

Public Service Model in Building Good Governance Culture of Local Government Integrated with New Public Service (NPS)

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Abstract

Public service in Indonesia is still has many complaints by people, the role of bureaucracy is required to change attitudes and behavior in order to serve community well, public service is a term used to mean service provided by government to its citizens, the New Public Services Approache in the Public Administration paradigm will inevitably have to be able to change the view of providing service to community. Public service does not only satisfy customers, but rather focus on building a relationship of trust and collaboration with citizens, this study had been conducted over two years in Malang, Batu, Malang and it is called as Malang area, which represented a wide range of people. The method used in this study was qualitative descriptive approach. The data collection techniques were done by interviews and documentation, and then the data were analyzed by Miles and Hubberman approach, with data reduction. Society as the licensing service users most directly feeling the impact would certainly want fast and accurate services in accordance with the standard operating procedures that had been set. Satisfaction in the service was the thing giving meaningful contributions to the survival of public institutions concerned so that the public service could be said having superior service and expected by society. Each pattern of public service should have a responsibility by showing a good attitude in the timeliness doing service, especially with New Public Service approach in which the public participation can not be taken lightly, because the community is the king who should be respected and given good services, as well as in having attitude of full responsibility on the job and in responding the users of complaint service. If the responsibility of employees in performing job duties is well, it can be ascertained that the jobs given will be completed with the results as expected.

Keywords: Public Service, Local Government, *New Public Services*

Introduction

The viewpoint that occurs in today's society mentions that some members of Government Apparatuses increasingly are not aspirational, arrogant, only saying 'absolutely not', and still many others. Especially in reform era, every bureaucracy apparatus is required to change attitudes and behavior in order to serve the public well. The social changes happened rapidly (revolution) and very slowly (evolution) demand on the bureaucratic organization to be able to adjust those changes.

All issues still need of better handling, as revealed by Denhardt and Denhardt (2003). In summary, both suggested to abandon the classical administration principles and reinvent government or new public management and switch to new public service principles. According to them, public administration should (1) serve citizens not customers; (2) seek public interest; (3) value citizenship over entrepreneurship; (4) think Strategically, and act democratically; (5) recognize that accountability is not simple; (6) serve rather than steer, and (7) value people, not just productivity.

Opportunities for government to better understand the actual needs of community have been supported by regional autonomy. One of the new paradigm of regional autonomy actually is making public service closer to community. Public service is a term commonly used to mean services provided by government to its citizens and also directly through the public sector or through the budgetary provision of private sector services. A problem often raising is public services provided by government apparatuses become the main complaint from community. This is because in the process of services is often not in accordance with the assigned procedures.

The demand on the public sector performance in order to be better continuously is stated, for Indonesia this demand requires a hard effort to make it real since the efforts done still have not shown satisfactory results. It is characterized by the low quality of services provided by bureaucrats to people and this is also often blamed as one cause of the decline of this country. Such problem arises due to the complaints of people while having service process which make them have to drive around from one location to another location, so that this can not only be a troublesome for people but also the service process run longer. This happens because of the units involved in the service process are separated, sometimes the process is carried out by different institutions.

Various government policies aimed to improve the quality of public services actually have been assigned since the new order, for example Guideline for Simplification and Control of Business Sector Licensing (Presidential Decree No. 5 of 1984), Guidelines for Public Service Management (Menpan Decree No. 81 of 1993), Guidelines for Improvement and Enhancement of Government Apparatus Services to Community

(Presidential Decree No. 1 of 1995), Definite Steps in Improving Community Service (Coordinating Minister Wasbangpan Circular No. 56 of 1998), and the last is about General Guidelines for Implementation of Public Service (SK Menpan NO. 63 2003). Nonetheless, a significant improvement in the quality of public services has not been recognized yet.

