

Factors Affecting Service Performance at the One Stop Integrated Service Investment Office of Jeneponto Regency

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Abstract

The policy of fostering and implementing integrated licensing services in Jeneponto Regency is basically an effort to continuously improve the quality of services to the community. There are still many complaints about licensing services at the One Stop Integrated Service Investment Office of Jeneponto Regency, indicating that there are still factors that hinder the performance of services at the Service. This study will examine the factors that influence organizational performance in providing services at the One Stop Integrated Service Investment Office of Jeneponto Regency. This research uses a qualitative research type. Primary data is obtained by interview and observation, while secondary data is sourced from internal documents and other relevant documents. Qualitative data analysis through Data Reduction, Data Presentation, Drawing Conclusions/Verification. The results of this study found that the management of human resources, in general at DPMPTPS Jeneponto Regency, is guided by the applicable regulations. Good performance is directly proportional to compensation, rewards and promotions and vice versa so that awareness and individual motivation are needed to improve their performance which will have an impact on organizational performance. To carry out the main tasks and functions in the field of licensing and licensing services, one must proactively follow and update dynamic and changing regulations so that more technical guidance is needed and optimization of budget utilization is needed to increase human resources. Competency test needs to be applied every year or every semester for better results.

Keywords: Policy, Public Service, Performance

Introduction

The implementation of public services is becoming an increasingly strategic policy issue because the improvement of public services in this country tends to run in place, while the implications as known are very broad because they touch all public spaces in economic, social, political, cultural life and others. In the economic field, poor public services will have implications for a decrease in investment which can result in termination of employment in industries and not

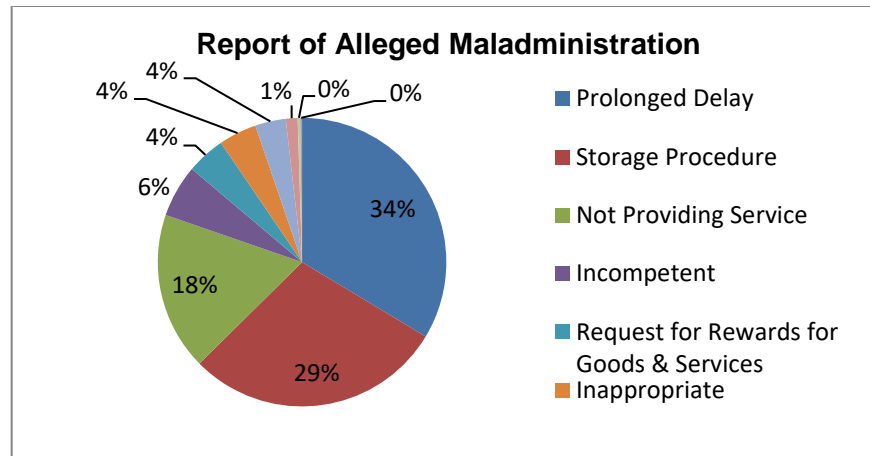
opening up new job opportunities which will also affect the increase in unemployment. A further consequence of this problem is the emergence of social insecurity.

Improving public services will be able to improve the investment climate that this nation desperately needs to get out of the prolonged economic crisis. Unfortunately, efforts to improve it are still limited to lip service. In various studies conducted on public services, it seems that this does not run linearly with the reforms carried out in various sectors so that investment growth actually moves in a negative direction. As a result, the hope of economic growth that is expected to help this nation out of various economic crises has not materialized as expected. Meanwhile in political life, poor public services have implications for public trust in the government. The poor public service has been one of the important variables that has pushed the emergence of a crisis of public trust in the government. The crisis of confidence is actualized in the form of protests and demonstrations that tend to be unhealthy, it shows the public's frustration with the government. In connection with this, it is absolutely necessary to improve public services so that the public's bad image of the government can be improved, because by improving the quality of public services, the better it can affect people's satisfaction so that public trust in the government can be rebuilt.

Public services have a close relationship with the welfare of the people, quality public services will of course create satisfaction from the community, as the beneficiaries of public services, as has been properly regulated through the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, that public service is an activity or a series of activities in the context of fulfilling service needs in accordance with the laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers. Assessment of the fulfillment of public service standards is carried out using variables and indicators based on the obligations of public service providers in meeting the components of public service standards.

