

Analysis of Optimization of Delegation Authority to Implementation of One-Stop Integrated Services to DPMPTSP Padang City

Kusdarini^{1(*)}, Yoga Bagas²

¹ Universitas Andalas, Padang, Indonesia

² Universitas Andalas, Padang, Indonesia

(*)✉ (e-mail) kusdarini@gmail.com

Abstract

This paper will discuss the Optimization Analysis of the Delegation of Authority to Implement One-Stop Integrated Services to the Investment Office and One-Stop Integrated Services in Padang City. One tangible form of efforts to improve service quality in Padang City is the issuance of Padang City Representative Number 28 of 2017 concerning Delegation of the Authority to Implement One-Stop Services to the Investment and One-Stop Integrated Services Office. But in its implementation, delegation of authority mandated to DPMPTSP of Padang City has many problems that arise. From the above phenomenon, the researcher wants to see how to optimize the implementation of the delegation of the authority of one-stop integrated service delivery to the Padang One-Stop Integrated Service and Model Planting Service. This study uses qualitative research methods with data collection techniques using in-depth interview techniques. The locus of this research is the City of Padang. The results of this study are the delegation of authority mandated to DPMPTSP of Padang City is not as easy as imagined. The many types of licensing and non-licensing services related to other technical OPDs are one indication of the obstacles to the optimal delegation of authority. In addition, there is an assumption that all types of licensing and non-licensing services that were originally under the authority of the technical office were then delegated to the Padang City DPMPTSP, so the management authority has moved to the Padang City DPMPTSP. Some of the problems that have arisen include issues related to work procedures, service standards, human resource management, and others.

Keywords: optimization, delegation, authority

Introduction

This paper will discuss the analysis of the optimization of the delegation of authority to provide one-stop integrated services to DPMPTSP of Padang City, as one form of implementing Smart Governance in line with the industrial revolution 4.0. The implementation of public services is centralized, integrated service systems and easily accessible by the community. The key to success of Smart Governance is the level of community participation, information transparency and collaboration from various components of society. For this reason, the government must be able to create equitable services for the community. The government is demanded to provide facilities for the public to access various services needed through the automation or simulation of service procedures. Public services not only provide convenience in obtaining services, but also quality services (Tambunan, 2018). Hardiyansyah said, that one of the factors that causes the importance of e-government in the development of network societies is the electronization of communication between the public sector and the community offering both forms of participation and interaction. The time needed is shorter, besides the level of service comfort is also getting higher (Hardiyansyah, 2011). The implementation of e-government applied to the public sector is expected to provide convenience for the public in accessing public services (M. Mas'ud, 2012).

Public services organized by the government are primary. These are all public goods / services provided by the government in which the government is the only organizer and the user / client

inevitably has to use them. For example services at the Immigration Office, prison services, and licensing services (Ratminto, 2006). Therefore, The Government of Padang city also continues to strive to improve the quality of public services to the public, especially licensing and non-licensing services. One tangible form of efforts to improve the quality of service is the issuance of Perwako Kota Padang No 28 Tahun 2017 concerning Delegation of the Authority to Implement One-Stop Services to the Investment and One-Stop Integrated Services Office. The number of licensing and non-licensing services managed by the Department of Investment and Integrated Services (DPMPTSP) of Padang City is 30 types. But after the enactment of Perwako Kota Padang No 28 tahun 2017, the number of types of services and non-licensing managed by DPMPTSP of Padang City becomes 83 types of services.

But in its implementation, delegation of authority mandated to DPMPTSP of Padang City is not as easy as imagined. The many types of licensing and non-licensing services related to other technical OPDs are one indication of the obstacles to the optimal delegation of authority. In addition, there is an assumption that all types of licensing and non-licensing services that were originally under the authority of the technical office were then delegated to the DPMPTSP of Padang City, so the management authority has moved to the DPMPTSP of Padang City. Some of the problems that have arisen include issues related to work procedures, service standards, human resource management, and others.