Governance and Decentralization Survey in 2002 carried by PSKK UGM proved that the actions in performing public services in regencies/cities in Indonesia were still fraught with uncertainty of cost, time and manner of service, Indonesia is still fraught with uncertainty of cost, time and manner of service. Fulfilling necessity through public service it seems like entering a wilderness filled with uncertainty. Time and cost of service are never known clearly by citizens as service users. This occurs because the service procedure which had never set the liability of service providers and the rights of citizens as users. (Maani.2005), officials of bureaucracy, even admit that they always consider the factor of friendship, political affiliation, ethnic and religious in service performance.

Meanwhile, Kurniawan (2005: 6) says that "public service is serving other people or community's needs having behalf to the organization in accordance with the basic rules and procedures which have been established". According to Sianipar (2000: 6) public service is defined as "a way of serving, helping, preparing, administering, finishing the purposes of a person/group of people". Providing good public service is a duty of the state through the government. In the context of state, the meeting of public need is defined as the fulfillment of a civil's rights of a citizen. Public service is generally not in a form of goods but service, including administrative service.

Speaking of New Public Service (NPS), it is a new paradigm in public administration regarding to public service. Denhardt & Dehardt (2007) state that NPS is more aimed to *democracy, pride and citizen than market, competition and customer* as a private sector. Furthermore, he states that "*Public Servants do not deliver customer service, they deliver democracy*". Therefore the values of democracy, citizenship and service to public interest are as the fundamental norm in the disciplines of public administration.

Denhardt (2007) describes the quality of service (*servqual*) in NPS is *servqual "for citizens"*. He states: '*The New Public Service recognizes that those who interact with government are not simply customers but rather citizens.....Citizens are described as bearers of righth and duties within context of wider community. Customers are different in that they do not share common purposes but rather seek to optimize their own individual benefits*".

New Public Service gives an understanding that government takes action not like business, but as democracy. Public servant apparatus acts based on these principles and renews the commitment in expressing principles in public interest, government process and pours in the principle of democratic citizenship.

As a result of this, it is expected that public servants will learn new skills in the policy implementation and development, realize and accept the complexity of the challenges they face and treat members of public servants and citizens with respect and their self-esteem. The perspective of *New Public Service* requires public administrators to engage the community in the government and have duty to serve the community. The paradigm development in public services showing the lack of attention to the effects of public administration becoming higher.

Research Method

This research method used qualitative method leading to a detailed and in-depth description of both condition and processe, and also the relationship or interrelationships of the major issues found in the research objectives (Sutopo, 2006). Because this qualitative research design is flexible and open, the proposal composition is in an outline and remains in a speculative positions which can be adjusted to actual conditions encountered in the study area.

The study was conducted in three regions in East Java, which is known as Malang Raya namely; Malang Regency, Malang City, and Batu. The determination of these three areas is the consideration that those three areas illustrate a unique blend in providing services to the community.

The data collection technique used interview, observation, and note the document/review of the documents. The sampling technique in this study refered to footage technique known as *purposive sampling*.

The focus of of the sttudy here was the object which is the main objective to investigate the social phenomena occuring or collect data, and then analyze the data. The focus of of the study also helped the researchers to determine the study direction to be carried out, the focuses of this study are:

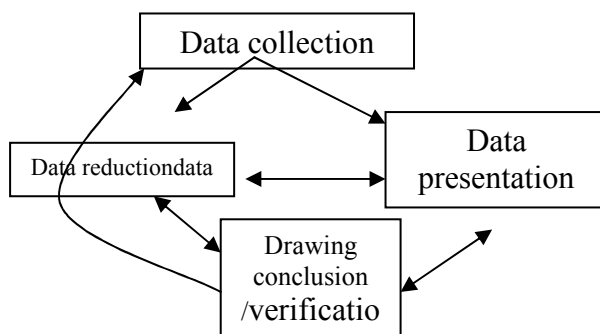
- a. Speed and technology of service
- b. Clarity and openness to the public
- c. Courtesy and hospitality of service personnel

This study used *purposive sampling* techniques that could be followed by *snowball sampling* technique. Sampling with *asnowball* technique implied the growing number of samples over the time of observation. *Snowball* sampling through several stages in which the researchers identified from an informant

to start collecting data, and then from this informant the researchers asked who else should be interviewed to be the next interviewees. The key informants in this study were:

