

Revitalization Jakarta One Stop Service Office as an Effort to Improve doing Business Rating in Indonesia

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Abstract This study aims to analyze revitalization undertaken *Kantor Pelayanan Satu Pintu* (One Stop Office) in Jakarta in 2012. Qualitative approach in this study uses literature study, in-depth interviews, focus group discussions and review of secondary data for collecting data. The results showed that the One Stop Office has been revitalized in six steps, namely: (1) the mechanisms and procedures for licensing, (2) breakthrough shortcuts to shorten the chain procedures / chain bureaucracy, (3) power and freedom innovation in services, (4) up to front line services level decentralization, (5) understanding the governance services policy, and (6) customer communications and research conducted continuously. The study find some issues that should become concern in the Jakarta One Stop Office, they are: (1) bureaucracy makes licensing services still felt hard, (2) the licensing service still requires a long time because of the "freeze time", (3) the user has not prioritized services on line in handling licensing permits, (4) still dominates the middleman user serviceability, (5) there is still a mutually symbiosis between the customer and the middleman. To achieve a better revitalization, the One Stop Office of Central Jakarta should minimize corruption among local police officers with service bureau or brokers. In addition, the management of public services needs to be made related to the presence of the role of middleman that does not adversely impact the delivery of services in the field of licensing Jakarta as the capital of the Republic of Indonesia, so the rank Doing Business in Indonesia may increase

Keywords Public Services, License Service, Revitalization, One Stop Office

1. Introduction

Based on the knowledge of the practice of public services in many countries both developed countries and developing countries, the main problem is the general lack of quality of service which in turn of course affects the level of satisfaction of the community served[1][2][3]. When compared to private care business, then they better put customer satisfaction as a primary goal. Logically, this understanding can be understood as if the customer is satisfied and the company can retain customer loyalty amid the competition, then the profits will flow naturally. In addition, the principles of management and operational efficiency in production also held firm. Quality, customer satisfaction and loyalty, winning the competition and efficiency are the main credo in business. Surely it can not be apple to apple comparison to public service, from the aspects of the destination is different, however, the principle of efficiency and competition can be emulated by the public.

The main problems in the public service in addition to

high levels of monopoly which results in the absence of competition, the lack of control the quality of the public goods and services. Lack of quality control because most public services do not provide the minimum service quality standards in every process of services, and the extent to which a measurement standard has been met or not. Communities faced with only one choice of service providers so that services (read: bureaucracy) do not have the motivation to provide the best service. Especially there is lack of motivation when it is associated with an appreciation of the government's bureaucracy.

Under these conditions, increasing and improving the performance of public services is currently a major benchmark. Difficulties encountered in measuring the performance of public service does not mean a lessening of effort towards improving good performance Hughes[4] stated that: "Performance indicators become a new movement within the public services with the express aim of finding out how hard government activity was to measure".

The concept of performance itself is defined in various ways. The experts stated that performance management is multidimensional concept of performance; it is to have a wide range of measurement of the various dimensions of the existing performance. Similarly, the factors that influence it, is also important to note whether the purpose of

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measurement is to assess the performance or behavior that results as disclosed. Bates and Holton in Armstrong and Baron[5] stated that: "Performance is a multi-dimensional construct; the measurement of roomates varies, Depending on a variety of factors. They also state that it is important to determine whether the measurement objective is to assess performance outcomes or behavior".

Performance can be a concept that 'elusive', it means difficult to find matches to understanding[6]. The concept or performance commonly confused to be defined if we compare with the concept of 'behavior'. Performance is simply defined as the final performance, and behavior is a tool to achieve the final result. It is not entirely true. For example, a very diligent and very loyal to the organization and experience, can be guaranteed that its performance will be better than the other? The main focus in the performance of the individual by Rothwell and colleagues is how they can achieve the best results (accomplishments), while the behavior of a second emphasis.

Rothwell and colleagues argue that an individual performance, which in turn will also affect organizational performance. The emphasis here is intended reference to individual performance of employees, or 'the workers' within the organization. Based on this understanding, the actual employee performance forms the basis or foundation of organizational success.

Brumbrach[5] explains: "performance means both behaviours and results. Behaviour emanates from the performer and transforms performance from abstraction to action. Not just the instruments for results, behaviours are also outcomes in their own right - the product of mental and physical effort applied to the task - and can be judged apart from results. "This formulation leads to an understanding that includes both behavioral performance and results. Armstrong calls this view as 'mixed-model' in which the behavior (behavior) to be considered as 'input' and outcomes (results) as the 'output'. It is also submitted by Swanson[7], however, "Mance of performance is not only about what is achieved but also about how it is achieved". Thus the opinion Armstrong and Baron[5], which means that the issue should be handled in a professional performance through performance management to direct the performance of the existing range of contexts, whether it relates to the determination of indicators (indicators of performance), measurement (performance measurement), evaluation (performance evaluation), and development (performance development) and improved performance (performance improvement).

