduct an assessment or review of the field and make a draft decision and gave permission that has been approved or decided by the technical agencies. This condition is similar to the phrase given by Home Affair Ministry, Gamawan Fauzi at the time of carrying out a working visit to KPPT office in Kota Gorontalo on Tuesday, December 29, 2009. He further attests that all licenses are taken care of in KPPT office (Tribun Newspaper, December 30, 2009).

Therefore, the aspects related to the development of quality of employee (bureaucracy) is important because the employee through a higher quality of expected capabilities in KPPT office (institutional capability) in managing permissions in Kota Gorontalo will be more effectively and efficiently in accordance with the duties and functions of the organization. In this rapid change of environmental situations, it is an important aspect that can improve organizational capability to grow to be more intellectual capital (human quality) rather than tangible capital. It can be characterized by the availability of human resources that have the ability of meta-skill, namely human resources have the capacity to always be able to learn the new things.

Problems

From the description that has been said, it can be affirmed that one of the factors leading to non-optimal licensing service development activities in Kota Gorontalo is due to the low capacity of the officials in the KPPT office in providing services to existing stakeholders. The efforts to improve the quality of public services are determined by various factors such as the quality of human resources, namely personnel competence.

The phenomena that occur in connection with the lack of competence of personnel especially in KPPT office in Kota Gorontalo can be shown in the following realities: the government officials, especially in KPPT office of Kota Gorontalo do not have the appropriate education to the duties and functions. There were only two staff who have Master Degree, 15 people were Undergraduate (S1) and 3 people hold Diploma III degree and the rest were graduated from senior high school. In addition, there was only 45 % of staff in KPPT office have attended professional development training that is relevant to the task of stewardship. In terms of years of service, the personnel in this office are still below the average of seven years which shows that working experience is still low. The employee skills in both computer literacy and proficiency in mastering engineering services is still in low proficiency. The lack of awareness of group cooperation in corporate governance will lead to the customer dissatisfaction. In personal characteristics viewpoint, some staff in KPPT office are not able to control themselves and not create flexibility in the services in this office. Besides, some staff in this office has lack of passion for achievement and the desire to build cooperative relationships.

Literature Review

Concept of Public Service

In the concept of service, there are two terms related to the service, they are: the service provider and the service recipient. Service provider is the party that can provide a particular service to consumers, either in the form of service provision or delivery of goods or services (Barata, 2003). Service recipient is the customers who receive services from the service providers.

Nurcholis (2005:180) divides the functions of public service in the following areas: 1. education, 2. health, 3. religious, 4. environment, urban planning, hygiene, garbage, lighting; 5. recreation: parks, theaters, museums, tourism, 6. Social, 7. housing; 8. cemetery / crematorium; 9. registration population: births, deaths, 10. water, and 11. the legality (law), such as ID cards, passports, certificates, etc.

In Menpan Decree No: 63/KEP/M.PAN/7/2003 about General Guidelines for Implementation on Public Service, public service grouping is outlined as follows: 1. administrative services, 2. service of goods, 3. services. Thus, it can be explained that the concept of public service is the service provided to the public who are citizens or lawfully a resident of that country. This confirms the notion that public service is basically a process of interaction between the parties that provide services (government) with the given service (community). More specifically, public services can be defined as any form of service activities undertaken by the government agencies at the central, regional and state-owned enterprises neighborhood / area in the form of goods and services, both in order to meet the needs of the community as well as in the implementation of legislation and regulations.

Oriented on the description above and the results of a review of the theory of the various opinions expressed by the experts, then for the purposes of analysis and discussion of the integrated license service variables is limited to the discussion on the following aspects: 1. tangibles, 2. reliability, 3. responsiveness, 4. security or assurance, and 5. empathy.

Competence of Employee

To determine the level of competence of the employees in carrying out their work in an organization, it must first be aware of the key success factors for every position within the organization. Therefore, Kadji (2008:88) stresses that competence of personnel is the main pillar that bureaucratic institutions can perform the duties of governance, development, and social. Therefore, it is necessary to have the steps in the development of acquisition and qualification associated with the competencies needed. So that bureaucratic employee can play an optimal role in governance and social development.