1. Head of Office of Investment of Batu City
2. Head of Integrated Licensing Service Agency of Malang Regency
3. Head of Integrated Licensing Service Agency of Malang City
4. Batu City community
5. Malang Regency community
6. Malang City community

This interactive analysis model had three components of analysis namely: data reduction, data presentation, and drawing conclusions/verification, the activities were conducted in an interactive form with data collection process as a cyclical process. Those three channel activities were data reduction, data presentation, and conclusion drawing/verification. The data analysis model proposed by Miles and Huberman is often called as interactive model. For more details, the interactive analysis process could be illustrated by the following scheme:



Source: Miles and Huberman (1992)

Results and Discussion

Data Presentation

1. BP2T of Malang City

Integrated Licensing Service Agency (BPPT) of Malang City is one of the government agencies performing services in terms of licensing to resolve permissions which have been delegated by the Mayor of Malang with one door integrated system. Based on Malang Mayor Regulation No. 8 of 2009 on Procedures for Licensing Service on the Integrated Licensing Service Agency of Malang City, the Integrated Licensing Service Agency of Malang City implements licensing settlement delegated by the mayor as much as 15 licenses. In general, the function of the Integrated Licensing Service Agency Malang is carrying out basic tasks of coordinating and organizing administrative services in the field of licensing in an integrated manner.

Vision relating to the foresight involving government agencies where Malang city particularly Integrated Licensing Service Agency of Malang city must be taken and directed in accordance with the demands of society and the goal of regional autonomy that should serve the public optimally, while the vision of BP2T Malang were: **Realization of Fast and Accountable Licensing Service**

- a. Fast in the licensing fulfillment of time measured from the licensing submission until the licensing decisions had been issued with the determination of Minimal Time standard of licensing fulfillment of time for each type of licensing.
- b. Fast in processing the licensing service either carried out by the Integrated Licensing Service Agency and involving the relevant agencies by taking active role in the licensing processing supported by adequate human resources and licensing facilities/ infrastructure, as well as fast in providing information in accordance with what was being informed by the government about the open public information.

Accountable Licensing services, namely:

- a. Licensing Product issued by Integrated Licensing Service Agency having legal certainty, accountability, and security. In providing licensing services, Integrated Licensing Service Agency is supported by: a qualified and professional human resources, adequate and qualified facilities and infrastructure so that it can be accounted for.

Licenses issued by Integrated Licensing Service Agency (BP2T) of Malang City

NO	SECTOR	TYPE OF LICENSE
A	Education	<ol style="list-style-type: none"> 1. Establishment Permit of Non-Formal Education Institute. 2. Establishment Permit Training and Skills Institute Private. 3. Establishment Permit of Studio / Art Classes. 4. Establishment Permit of Private Schools 5. Course Permit
B	Health	<ol style="list-style-type: none"> 1. Permit Practice of General Practice Physicians 2. Permit Practice of Specialist Physician 3. Permit Practice of Dentist. 4. Joint Permit Practice of General Practitioners. 5. Joint Permit Practice of Specialist 6. Joint Permit Practice of Dentist 7. Permits and Implementation Practice of Midwives. 8. Permits and Implementation Practice of Nurses. 9. Permits and Implementation Practice of Dental Nurses. 10. Establishment Permit of Pharmacy. 11. Establishment Permit of Optic. 12. Establishment Permit of Drug Stores. 13. Establishment Permit of Health Laboratory. 14. Establishment Permit of Medicine Clinic. 15. Establishment Permit of Beauty Clinic. 16. Establishment Permit of Maternity Hospital. 17. Establishment Permit of General Medical Center Company / Institution. 18. Establishment Permit of Private Individuals General Medical Center. 19. Operation Permit of Physical Fitness Center. 20. Operation Permit of Rehabilitation Services Facility of Drug Abuse and Dependence. 21. Traditional Medicine permit. 22. Principle Permit of Traditional Medicine Small Industry (IKOT). 23. Production permit of Food and Beverage Household Industry. 24. Hygiene Feasibility permit of Restaurants. 25. Hygiene Feasibility permit of Hospitality / Catering.
C	Public Works, copyright works, Drainage and Highways	<ol style="list-style-type: none"> 1. Building Construction Permit. 2. Construction Service Business License (IUJK). 3. Land Use Allotment Permit (IPPT). 4. Regional Owned Land Utilization Permit. 5. Underground Installation Network Installation Permit. 6. Groundwater Drilling Permit. 7. Ground Water Intake Permit (SIPA). 8. Plastering and Exploration Permit (SIPE).
D	Spatial Planning	<ol style="list-style-type: none"> 1. Land Use Permit / City Plan Description. 2. Location permit. 3. Advertisement permission.
E	Transportation	<ol style="list-style-type: none"> 1. Telecommunication Tower Building Permit. 2. Route Permit. 3. Freight business license. 4. People Transport Business Permit. 5. Monitoring card.
F	Investment	<ol style="list-style-type: none"> 1. Investment Registration 2. Investment Principles Permit 3. Changes Investment Principles Permit 4. Expansion of Investment Principles Permit 5. Business Permit. 6. Extension License. 7. Investment Company Merging Business License. 8. Amendment License