Some experts organizational performance such as Wilson and Hinton[8], Lawton and Rose[9] pointed out that the performance is very important for the practice of public services, because performance measurement is part of the system of public accountability. Various developing countries often ignore this, the classic reason that they are still prioritizing equity income than satisfied questioned whether or not the public. In the public sector, we know some concepts of accountability, such as politicalaccountab

ility, managerial accountability, legal accountability, accountability, consumer, and professional accountability[8][9].

What about the impact of decentralization on licensing services in Indonesia? In Indonesia, with the regional autonomy, One Stop Office as an indicator of doing business differences between regions in Indonesia. The Indonesia 2010 Doing Business report, noted the regulations that affect the three stages of the business life at the local level, specifically in 14 cities in Indonesia are: 1) establish business, 2) take care of building permits, and 3) registering property. These indicators were chosen because they cover areas of local jurisdiction or practice. Through these indicators, and economic analysis and identify reforms which have been successful and why it could succeed, and vice versa.

Observing the results of the survey IFC-World Bank, despite a visible increase in ease of business by 25%, but in the global ranking, positioning Indonesia experienced a downgrade from 126 to 129, compared to the year 2011. Meanwhile, neighboring countries have increased, Malaysia ranked from 23 to 18, while Brunei ranked from 86 to 83. This fact indicates that there is still much that must be addressed in the reform of the public service bureaucracy in Indonesia.

Related to the issue in the background, as well as several weaknesses autonomy and bureaucratic reforms, the study aims to conduct a study mapping the steps or revitalization strategy being carried out One Stop Office in Jakarta - the capital of the Republic of Indonesia. Mapping is done by considering three indicators in Doing Business 2011 and Business Services research Ease in Yogyakarta, Jakarta and Batam[10].

2. Method

This study used a qualitative approach, the method of data collection through literature studies, in-depth interviews, focus group discussions and review of secondary data.

3. Result and Discussion

Discussion of the revitalization of Jakarta One Stop Office-represented by Central Jakarta, will be discussed in two parts, namely portraits One Stop Office condition and revitalize the One Stop Office.

A. Governance Mechanisms and Licensing Procedures

Division of operational services authorized One Stop Office in Jakarta is realized through the implementation of One Stop Office at the provincial and district level administrative city. The implementation have the legal basis for the operation of the One Stop Office; (1) Presidential Regulation 27/2009 on services in the One Stop Investment, and (2) Permendagri 24/2006 on Guidelines for Implementation of Integrated Services One Stop.

Public service in the form of One Stop Office in Jakarta was inaugurated by the Governor of DKI Jakarta on

December 23, 2011. At the same time, government also carried signing integrity pacts to SKPD/UKPD (government agency) that perform public service in the presence of the Governor of DKI Jakarta. Central Jakarta Administration One Stop Office is pilot city by the governor in carrying One Stop Office among the five other municipalities.

Although, the mechanism for the implementation of One Stop Office Central Jakarta Administration has laid out in such a way, there are still several problems faced. One of them is still limited in the new public service can serve 19 types of services by 7 units of whole to be achieved 64 types of service. So there are many types of services that are not yet integrated in the service of one door. Besides the establishment of an institute One Stop Office not structurally be a challenge for the City of Central Jakarta.

B. Revitalization Office Services One Stop Jakarta

Based on the discussion of the implementation of the One Stop Office Services, breakthrough needed for revitalization. Revitalization can be innovations to improve the quality of service of the door[11][12]. Hartley[13] stated that innovation is increasingly embedded in the language of Governments and public service organization One Stop Office at the globe. It is sometimes used as a label (an innovative treatment or innovative service) without explanation of what is meant by the term, or analysis of what is distinctive. In this sense, innovation may be fashionable rhetoric rather than an analytical term. Albury[14] notes' innovation Occurs ever more frequently in rhetorics and discourses of public service improvement. So, the innovation is the most important part in the improvement process.

1. Licensing Mechanism and Procedures

In the Doing Business indicators are presented IFC, the main aspect of the benchmark is how many sequence numbers in the permitting process. In previous studies[10], this indicator deepened into three additional indicators. First, the number of chains licensing procedures; Second, rules that are difficult to see and easily filled with rules that overlap; third, no questions procedures disseminated to customers, and how to socialize.

Central Jakarta Administration City One Stop Office has done the socialization through the installation of banners and boards that explain the types of licenses and groove arrangement. There are also customer services, which are ready to help customers who first came to the One Stop Office to take permission / non-permission. Socialization maintenance procedures have also been done on-line through the official website of Central Jakarta Administration City One Stop Office. Socialization procedures also can be reached through the phone line by +6221-71006267. Or it may be through an integrated service that evening once a week in a different village every week.

2. Shortcut or Breakthrough Procedure to Shorten Chain / Chain Bureaucracy

One of the breakthroughs made by the One Stop Office Central Jakarta City Administration is currently associated with the reform of the bureaucracy is to provide e-licensing application. Application of e-licensing is a system of

information technology terinte-clemency for smooth business registration and licensing process to perform the functions of web-based monitoring and evaluation. This application ensures a more transparent process with clear steps and tasks of each section. With this application can bypass the long process and track congestion points in the process (PTSP City Central Jakarta, 2012).