From the above phenomenon, the researcher wants to see how to optimize the implementation of the delegation of the authority of one-stop integrated service delivery to the Padang One-Stop Integrated Service and Model Planting Service. From the above phenomenon, the researcher will focus the research problem on How to optimize the delegation of authority for the administration of one-stop integrated services in the Office of Investment and Integrated Services in Padang City.

The optimization of public services needs to be done by the government as a provider of services needed by the community. The achievement of bureaucratic reform and good governance, one of which is influenced by the quality of public services performed optimally. One effort to improve public services is computer-based information service. According to Kumorotomo and Margono in Khoirul (2004), a computer-based information system is an information system that sets computer data processing tools in an important position. This computer-based information system consists of people, hardware, software, data and organizational procedures that interact with each other to provide timely data and information to parties inside and outside the organization. concerned.

According to the Institute of State Administration in Hayat (2017) that factors in optimizing public services are leadership, organizational culture, institutions, work procedures, service standards, management of public complaints, control and evaluation, facilities and infrastructure, use of technology and information, and human resource management.

In this paper the focus is more on institutional aspects, management of human resources, and the use of information technology.

a) Institutional Factors

The quality of public services is also influenced by institutional factors. How aspects of the services provided by the institution will affect aspects of the services provided. Apparatus resources in an institution become an important part in the service process, but the regulation and application of service standards is given formally by the institution. If the institution has a good system and governance and arrangements for organizational management are managed professionally, then the services provided will also be good. The goodness of service depends on how the institution applies the rules and conditions of the organization.

The institutional factor in this case concerns authority and organization. The authority of policy makers in an institution has an important role in improving the quality of public services. Authority in

an institution can be interpreted as controlling the process of services provided. Apparatus is a technical executive who does his work according to the tasks and functions inherent in him.

b) Human Resources Management

Human resources in government organizations are the main actors in the delivery of services. The competence and quality of human resources are at stake.

The existence of bureaucratic reform that is continuously driven by the government from the highest level and the lowest, one of the elements is the improvement in the quality of human resource services. The growing need for reliable and quality human resources in public services has made the government continue to make improvements and improvements in various aspects. Therefore, Undang-Undang no 5 tahun 2014 tentang Aparatur Sipil Negara is the basis for improving the quality of human resources of the apparatus.

c) Use of Information Technology

Information technology is now becoming a need of the general public. So that the provision of information technology is an important part that must be built by the government in providing services to the public. The use of technology can also help complete various administrative tasks and connectivity between agencies. So as to make it easy for the apparatus in organizing and managing data bases and administration.

The speed of technology will affect the services provided. Public services must be online based on information technology. The use of technology in public services strongly supports excellent service. Technology-based services are expected to facilitate services, services can be completed quickly and on time, easily and cheaply.

In addition, with the technology used - hardware, software, and humanware - the higher, the organization needed will be increasingly lean and agile and fast so that the quality of service will increase (Sobandi, 2005). If this condition is created, public trust will increase.

Method

Research on Optimization Analysis of Delegation of Authority to Implement One-Door Integrated Service to the Investment Office and Integrated Service in Padang City was conducted using qualitative research methods. Qualitative research is the collection of data on a natural setting, using natural methods, and carried out by people or researchers who are naturally interested (Moleong, 2017).

Data collection techniques are done by observation, in-depth interviews, documentation. This research uses descriptive analysis. Analysis is carried out based on the views of informants (EMIC) which have been validated using triangulation. The conclusion of the analysis is related to the combination of data obtained from informants (emics) and researchers' interpretation (ethics) of field data that has been reduced and simplified. The combined (conversion) data presented illustrates empirical reality, organized by making structured summaries in the form of text and drawing conclusions from the data that has been structured so that a research report is produced (Bungin, 2003).