G	Social and Employment	<ol style="list-style-type: none"> 1. Establishment Permit of Workers Service Company Branch Office 2. Operation permit of Abroad Training Course (BLKLN).
I	Culture and Tourism	Tourism Business Registration Certificate.
J	Cooperative, Industry, Trade and SME	<ol style="list-style-type: none"> 1. Trading Business License (SIUP). 2. Modern Store Business License (IUTM). 3. Industrial Business License (IUI). 4. Industrial Registration (TDI). 5. Company Registration (TDP). 6. Warehouse Registration (TDG). 7. Kiosk/Stall/Market Los Use Permit
K	Environment	<ol style="list-style-type: none"> 1. Environmental Permit. 2. Disturbance Permit (HO). 3. Liquid Waste Disposal Permits (IPLC). 4. Environmental Management Documents consisting of the AMDAL, UKL -UPL, and SPPL.
L	Non-Licensing Service	<ol style="list-style-type: none"> 1. Regional Incentive 2. Information and Complaint Service

2. BP2T of Malang Regency

The formation history of BP2T of Malang Regency is there are needs associated with licensing service which is then carried by Malang Regency i.e. the establishment of One-Stop Service Unit or *Unit Pelayanan Satu Atap* (UPTSA), transformed into Department of Licensing or *Dinas Perizinan*, transformed into Integrated Services Licensing Unit or *Unit Pelayanan Terpadu Perizinan*, and to the strengthening of organization issuing, Malang Regency regulation number 44 of 2012 on changes in the organizational structure into Integrated Licensing Service Agency or *Badan Pelayanan Perizinan Terpadu* (BP2T) as a form of service to community in the field of administration by licensing services to the public. Some of the things we have done are to simplify the licensing services, among others, with the simplification of time, procedures and costs.

In accordance with the regulations by the government that is based on the Regulation of Minister of Internal Affairs No. 24 of 2006 on the Implementation of One Stop Services and Regulation Malang District No. 1 of 2008 concerning the Regional Officers Organization and Regulation Regency Number 38 Year 2008 regarding Regional Officers Organization of Integrated Services Licensing Unit and the renewed form of Organization Structure with the release of the Decree number 44 of 2012 concerning the Regional Organization Structure of Integrated Licensing Service Agency, so that the implementation of the integrated centralized Licensing Services in Integrated Licensing Service Agency or *Badan Pelayanan Perizinan Terpadu* (BP2T) from the initial request to start the process until the document issued step and is performed in a single roof.

The vision is a distant view of the future and what the expectations or ideals to be achieved by BP2T Malang, while the vision is "PERFECT IN LICENSING SERVICE" which roughly means: An overview of ideals to realize excellent services, through apparatus readiness, infrastructure services, mechanisms, systems and procedures, the rule of law related to licensing services optimally. The elaboration of vision is usually manifested in the mission, which in this mission it will be explained about how to achieve the vision outlined in the following missions:

1. Improve the standard and quality of licensing services.
2. Realize the professionalism of public service.
3. Grow the people's desire to have license in accordance with the prevailing regulations.