In addition, Sedarmayanti (2007) stated that the competence covers a wide range of technical and non-technical factors, personality and behavior, soft skills and hard skills, then widely used as aspects assessed to recruit personnel into the organization. Thus, competence is valuable in creating a culture and a high performance organization. Through competence, employees are able to complete a task / job or a particular purpose correctly and effectively to provide a positive contribution to an organization. In contrast to physical assets, competencies will never be obsolete, although competence may be losing its value. In general, the more frequent competence is used, it is getting better and more valuable (Hamel & Prahalad, 1994:208).

Meanwhile, competence is the most difficult to imitate because it is really different and specific to each individual (Bergenhengouwen, 1997:56). This is what underlies the research conclusions given by Munro & Brendan (1994) who declared for various industries, competencies believed to be an enable factor of the organizations to build competitive advantage by providing human resource management framework that is directed sharply on activities to build the capability of its employees.

This statement is reinforced by Greene & Mautinho (1995) who managed to prove that the accumulation of competencies that exist within an organization can be directed to factors of competitive advantage for an organization. Kandola, 1996 (as cited in Hannon, Patteon & Marlon, 2000) stated that current competence is the basis for world-class organizations in conducting its business strategy determination. Therefore, the current challenge for many organizations is to introduce competency-based development process which has been shown to increase the productivity of organizations and individuals.

Through a study conducted by Ashtom (as cited in Murley 1997) saw the importance of functional competence in specific roles such as negotiation and communication skills as well as technical competence which further leads to the ability to practice the work of its responsibility. In other words, it can be stated that it would greatly affect a person's competence to excellence that will effect directly to the achievement of customer satisfaction. Cutting-edge research in the field of services performed by Foster & Cadogan (2000) also shows that the level of customer satisfaction (stakeholders) or the service they received from the group of employees indirectly lead to improve confidence in the organization's customers.

Oriented on the description above and the results of a review of the theory of the various opinions expressed by the experts, then for the purposes of analysis and discussion of personnel competence variables would be limited to the following aspects: 1. knowledge, which refers to information from learning outcomes, 2. skill expertise refers to the ability of a person to perform an activity, 3. self-concept is the attitudes, values, or self-image, 4. personal characteristics is referring to the physical characteristics and consistent responses to situations or information, and 5. motive is something that consistently thinks or wants the person who caused the action.

Research Methodology

The population in this study was all the officials (31 people) in the KPPT Office in Kota Gorontalo by using saturated sampling. Instrument used in this research was competency tests. Instrument was tried to the staff (42 people) in the Office of Industry Trade Cooperatives on September 14, 2010.

The research was designed to obtain information about the status of symptoms during the study were made. It means trying to describe: 1. the actual condition of the employee competence in KPPT office and 2. how competencies affects the personnel in the KPPT.

Discussion

KPPT office functions as the frontline of existing agencies to be the only agency dealing with the various services that require licensing. KPPT duties are received a permit application files, examine the completeness of the requirements, as coordinator together with technical agencies conduct an assessment or review of the field and make a draft decision and gave permission that has been approved or decided by the technical agencies. The types of permissions that are served in this office are for examples: Regional Fiscal Statement, Building Licensing (IMB), Business Licensing (SITU) and other related licensing.

Based on the survey of state data, the research locus licensing service from 2007 to 2009 on some types of services above indicates that every year people in need of services in business terms is increased. In 2007 it was 3,820, in 2008 raised to 4,923 and in 2009 reach 4,993. The public should be optimally served as the office's motto "If it could be made easier why should be difficult" and " Serve wholeheartedly to reach true satisfaction".

The mechanism or permit the service flow in KPPT office in Kota Gorontalo which is based on SOP and sufficiency based on the principle of excellent service as follows:

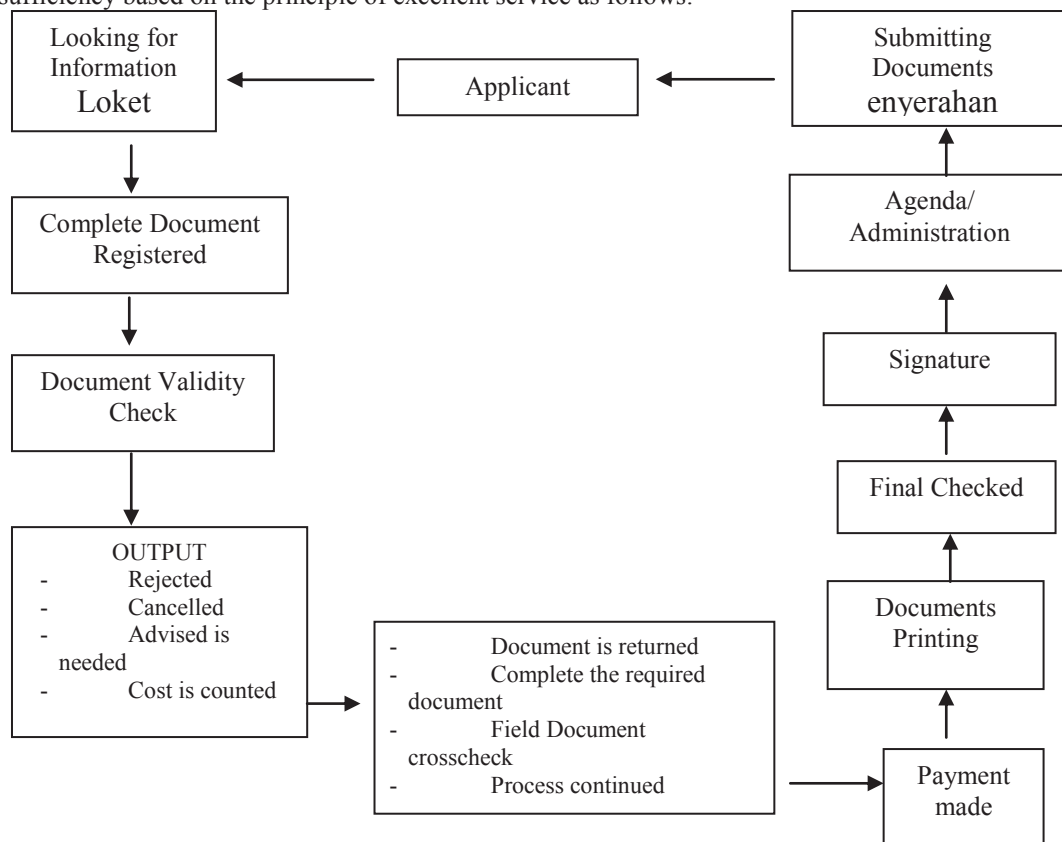


Figure 1. Service Mechanism in KPPT Office, Kota Gorontalo.

Factors Affecting Competence of Employee

To measure the competency of the employee in KPPT office in Kota Gorontalo, there are five aspects used namely: knowledge, skills, self-concept, personal characteristics or treat, and motive (Palan, 2007).

Knowledge

There are three indicators used to measure knowledge, namely: the relevance of education, training and education; and length of working. The result shows that knowledge aspect of staff in KPPT office in Kota Gorontalo is quite well. Besides, Sangkala (2007:37) considers that there has been a paradigm shift in resources to be able to deliver a superior organization. Leading organizations is no longer have to rely solely on financial resources, buildings, land, technology, market position and the assets are more tangible but rather should be based on knowledge assets. The result also shows that there was no significant difference between the scores gain to relevance of education, training and education and length of working. It means that these three indicators are relatively having an equal contribution to the knowledge variables.

Skills

Skills are measured based on the three indicators, they are: the number of courses got, number of skills, and relevance of skills mastered. The result shows that the skills aspect of staff in KPPT office in Kota Gorontalo is good. Moreover, Hannon, Patteon & Marlon (2000) states that competence is one's ability to exploit or use the skills and knowledge available to him, to be used in the execution of the work which they are responsible for. The result also implies that the level of relevance indicators skills mastered by field officers work still needs to be improved.

Based on the observations, it seems that the employee in this office have adequate skills as average or has attended training courses such as computer courses and so on. However, the problem is the placements of employees who do not fit that sometimes do not pay attention to educational background, skills and staff work experience.

Staff movement (mutation) is usually done only by the proximity of the head and not be based on the needs of institutions and employee competence. As a result, the numbers of skills mastered by officers are not necessarily

able to support the performance of an organization because it is not accompanied by appropriate policies in terms of staffing agencies that pay attention to the relevance of skills in their respective sectors.