In addition to shortening the chain of procedures performed by reducing the steps in the service of the less important (eg, time spent by the applicant permission to go to the various agencies). Better coordination between the in-substance of the related licensing will also greatly affect the acceleration of licensing services. This has been addressed by the nine points between One Stop Office coordination mechanisms with relevant SKPD as mentioned earlier.

3. Power and Freedom Innovation in Services

Internal process of a public service is not only characterized by a smooth process from inputs to outcomes, but is also characterized by the ability of the organization to innovate[15][16][17]. Innovation is introducing a way or method or means by which new, previously unused, or have not been implemented. Innovations in addition to aiming for efficiency and effectiveness also aim to increase the competitiveness and customer satisfaction.

Several innovations have been made One Stop Office Jakarta City Administration Center. *First*, it provides the engine to take a queue number in accordance with customer needs. *Second*, information can be obtained through an interactive dialogue, the video shown on television is provided in the service, information boards, leaflets, banners as well as through the official website, e-mail, and telephone. *Third*, One Stop Office official website, customers can know the status of the file by entering the registration number. In addition customers can also access information service that includes the type, cost, procedures, and other information. *Fourth*, accelerate time to service by reducing the steps in the service of the less important (eg, time spent by the applicant permission to visit various agencies). *Fifth*, customers can also obtain planning advices from front office personnel. *Sixth*, touch screen facility that is used to measure Satisfaction Index. *Seventh*, retribution conducted in counters is located in the same room. *Eighth*, the implementation of the Integrated Service Day is a follow-up to the demands of public service excellence. Integrated Services Night once a week in every village in the region where the service is that people can carry out consultations associated with obtaining permission / non-permission in Central Jakarta Administration City One Stop Office. And ninth, the implementation of the Integrated Administrative Services District (PATENT) as a replica of One Stop Office City Administration.

4. Decentralized Service Level Up Front Line

Decentralization gives an overview of the transfer of part or all of the authority to managers at lower levels, with the aim that public services become more efficient and faster[18][19]. Decentralization of authority followed by a

one-stop service will get better and more efficiently. To implement this concept requires commitment at all levels to integrate the vision and mission of serving customers well and releasing personal interests and groups and organizations.

Under Rule Governor Number 74 Year 2011 concerning Integrated One Stop Office at City Administration Chapter IV of the One Stop Office Organizers mentioned that the Mayor acts as the Operator of One Stop Office responsible for: (1) Receive and examine file permissions and non-solicitation -licensing, (2) Submit the licensing and non-licensing documents that have been completed to the applicant, and (3) To coordinate with SKPD / UKPD (government agency) associated with the application process licensing and non-licensing

5. Understanding Employees for Service Policy

In public service organizations in general, the length of the chain can interfere with interpretation of the bureaucracy at the lower level. In starting with the vision and mission and its implementation policies if not socialized properly, there will be a gap in the understanding of the main level, the impact will be seen in the poor service that is far from the vision - mission launched by the magnificent.

Based on the observations of the research team, employees Central Jakarta Administration One Stop Office has had a pretty good understanding of service policy. This is inferred by the fact the square where several officers attempted to explain the customers about some licensing policies with good maintenance procedures.

Efforts were made to improve the understanding of one of them is to do a debriefing and a simulation of the "Design Central Jakarta Administration City One Stop Office". Debriefing and simulation was organized in cooperation with the Provincial Government of DKI Jakarta International Finance Corporation / World Bank Group, supported by the Local Government Innovation Foundation (YIPD) on December 21, 2009. Debriefing and simulation includes coverage of Licensing Services, Object Restrictions Permit, socialization Standard Operating Procedures, a list of charges, control the course of the procedure file, shape and composition of the application form and check and control requirements.

Also in the front office counter also provided some book that includes the Act, Regulations, as well as provisions relating to the implementation of PTSP.

6. Communication and Customer Research

Conceptually, all services need a good intensity of horizontal communication between the services to the customer, because the characteristics of the product and services that is not visible, unlike goods where customers can directly decide whether to buy or not[20]. Aspects of communication thus become important especially in the public service, in which customers or the public do not have any other choice. Communication with customers can help to meet subscriber preferences perfectly, very dependent on the method or methods are created. Public service organization that is open already should create ways to communicate in a

transparent and open to the public

4. Conclusions

The result showed that the Jakarta Office Services One Stop Center has done six steps to revitalize in order to improve the quality of public services. A number of findings that should be of concern in Jakarta Office Services One Stop Center are: (1) bureaucracy cleaner makes licensing services still felt hard, (2) the licensing service still requires a long time because of the "freeze time", (3) the user has not prioritize licensing services on line in the management of licenses, (4) still dominates the middleman user serviceability, (5) there is still a symbiosis between the customer mutualistis pure middleman.

To achieve a better revitalization, the One Stop Office of Central Jakarta should minimize corruption among local police officers with service bureau or brokers. In addition, the management of public services needs to be made related to the presence of the role of middleman middleman that does not adversely impact the delivery of services in the field of licensing Jakarta as the capital of the Republic of Indonesia, which rank Doing Business in Indonesia, may increase.

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