One form of quality service is to give freedom to the community in submitting their complaints and complaints, especially when there is a gap between expectations and reality regarding existing services. According to Hamsinah (2009), to reduce or eliminate the gap between service performance and customer expectations, it is necessary to make a meeting point between service expectations from customers and the reality of services provided by service providers.

The number of reports/complaints from the public on allegations of maladministration in public services in 2019 to the Ombudsman was 7,903 reports, of which the substance of the report was classified. The top 15 substance of the report includes: agrarian/land, employment, education, police, population administration, employment, justice, rural areas, banking, health, licensing (PTSP), transportation, electricity and correctional institutions. Based on the data on the classification of alleged maladministration, it is presented in the following graph



Source: RI Ombudsman Annual Report, 2019

Of the top 15 substance of public reports submitted to the ombudsman regarding public services, one of them is the issue of licensing. Many licenses must be taken care of because licensing is a condition that must be met to start a business. Licensing issues are problems that have existed for a long time and are not new. In fact, entrepreneurs in Indonesia have long complained about issues related to licensing and bureaucracy. This problem has become a national problem. Due to licensing service problems, especially the trend of maladministration, many cities and districts have occurred in Indonesia.

The policy of fostering and implementing integrated licensing services in Jeneponto Regency is basically an effort to continue to improve the quality of licensing services and provide the best service to the community by updating the entire licensing service system. This is done by integrating according to national strategies and policies.

Based on the Regulation of the Jeneponto Regent Number 03 of 2017, the Types of Services The types of licensing and non-licensing services organized by the Jeneponto Regency DPMPTSP include: (1). Building Permit (IMB); (2).SITU/HO; (3). Company Registration Certificate (TDP); (4). Construction Services Business License (IUJK); (5). Trading Business Permit (SIUP); (6).Route Permit; (7). Health Worker Permit; (8). Health Infrastructure Permit; (9). Fishery Business License; (10). Environmental Permit; (11). Environmental Protection and Management Permit (PPLH), (12). Research Permit; (13). Extension of Permit to Employ Foreign Workers (IMTA); (14). Location permission; (15). Investment Permit (IPM); and (16). Micro and Small Business License (IUMK).

The implementation of the duties and functions of the Jeneponto Regency Investment and One Stop Service (DPMPTSP) is guided by the Jeneponto Regency Regional Regulation Number 04 of 2016 concerning the Formation and Composition of Regional Apparatuses and the Jeneponto Regent's Regulation Number 31 of 2016 concerning Position, Organizational Structure, Duties and Functions and the Work Procedure of the One Stop Investment Service Office of Jeneponto Regency.

The problems faced by DPMPTSP Jeneponto Regency, especially the implementation of licensing services, include: The needs and capabilities of human resources needed in each section are the same but not different 2(). The number of personnel and technical equipment is also not proportional to the number of services required (3). Not all services use an online system, so data

cannot be served immediately. As a result, policy making is not based on adequate information or data. (4). Central policies are always changing, so they cannot always be realized by the regions. (5). The quality of public services has not met the expectations of the community.

Literature Review

Factors Affecting the Quality of Public Services

Based on the balance triangle in service quality and the overall description of the previous concepts and theories, the factors that can affect the quality of public services are, among others, caused by: (1) organizational structure; (2) the ability of the apparatus; (3) Service system. Furthermore, it can be explained as follows:

Organizational Structure

According to Anderson (1972), the structure is an arrangement in the form of a framework that gives shape and form, thus the working procedure will be seen. In government organizations, a procedure is a set of predetermined actions that must be passed to carry out a task.

On another concept, it is said that organizational structure can also be interpreted as a relationship of characteristics, norms and patterns of relationships that occur within executive bodies that have a good potential or real relationship with what they have in carrying out policies. This understanding is in line with what was stated by Robbins (1995) that the organizational structure determines how tasks will be divided, who reports to whom, formal coordination mechanisms and patterns of interaction that will be followed. Robbins further said that the organizational structure has three components, namely: complexity, formalization and centralization.