Self-concept

This aspect is measured by using six indicators, namely: the ability to develop subordinates, directing skills, ability to lead a group, group collaboration, and orientation to customer satisfaction. The result shows that self-concept is one aspect of personnel competence variable. It can be argued that a review of aspects of self-concept, competence of personnel in KPPT office in Kota Gorontalo is good. The result is similar to Bergenhenegouwen' opinion (1997:57) 'competence is something related to the value of the standard view of life and the lives related to yourself and other people around him'.

The result also indicates that the ability of officers to perform the task of service to the community, especially in terms of licensing in this office is quite good and reliable. However, there are some employees who are still paying less attention to the importance of satisfaction of the community served. There are employees who are less friendly in delivering service and not on time according to the promise. This is closely linked to the personality and level of awareness of an officer. Thus, it is necessary to build effective personality and awareness of the importance of attention to personnel through training regarding the mental development of personality employee to provide satisfaction service to the community. In addition, it is also important to apply the appropriate reinforcement in the form of punishment to low-performing officers and the provision of incentives or bonuses as reward for those who have a high performance.

Personal Characteristics

Personal characteristics are evaluated from self-control, self-confidence, flexibility, and integrity of the organization. The result shows that the aspects of personal characteristics of staff in KPPT office in Kota Gorontalo are good. This empirical phenomenon is in accordance with the opinion given by Boyatzis, 1982 (as cited in Gilmore & Carson, 1996:42) "competence is something underlying characteristics of a person who made up motives, talents, as well as aspects related to the social role, or knowledge possessed by a person".

The result also shows that there are still some staff who less flexible in providing services to the public. Stiffness is supposed to be minimized depending on personal employee whether or not he is willing to help the costumers. Flexibility can be achieved by eliminating stiffness in interpreting existing rules which can be done through discussions with fellow staff or fellow leaders.

Motive

To measure the motive empirically, there are three indicators used, they are: organizational awareness, the desire to build relationships, and a passion for achievement. The result shows that in terms of indicators of the desire to build relationships and a passion for achievement, motive aspect of employee in KPPT office in Kota Gorontalo can be categorized good. In addition, Spencer & Spencer (1993) stated that job performance can be predicted through the competence of employee. It is because competence is an underlying characteristic of a person to be able to show a good performance in the field of certain work, roles and situations.

From the research, it is found that the desire to build a relationship indicator is only 69.03 % which has the lowest contribution to the motive aspect. But the passion for achievement indicators is 75.48 %. It means that the desire of the authorities to build good working relationships with fellow colleagues and the clients being served still need to be improved. Some employees were a bit hard to develop their working relationship with fellow co-workers even with the communities being served. This attitude would affect the services provided which may be less than the customers or clients satisfaction.

To overcome this problem, it is important for the leaders to create such a good and conducive working atmosphere that can encourage staff to perform better in their work. Some efforts which can be done are conducting in job training, seminars and workshops. It is hoped that by doing these beneficial activities the employee can build their good networking and create a cooperative relationship in terms of continue to coordinate and consult with fellow officers and customers in delivering satisfactory services to the costumers or clients.

Factors Affecting the Service in KPPT Office

Tangible

The result shows that in terms of employee performance, the readiness and completeness of supporting facilities in the implementation of the work and comfort of the space used in providing the services, the tangible aspects in KPPT office in Kota Gorontalo is categorized good. However, there are some facilities needed to be improved in quality and quantity such as computer and other facilities. Proposed procurement for the required facilities has been proposed but due to limited budget these facilities have not yet been fulfilled.

Reliability

The result shows that in terms of employee readiness or when required in the work place, speed of processing services provided by the employees, the ability of employees to meet customer needs and appropriateness of services provided by the employees based on the existing procedures, the reliability aspects in KPPT office in Kota Gorontalo is categorized good. In addition, it is known that the services provided by the state employee is still categorized good which means that the employees are aware of and know about their roles and functions to give a good service to the customer. However, the efforts leading to the good service quality has not been seriously implemented. It is also found that the rapidity of delivering services should be paid attention to. Some employees are still slow in performing their duty due to their academic background is less relevant to their jobs, lack of experience, and low awareness and mental services.