Results and Discussion

The number of licensing and non-licensing services carried out in DPMPSTP of Padang City is always increasing, as shown in the following table:

Table 1. Number of Licensing and Non-Licensing that become the Authority Of DPMPTSP of Padang City

Tahun	Jumlah Jenis Perizinan
2014	10
2015	19
2016	31
2017 – sekarang	83

Sumber : Renstra 2014-2019 DPMPTSP Kota Padang

The change in the number of licensing and non-licensing services is related to the government's efforts to provide one-stop integrated services in an effort to improve public services. Previously, public services, especially licensing, were still in many technical offices, so the people who were going to take care of licensing had to go back and forth to the agency for licensing. So the service completion time is very long. Efforts to cut back bureaucratic bureaucratic services are carried out with the policy of implementing one-stop integrated services carried out in DPMPTSP of Padang City.

Delegation of Authority to Implement One-Stop Integrated Services to the Investment and One-Stop Integrated Services Office. The number of licensing and non-licensing services managed by the Department of Investment and One-Stop Integrated Services (DPMPTSP) of Padang City is set in Perwako Padang No 28 tahun 2017. Implications of the implementation of Perwako no 28 of 2017, the number of types of licensing and non-licensing which is the authority of the DPMPTSP of Padang City to 83 types.

To carry out 83 types of licensing and non-licensing services turned out not to be easy. Efforts to optimize the implementation of the delegation of authority in the administration of public services, according to the State Administration Agency in Hayat (2017) can be seen from various aspects, including institutions, work procedures, service standards, the use of information technology and management of human resources.

a) Institutional

Institutional factor is one of the factors that greatly affects public services, especially licensing and non-licensing services. The institutional factor in this case concerns authority and organization. The authority of policy makers in an institution has an important role in improving the quality of public services. Authority in an institution can be interpreted as controlling the process of services provided. Apparatus is a technical executive who does his work according to the tasks and functions inherent in him.

The success of a service depends on the ability of the organization / agency service provider in managing three aspects, namely (Saleh 2010): first, the promise of the organization / agency regarding the service to be delivered to customers, second, the ability of the organization / agency to make employees able to fulfill the promise, and thirdly, the ability employee to deliver the promise to the customer. These three aspects must be fulfilled and cannot be separated from one another.

In addition, the pattern of relationships between organizations that provide services and service recipients experiences dynamics that are influenced by the form of organizations that provide public services (Nurmandi et al., 2018). This form of organization will affect the pattern of relations between officers and the community, waiting times, costs, and so on.

Regarding the type of licensing and technical services in collaboration with DPMPTSP of Padang City can be seen in the following table:

Table 2. Number of Licenses managed by DPMPTSP Padang Citu by type and Technical Service 2018

No	Jenis Perizinan	Bidang	OPD Teknis	Jumlah
1	Izin Apotik	Kesra dan Lingkungan	Dinas Kesehatan Kota Padang	45
2	Izin Klinik	Kesra dan Lingkungan	Dinas Kesehatan Kota Padang	24
3	Izin Toko Obat	Kesra dan Lingkungan	Dinas Kesehatan Kota Padang	7
4	Sertifikat Laik Hygiene/ Sehat Sanitasi	Kesra dan Lingkungan	Dinas Kesehatan Kota Padang	7
5	Izin Optikal	Kesra dan Lingkungan	Dinas Kesehatan Kota Padang	5
6	Izin Rumah Sakit Tipe C dan D	Kesra dan Lingkungan	Dinas Kesehatan Kota Padang	3
7	Izin Laboratorium Kesehatan	Kesra dan Lingkungan	Dinas Kesehatan Kota Padang	1
8	Izin Pengobatan Tradisional	Kesra dan Lingkungan	Dinas Kesehatan Kota Padang	0
9	Izin Usaha Industri	Ekonomi dan Pembangunan	Dinas Tenaga Kerja dan Industri Kota Padang	33
10	Izin Lembaga Pelatihan Kerja	Kesra dan Lingkungan	Dinas Tenaga Kerja dan Industri Kota Padang	7
11	Perpanjangan Izin Mempekerjakan Tenaga Asing	Kesra dan Lingkungan	Dinas Tenaga Kerja dan Industri Kota Padang	7
12	Izin Perusahaan Pengerah Tenaga Kerja Indonesia Swasta/ Lembaga Penempatan Tenaga Kerja Swasta	Kesra dan Lingkungan	Dinas Tenaga Kerja dan Industri Kota Padang	2
13	Izin Bursa Kerja Khusus	Kesra dan Lingkungan	Dinas Tenaga Kerja dan Industri Kota Padang	0
14	Izin Lembaga Kesejahteraan Sosial	Kesra dan Lingkungan	Dinas Sosial Kota Padang	9
15	Izin Mendirikan Panti/ Orsos	Kesra dan Lingkungan	Dinas Sosial Kota Padang	0
16	Izin Trayek	Ekonomi dan Pembangunan	Dinas Perhubungan Kota Padang	28
17	Izin Usaha Angkutan	Ekonomi dan Pembangunan	Dinas Perhubungan Kota Padang	22
18	Izin Usaha Jasa Konstruksi	Ekonomi dan Pembangunan	Dinas PUPR Kota Padang	302
19	Tanda Daftar Usaha Pariwisata	Kesra dan Lingkungan	Dinas Pariwisata dan Kebudayaan Kota Padang	88
20	Izin Usaha Perdagangan Minuman Beralkohol	Ekonomi dan Pembangunan	Dinas Perdagangan Kota Padang	0
21	Izin Usaha Perdagangan	Ekonomi dan Pembangunan	Tidak Ada	1103
22	Tanda Daftar Perusahaan	Ekonomi dan Pembangunan	Tidak Ada	1161
23	Izin Gangguan	Ekonomi dan Pembangunan	Tergantung Jenis Usaha	1128