Apparatus Capabilities

What is called the government apparatus, is a collection of people who serve the interests of the state and government and are located as civil servants, while according to Moerdiono (1992) the government apparatus is all levels of government executives who obtain their authority based on delegation from the President of the Republic of Indonesia.

Service System

The definition of the system is a network that is related to each other according to a rounded scheme or pattern to drive a main function in a business or business (Atmosudirjo, 1982), it can also be interpreted as a whole, complex organized whole, in the form of a set of combinations of things. -things or parts that form a unified whole (Pamudji, 1981).

The service system needs to be considered whether there are service guidelines, clear service requirements, time limits, fees or tariffs, procedures, manuals, integrated information media, mutual respect for each related unit or units related to the community who need the service itself.

Performance Concept

For every organization, performance appraisal is an important thing to be able to know the extent to which the organization's goals have been successfully realized within a certain period or

period. In general, performance is the equivalent of "performance". The concept of performance according to Rue and Byars in Keban (1994) can be defined as achieving results or the degree of accomplishment. In other words, performance is the level of achievement of organizational goals. Thus, performance is a level of the extent to which the process of organizational activities provides results or achieves goals.

There are various views from experts about performance, for example, performance or work performance is the desired result of the perpetrator. Dharma (2001) defines performance as the current term of work performance as a manifestation of the work done by employees or organizations which are usually used as a basis for evaluating employees or organizations. The performance in question is something that is done by the product/service produced by a person or group of people. Hasibuan (1991) adds that work performance is not only related to the quantity but also the quality of work that can be completed by individuals within a certain time. Thus, performance, performance, is intended as a form of effort, both in quantity and quality, produced by a person or an organization to achieve organizational goals which are often used as an assessment material for producers. However, the perception of performance as the resulting work performance seems to only emphasize the aspect or quality side of success, so that it gives birth to a partial meaning. In fact, a review of performance in terms of quantity and quality can be meaningful as a result of poor, low, ordinary, bad work, and so on.

Factors Affecting the Performance of Public Organizations

According to Ruky (2001), identifying factors that directly influence the level of organizational performance achievement are as follows: (1). Technology which includes work equipment and work methods used to produce products or services produced by the organization, the higher the quality of the technology used, the higher the level of organizational performance. (2). The quality of the inputs or materials used by the organization. (3). The quality of the physical environment which includes work safety, spatial planning and cleanliness. (4). Organizational culture as a pattern of behavior and work patterns that exist in the organization concerned. (5). Leadership as an effort to control members of the organization to work in accordance with the standards and goals of the organization. (6). Human resource management which includes aspects of compensation, rewards, promotions and others.

Methods

This study will examine problems related to what factors affect organizational performance in providing services at the One Stop Service Investment Office of Jeneponto Regency. To get a detailed and in-depth description and explanation of the phenomena related to this research problem, qualitative research is used. According to Moleong (2002), qualitative research methods are research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior.

This research was conducted at the One Stop Service Investment Office (DPMPTSP) Jeneponto Regency. To get a detailed and in-depth description and explanation of phenomena related to research problems, this research is focused specifically on the performance of services provided at DPMPTSP Jeneponto Regency.

Types of data used in the form of primary data and secondary data. Primary data comes from informants related to services in DPMPTSP. The primary data was obtained through interviews and observations, while the secondary data were sourced from internal documents in the DPMPTSP and other relevant documents. Data collection techniques were carried out through observation, interviews, and documentation. Observation or observation is a data collection method used to collect research data. The research data can be observed by researchers (Bungin, 2007). Observations were carried out in two stages, initial observations were carried out to determine the location of the study, of course before the research was carried out. Follow-up observations were carried out at the time the research was conducted, then interview was a process of obtaining information for research purposes by means of question and answer between the interviewer and the interviewed informants using interview guidelines (Bungin, 2007).