The result also reveals why the delivering service is time-consuming. One of the reasons is that some employees in this office are not recruited from related agents or office such as the staff in TDP division should be from related agencies namely the Department of Trade and Industry, IMB (building establishment permit) division should be recruited from the Department of City Planning. None of 31 employees in this office is the representative from related department in relation to certain permit delivered to the costumers.

Responsiveness

The result shows that in terms of the ability of employees to be responsive in facing the problems arise, the readiness of employees to provide information in a clear and easy to understand, the interests of customer service, the responsiveness aspects of the employee in KPPT office in Kota Gorontalo is categorized into good category.

Dealing with this aspect, it is also important to consider the interests of customer in the first priority service. However, it is found that there are still some employees whom in delivering their services pay less priority to the interests of the client. They just do their jobs to pass their responsibility without doing any effort to give satisfaction to the costumer being served. This happens because employees have less awareness in doing their jobs. Therefore, any training is needed to improve the quality of their services.

Assurance

The result shows that in terms of the accuracy of current employees according to the promise of service that has been agreed upon, the ability to create a sense of security and comfort when serving, certainty and clarity regarding the time and cost of service, and ease of contacting the officials in charge of the services, personnel security aspects in this office is categorized into good level.

It is also found that the indicator which has the lowest contribution and should be increased is certainty and clarity regarding to the time and cost of service. Rate and timing of provision of service in the existing institutions is provided, but it is not stated in the media which can be read directly by the community in the form of flyers, brochures or advertisements.

Empathy

In terms of the attitude of attention in handling grievances faced by the costumers, be fair in providing services to all the parties and courtesy given by the employee at time of service, this aspect is categorized into quite good. In accordance with the conditions above, orientation of the elements of the organization, ranging from bureaucratic leadership to the staff deployed to meet the interests of customers and management by market, the customer is placed at the top position and bureaucracy leadership is in the bottom. Contrary to the previous principle, the leader of the bureaucracy is the highest position with the customer is on the bottom. Consequently, the service orientation of the organization is to the leadership and management which affect the market.

Another indicator that needs to be improved is politeness attitude and behavior of the employee when providing services to the costumers. From the research informants, it is found that there are still some employees who are not polite and kind in performing their duties. This is related to an individual personality and habits. Therefore, it is necessary to give reinforcement and relevant guidance to the employee because it is very prominent on the image of the institution especially in supporting the achievement of its vision and mission.

Influence Competence of Employee in KPPT Office

Variable	DF=(n-k-1)	α	t-table	t-count	Conclusion
Employee Competence	28	5%	2.048	2.188	Significant

	Total Effects
Employee Competence towards Unity Permission Service	0.496

From the tables above, it can be elaborated that the significance of employee competence in delivering their services in KPPT office in Kota Gorontalo are as follow:

1. By using the t-test statistics. It is obtained that t-count for competence variable is 2.188. This value is bigger than t-table 2.048 at a significance level of 5%. It can be said that the employee competence has a positive and significant influence on the service given in KPPT office in Kota Gorontalo.
2. Total effect of employee competence variable (X) towards the integrated license service (Y) is 0.496 or 49.6 %.

This significant influence (49.6 %) implies that the role of human capital is very strategic in improving the licensing service in KPPT office in Kota Gorontalo. The other factors that affect the license service beyond the competence variable are organizational structure and leadership. These factors also affect the licensing service because through appropriate organizational structure, division of labor, span of control, delegation of authority and coordination mechanisms will be clearer and more focused to encourage employees to perform their job more efficiently and effectively. The influence of leadership is being able to motivate employees to work harder, creating a pleasant working atmosphere and encourage the implementation of better working.

Conclusion

From the results both hypothesis testing and interviews with informants, it is found that it is necessary to improve the employee competency in KPPT office in Kota Gorontalo. There are some attempts that can be done in improving employee competency such as giving the opportunity to get further education and training program on both technical skills related to the duties, functions and abilities to dealing with managerial competence and interpersonal relationship skills. By having these, it is expected that the service provided in this office will be far much better in the future in order to meet the needs of the costumers.

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