Type of Services in BP2T of Malang Regency

No	Affairs	Type of Licensing Services
1	Employment and Transmigration	1. Steam Aircraft Use Permit 2. Private Training Institution Permit 3. Indonesian Workers Shelter Permit 4. Establishment Permit of Specific Job Market 5. Permit Extension of Hiring Foreign Workers
2	Energy and Mineral Resources	6. People's Mining Permit 7. Exploration Mining Business Permit 8. Production Operation Mining Business Permit 9. Groundwater Use Permit 10. Groundwater Exploitation Permit 11. Establishment Permit of Fuel Stations for General (Gas Station) 12. Electricity Supply Business Permit for Individual or Public Vehicles 13. Mining Service Permit 14. Interpreters Drill Permit 15. Groundwater Drilling Company Permit 16. Plastering Spring Permit 17. Water and Springs Use Permit 18. Monitor Wells Permit 19. Monitor wells Manufacture Permit 20. Intake and Utilization of Monitor Water Well Permit 21. Groundwater Drilling Permit
3	Farm and Animal Health	22. Animal Business Permit 23. Animal Business Extension Permit 24. Slaughter Permit 25. Permit Practice of Veterinarian
4	Education	26. Establishment Permit of Course and Training Institute (LPK) 27. Establishment Permit of Community Learning Center (CLC) 28. Establishment Permit of Daycare (TPA) 29. Establishment Permit of Community Library (TBM) 30. Establishment Permit of Formal Education Institution 31. Establishment Permit of Secondary School Institution
5	Transportation, Communication and Information	32. Route Permit
6	Maritime Affairs and Fisheries	33. Fish-Catching Business License 34. Fish Cultivation Business License
7	Industry, Trade and Market	35. Principle Approval License 36. Warehouse Registration 37. Trading Business License 38. Industrial Business License
8	Health	39. Operation Permit of Hospital Type C and D 40. Inpatient Clinic Permit 41. Operation Permit of Outpatient Clinic 42. Operation Permit of Laboratory Clinic 43. Drug Stores Permit (SITOB) 44. Establishment Permit of Hospital Class D and C
9	General works	45. Building Construction Permit 46. Land Use Allotment Permit (IPPT) 47. Advertisement Operation Permit 48. Construction Service Business Permit 49. Disturbance Permit (HO) 50. Home Office Placement Permit (SIPER) 51. Meal Service Permit 52. Wet Land Status Change into Dry Land (Irrigated Land Function Transfer) Permit 53. Building on Public Water Construction Permit

		54. Local Heritage Use Permit in the form of land and building, Border river or channel managed by the Department of Irrigation 55. Surface Water Use and Intake Permit
10	Environment	56. Environmental Permit 57. Liquid Waste Disposal Permit 58. B3 Waste Temporary Storage Permit 59. Liquid Waste Utilization for Application to Land Permit 60. B3 Waste Processing Area Permit 61. B3Waste Collection in District Scale Permit (except Olie)

3. Investment Agency of Batu City

Batu City Regional Regulation No. 4 of 2013 on the Organization and Work of Inspectorate, Regional Development Planning Agency and the Regional Technical Institute of Batu, and Mayor of Batu Regulation No. 35 of 2013 on elaboration of tasks and functions of Investment Agency or *Badan Penanaman Modal* (BPM) of Batu City, BPM is a supporting element of implementing the Local Government in the affairs of preparation and implementation of regional policy investment sector as well as coordinate and carry out administrative services in the field of licensing and non-licensing in an integrated manner with the principles of coordination, integration, synchronization, simplification, security and certainty.