24	Izin Prinsip Penanaman Modal	Penanaman Modal	-	1
25	Izin Perluasan Penanaman Modal	Penanaman Modal	-	0
26	Izin Perubahan Penanaman Modal	Penanaman Modal	-	0
27	Izin Usaha Penggabungan Perusahaan Penanaman Modal	Penanaman Modal	-	0
28	Izin Lokasi	Penanaman Modal	-	0
29	Izin Pemanfaatan Ruang	Penanaman Modal	-	0
30	Izin Reklame	Ekonomi dan Pembangunan	Badan Pendapatan Daerah Kota Padang	0

Sumber : Salinan Dokumen Invetarisir Jenis Perizinan Berdasarkan OPD Pengelola, DPMPTSP Kota Padang, 2018

From the table above, it can be seen that of the 83 types of services that have been delegated, there are only 30 types of services with 7 technical services, namely the Padang City Health Office, the Padang City Labor and Industry Office, the Padang City Social Service, the Padang City Transportation Service, Padang City PUPR Service, Padang City PUPR Service, Padang City Tourism and Culture Office and Padang City Trade Office.

This is related to institutional reasons, that in DPMPTSP of Padang City, there are currently only 3 fields, namely the Investment Sector, the Economic Licensing and Development Sector and the Kesra Licensing and Environmental Licensing Sector. Of these three areas, the types of licensing are under the fields of Economic Licensing and Development and the Welfare and Environmental Licensing Field.

While the types of licenses that have not been delegated can be seen in the following table:3

Table 3. Technical Office and Number of Licenses that have not been Delegated To the DPMPTSP Padang City in 2018

No	Nama Dinas Teknis	Perizinan/Non Perizinan		
		Sudah Didelegasikan	Belum Didelegasikan	TOTAL
1	Dinas Kesehatan Kota Padang	8	22	30
2	Dinas Pendidikan Kota Padang	0	7	7
3	Dinas Pekerjaan Umum dan Penataan Ruang Kota Padang	0	7	7
4	Dinas Pertanian Kota Padang	0	5	5
5	Dinas Lingkungan Hidup Kota Padang	0	4	4
6	Dinas Koperasi dan UKM Kota Padang	0	2	2
7	Dinas Perdagangan Kota Padang	1	2	3
8	Dinas Pariwisata Kota Padang	1	2	3
9	Dinas Perpustakaan dan Kearsipan Kota Padang	0	1	1
10	Dinas Pemadam Kebakaran Kota Padang	0	1	1
11	Dinas Kelautan dan Perikanan Kota Padang	0	1	1
12	Dinas Sosial Kota Padang	2	0	2
13	Dinas Perhubungan Kota Padang	2	0	2

14	Dinas Tenaga Kerja dan Industri Kota Padang	5	0	5
-----------	--	---	---	---

Sumber : Salinan Dokumen Inventarisir Jenis Perizinan Berdasarkan OPD Pengelola (Berdasarkan Perwako No 28 Tahun 2017). DPMPTSP Kota Padang, 2018

From table 3 above, it can be seen that there are still 50 types of permits that have not been delegated in Padang City's DPMPTSP management. This is related to the limitations of the DPMPTSP of Padang City, especially related to resources and infrastructure resources, because for the permit management it requires field surveys that are only able to be carried out by the relevant technical offices. Examples of licenses that are still in the Public Works and Spatial Planning Office of Padang City, have not yet found an agreement on how these licenses are managed because there is no SOP so that up to now it is still in the negotiation process for the management of these licenses. Because de yure, all types of licensing are under the authority of Padang City DPMPTSP, but de facto, licensing is still in the relevant technical offices. So that until the limit of the type of licensing is delegated to the DPMPTSP of Padang City, then all types of licensing are not abolished but the management is still in the relevant offices.

Examples of licenses that should have been delegated but until now they have not been delegated at the Padang City Environment Agency can be seen in table 4 below:

Table 4. Licensing of the City of Padang Environment Agency (Based on Perwako No 28 tahun 2017)

No	Nama Perizinan
1	Izin Lingkungan (AMDAL, UKL & UPL)
2	Izin Penyimpanan Sementara Limbah Bahan Berbahaya dan Beracun
3	Izin Pengelolaan Air Limbah
4	Izin Makam

Sumber : Olahan Sekunder, 2019

From the data in table 4 above it can be seen that there are 4 types of permits that are still in the management of the Padang City Environment Agency. (not yet delegated to DPMPTSP of Padang City). All permits in the Padang City Environment Agency are very technical so that they require special units as well as supporting facilities and infrastructure such as for Environmental Permits (AMDAL, UKL and UPL).

Whereas at the Padang City Manpower and Industry Office, all types of licensing have been delegated to the Padang City DPMPTSP, but in the implementation there are still obstacles encountered, mainly related to identifying the types of licensing that entered. Officials at DPMPTSP of Padang City still lack understanding of verification of the type of licensing that enters, so that when going to the field and coordinating with the technical service often misinformed, slowing down the process of licensing completion.

These problems need to be resolved immediately because it will require more time in the process of completing services. In-depth studies and clear SOP preparation related to each type of licensing are not yet required so a clear position for the authority of each party involved is required.

b) Human Resources Management

In the implementation of Perwako No. 28 of 2017 concerning the Delegation of the authority of a one-stop integrated service to DPMPTSP of Padang City, human resources are one of the most important factors in optimizing the implementation of this authority. At present, human resource support from the technical team can be seen in the following table 5:

Table 5. Technical Team in Implementing Licensing Services at DPMPTSP of Padang City

No	Nama Dinas Teknis	Jumlah (Orang)
1	Dinas Tenaga Kerja dan Industri Kota Padang	3
2	Dinas Sosial Kota Padang	1
3	Dinas Pariwisata dan Kebudayaan Kota Padang	1
4	Dinas Kesehatan Kota Padang	3
5	Dinas Perdagangan Kota Padang	1
6	Dinas Perhubungan Kota Padang	1
7	Badan Pendapatan Daerah Kota Padang	1
TOTAL		11

Sumber : Olahan sekunder, 2019

From table 5 above, there are 11 people representing the technical team who support the completion of licensing services delegated to the DPMPTSP of Padang City. The problem that often arises is the difficulty in coordinating the time issues for surveys related to certain permits. Whereas in the implementation of the delegation of authority in the implementation of one-door integrated services is as a manifestation of the principle of simplicity in public services. According to Mukarom et al (2016), that one that needs to be considered in an effort to support the characteristics and principles of simplicity of public services is the coordination between work units related to public services. This means that in the implementation of public services, it is necessary to pay attention to the coordination and cooperation with other relevant units or the coordination between the work components in the office concerned so as to support the smooth management of requirements and the process of service completion. However, coordination has become one of the obstacles in implementing services that have been delegated to Padang City DPMPTSP.