Furthermore, based on Mayor of Batu Regulation No. 64 Year 2013 on the Implementation of the Integrated Licensing Services on the Investment Agency (BPM) of Batu City, Batu held One Stop Integrated Licensing Services or *Pelayanan Perizinan Terpadu Satu Pintu* (PPTSP), including:

- a. granting new licensing;
- b. changes to licensing;
- c. extension / re-registration / re-registration of licensing;
- d. the provision of a copy of licensing;
- e. cancellation of licensing;
- f. rejection of licensing;
- g. freezing licensing;

legalization licensing Vision is a foresight about ideals to be achieved by BPM of Batu City, and also how ideally the vision can be realized which is formulated as follows: ***"The Prime and Qualified Local Investment Service Agency in Performance and Image"***

Vision of the Future is the result of the elaboration of the vision of Batu City in Year 2012 - 2017 is:

"Batu City of International-Tourism-Based Organic Agriculture is Supported by The Appropriate Education and Sustained Competitive by Strong Resources (Nature, Human and Cultural) Organized by Creative, Innovative, Good Governance, and Imbued by faith and Devotion to God Almighty"

and mission to the 2 and 5, of the mission formulation of Batu City overall namely *Bureaucracy Reforms and Governance; and Optimization of Regional Investment "*

While the Missions of BPM of Batu City, this mission includes the vision of BPM of Batu City, are formulated as follows:

- a. *Raise the standards and prime quality of local investment service through improving the quality of professional human resources and system performance proportionally in information systems / information technology based.*
Good public services will be able to stimulate investment, including a variety of investment services which must be standardized in clear rules and accountability (terms, service time and costs) and empowerment of personnel in enhancing the competence of service as it also carried the empowerment of information technology to facilitate access to information in service delivery so as not to disappoint the public.
- b. *Realising Conducive and Competitive Investment Climate To Promote Local Economic Growth*
Prime, transparent, and accountable local investment service is expected to encourage the creation of a conducive business climate, which in turn can increase the realization of the value of investments that can promote local economic growth.
- c. *Grow the community participation in development through licensing ownership in accordance with applicable regulations.*

By emphasizing on quality public services and in accordance with the demands and expectations of society through resource management capacity of local government officials who are professional and competent and transparent and prime service quality.

Type of Licensing Served on Investment Agency of Batu City

NO	SECTOR	TYPE OF LICENSE
A	Education	1. Establishment Permit of Non-Formal Education Institute. 2. Establishment Permit Training and Skills Institute Private. 3. Establishment Permit of Studio / Art Classes. 4. Establishment Permit of Private Schools 5. Course Permit
B	Health	6. Permit Practice of General Practice Physicians 7. Permit Practice of Specialist Physician 8. Permit Practice of Dentist. 9. Joint Permit Practice of General Practitioners. 10. Joint Permit Practice of Specialist 11. Joint Permit Practice of Dentist 12. Permits and Implementation Practice of Midwives. 13. Permits and Implementation Practice of Nurses. 14. Permits and Implementation Practice of Dental Nurses. 15. Establishment Permit of Pharmacy. 16. Establishment Permit of Optic. 17. Establishment Permit of Drug Stores. 18. Establishment Permit of Health Laboratory. 19. Establishment Permit of Medicine Clinic. 20. Establishment Permit of Beauty Clinic. 21. Establishment Permit of Maternity Hospital. 22. Establishment Permit of General Medical Center Company / Institution. 23. Establishment Permit of Private Individuals General Medical Center. 24. Operation Permit of Physical Fitness Center. 25. Operation Permit of Rehabilitation Services Facility of Drug Abuse and Dependence. 26. Traditional Medicine permit. 27. Principle Permit of Traditional Medicine Small Industry (IKOT). 28. Production permit of Food and Beverage Household Industry. 29. Hygiene Feasibility permit of Restaurants. 30. Hygiene Feasibility permit of Hospitality / Catering.
C	Public Works, copyright works, Drainage and Highways	31. Building Construction Permit. 32. Construction Service Business License (IUJK). 33. Land Use Allotment Permit (IPPT). 34. Regional Owned Land Utilization Permit. 35. Underground Installation Network Installation Permit. 36. Groundwater Drilling Permit. 37. Ground Water Intake Permit (SIPA). 38. Plastering and Exploration Permit (SIPE).
D	Spatial Planning	39. Land Use Permit / City Plan Description. 40. Location permit. 41. Advertisement permission.
E	Transportation	42. Telecommunication Tower Building Permit. 43. Route Permit. 44. Freight business license. 45. People Transport Business Permit. 46. Monitoring card.
F	Investment	47. Investment Registration 48. Investment Principles Permit 49. Changes Investment Principles Permit 50. Expansion of Investment Principles Permit 51. Business Permit. 52. Extension License. 53. Investment Company Merging Business License. 54. Amendment License