So that the type of licensing that requires field surveys will be difficult to determine the certainty of the time of completion of service. Moreover, related to licensing factors that have been entirely delegated to the DPMPTSP of Padang City, but there must still be technical assistance from the relevant agencies, there must be clarity about the authority of each agency related to the allocation of operational funds. Is it the responsibility of the DPMPTSP Padang City or the responsibility of the related technical office.

c) Use of Information Technology

One that supports the optimization of public services, especially licensing services, is the use of information technology. The use of technology helps complete various administrative tasks and connectivity between agencies.

Licensing services delegated to DPMPTSP of Padang City, have also used an online system through the website: dpmptsp.padang.go.id/perizinan, by first creating an account. As for people who are still doing offline services, since 27 December 2018, licensing services are at the Public Service Mall (MPP) located in Pasar Raya Blok III, 4th floor of Padang City.

The use of information technology in this service is maximized, making it easier for the apparatus to manage and manage the data base and administration. In addition, the speed of technology will affect the services provided. Public services must be online based on information technology so that they are expected to facilitate services, services can be completed quickly and on time, easily and cheaply. Nevertheless, the use of licensing services in DPMPTSP of Padang City still needs to be increased again. Because there are still many who use the service offline.

Conclusions

Delegation of authority mandated to DPMPTSP of Padang City is not as easy as imagined. The many types of licensing and non-licensing services related to other technical OPDs are one indication of the

obstacles to the optimal delegation of authority. In addition, there is an assumption that all types of licensing and non-licensing services that were originally under the authority of the technical office were then delegated to the Padang City DPMPTSP, so the management authority has moved to the Padang City DPMPTSP. Some of the problems that have arisen include institutional issues, human resource management, and the use of information technology.

References

- Bungin, B. (2003). *Metode Penelitian Kualitatif*. Kencana Prenada Media Group.
- Hardiyansyah. (2011). *Quality of Public Services: Concepts, Dimensions, Indicators, and Implementation*. Gava Media.
- Hayat. (2017). *Manajemen Pelayanan Publik*. PT Grafindo Persada.
- M. Khoirul, A. (2004). *SIMDA : Application of Management Information Systems for Government in the Era of Regional Autonomy*. Student Library.
- M. Mas'ud, S. (2012). *Bureaucracy in a Bureaucratic State: Meaning, Problems and Deconstruction of the Indonesian Bureaucracy*. University of Muhammadiyah Malang.
- Moleong, L. J. (2017). *Metodologi Penelitian Kualitatif (Edisi Revisi)*. PT. Remaja Rosda Karya.
- Mukarom, Z., Au, & Au. (2016). *Membangun Kinerja Pelayanan Publik Menuju CleanGovernment And Good Governance*. Pustaka Setia.
- Nurmandi, A., Asas, & Asas. (2018). *Pelayanan Sektor Publik*. UMY Press.
- Ratminto. (2006). *Manajemen Pelayanan: Pengembangan Model Konseptual, Penerapan Citizen's Charter dan Standar Pelayanan*. Pustaka Pelajar.
- Saleh, A. M. (2010). *Public Service Communication: Praktik Komunikasi dalam Pelayanan Publik disertai Kisah-Kisah Pelayanan*. UMM Press.
- Sobandi, B. (2005). *Decentralization and Demands for Regional Institutional Arrangement*. Humanities.
- Tambunan, T. S. (2018). *Standard Operating Procedures for Government Agencies*. Yrama Widya.
- Perwako Kota Padang Nomor 28 Tahun 2017 tentang Pendelagasian Kewenangan Penyelenggaraan Pelayanan Terpadu Satu Pintu kepada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu. (2017).