G	Social and Employment	55. Establishment Permit of Workers Service Company Branch Office 56. Operation permit of Abroad Training Course (BLKLN).
I	Culture and Tourism	57. Tourism Business Registration Certificate.
J	Cooperative, Industry, Trade and SME	58. Trading Business License (SIUP). 59. Modern Store Business License (IUTM). 60. Industrial Business License (IUI). 61. Industrial Registration (TDI). 62. Company Registration (TDP). 63. Warehouse Registration (TDG). 64. Kiosk/Stall/Market Los Use Permit
K	Environment	65. Environmental Permit. 66. Disturbance Permit (HO). 67. Liquid Waste Disposal Permits (IPLC). 68. Environmental Management Documents consisting of the AMDAL, UKL -UPL, and SPPL.
L	Non-Licensing Service	69. Regional Incentive 70. Information and Complaint Service

Discussion

Society is citizens entitled to certain services from the government, not seen as *customers* (subscribers), this is as proposed by Denhardt and Denhardt in Pasolong (2008: 141) that both are advised to abandon the principles of classical and *Reivinting Government* administration or the *New Public Management* and switch to NPS principle.

To update the public service needed a new approach that is by empowering potential of citizens. Potential of citizens must be empowered so that they are not just as passive users but also can help determine how the public service is supposed to be held. With this approach it is expected to encourage the improvement of quality of service through changes in attitudes and behavior as well as organizing and empowering communities, so their role in the organization of government activities and public services can be improved so that the poor condition of public services is not protracted, it is needed a space for public (the public) to be able to deliver its participation and complaints of dissatisfaction with the service received.

According to Pasolong Denhardt (2008: 141), the perspective of *New Public Service* requires public administrator's role to involve the public in the administration and the duty to serve community. The involvement of society as being active citizens in the formulation, implementation, and monitoring of public policy. One of them if there is equipment or service that puts technology to speed the service process. For example, by utilizing internet it would appear so many development of services mode from government to people who want an active role which the public is expected to independently carry out the registration of licensing, monitor the settlement process, make payments directly to any licensing and other public services.

a. Speed and technology of services in supporting NPS

Related to service of course one of the most visible is the accuracy in completing all matters relating to licensing and in accordance with the conditions set. It is also needed clarity about how long the service process will be completed, while the development of information technology becomes the main focus in any media and electronic media, especially related to the New Public Service, where communities need the name of the media that can be accessed from the home, and the disclosure of information about public. Information technology happening is no longer a strange item, even in this era it is needed to support the performance of bureaucratic organizations.

b. Clarity and openness to NPS-based public

Citizens are users, in this case the service and licensing users certainly needed a container to accommodate their aspirations, the citizens as service users here wanted clarity and efficiency requirements of the time taken. The presumption of clear requirement would affect on the requirement completeness. In accordance with the NPS principle, citizens might be considered and could participate in providing input as expected.

c. Courtesy and hospitality of service personnel

Human resources owned by licensing office and integrated services in Malang Regency and Malang City, also in investment agency of Batu City supervising the field of licensing and service are characterized as superior and sufficient qualified human resources. Education is one of the main elements in the formation of qualified human resources. At that offices all the employees have minimum standard of education level, for example for being officer in counter section minimally the officers have D2 / D3 and S1 certificate as well as must-have skill in performing services by operating computer.

Conclusion

Public service at the present time has become a central issue in the creation of development conditions, public service is usually shaped in the form of service or public goods, and carried out by state officials such as government, state enterprises and so on. It needs good cooperation and necessary synergy between government and society in order to realize the paradigm of New Public Service, this includes the clarity and determination of completion of work, technology and transparency in its management.

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