Informants in this study were selected purposively who are considered to know and have information about the problem of this research. The informants in question are: (1) Head of Jeneponto Regency DPMPTSP; (2) Jeneponto Regency DPRD which is related to Jeneponto Regency DPMPTSP Services Commission A, (3) Secretary of Jeneponto Regency DPMPTSP; (4) Head of Investment Climate Development Planning Division; (5) Head of Investment Promotion Division; (6) Head of the field of licensing and non-licensing services; (7) Head of Investment Implementation Control Division; (8) Jeneponto Regency DPMPTSP staff as many as 13 people; (9) The management of HIPMI Jeneponto Regency (or representatives of entrepreneurs) as many as 3 people; (10) Jeneponto Regency Kadin Management; (11) There are 26 people who receive DPMPTSP services in Jeneponto Regency.

Qualitative data analysis in this study was carried out by referring to the interactive model of data collection or data collection by data analysis. According to Miles & Huberman (1992) through Data Reduction, Data Presentation, Drawing Conclusions/Verification. According to Sugiyono (2011) that the data validity test in qualitative research includes: (1) credibility test (trust), (2) transferability test (transferability), (3) dependability test (dependence), (4) confirmability test (certainty).

Results and Discussion

Technology

The performance of local government agencies is influenced by the use of information technology. The development of information technology is responded by organizations by designing information systems based on computer technology or websites. Information systems supported by IT can provide added value to the organization if it is designed to be an effective information system. Organizational performance is strongly influenced by the mastery of information technology of an organization. With the application of technology, organizations will experience changes in management systems, from traditional systems to contemporary management systems.

Information technology is related to service, this is because one of the dimensions of service quality is the speed of service (Parasuraman et al., 1988 in Mardjiono 2009), where this dimension can be associated with information technology. With the existence of information

technology, the services provided, especially in service organizations, will be faster and more accurate. According to O'Brien (2006) technology is a computer network consisting of various information processing components that use various types of hardware, software, data management, and information network technology.

According to Aji (2005) information is data that is processed and its nature becomes other useful data and is commonly called information. Utilization of information technology is the behavior/attitude of accountants using information technology to complete tasks and improve their performance. Utilization of information technology according to Thomson et.al. (1991) in Wijana (2007) are the benefits expected by users of information systems in carrying out their duties or behavior in using technology when doing work. The measurement is based on the intensity of utilization, the frequency of use and the number of applications or software used. Utilization of appropriate information technology and supported by the expertise of the personnel who operate it can improve the performance of the organization as well as the performance of the individual concerned.

Utilization of information technology according to Thomson et al. (1991) in Wijana (2007) are the benefits expected by users of information systems in carrying out their duties or behavior in using technology when doing work. One of the expected benefits is an increase in performance which is part of the Performance Accountability of Government Agencies. Goodhue and Thompson in Setiawan (2005) suggest that the concept of using technology is related to two things: using or not using technology. Utilization of information technology is measured based on the user's dependence on existing information systems to carry out tasks and improve performance. Research conducted by Rahadi (2007) states that information technology plays a very important role in improving services in the public sector.

The use of technology to improve the efficiency of business activities by accelerating the implementation of business at the Jeneponto Regency DPMPTSP based on Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services. Based on this policy, all business licensing services are integrated through 1 (one) Online Single Submission Electronic Business Licensing System. and efficient. Following this, the Jeneponto Regency DPMPTSP has implemented an Online Single Submission (OSS) Electronic Business Licensing System since 2018.

DMPTSP Jeneponto Regency has a website page that can be accessed online by the public and the availability of facilities for guiding the use of applications to service users. On the website, there are profile menus, standards, services, results of community satisfaction surveys and complaints. In the service menu, it is linked to the OSS application, SICANTIK Cloud, SIMBG, SIPP, KBLI and the Investment Progress Report. Applications have their respective uses and benefits depending on the type of service required.

Advantages of OSS Services The advantage is that it is more transparent, it can reduce the practice of KKN. OSS services are intended to facilitate business actors in the licensing process and are provided with assistance if they cannot use applications from OSS services. It can be concluded that the use of technology affects the service performance of DPMPTSP Jeneponto Regency which includes work equipment and work methods used by DPMPTSP that are based on

information technology and the internet to produce licensing and non-licensing services that are more effective and efficient.

Physical Environment Quality

The quality of the physical environment which includes work safety, spatial planning and cleanliness. Regarding spatial planning and cleanliness, this of course includes facilities and infrastructure that must be provided by the Integrated Service Office in providing licensing and non-licensing services to create an adequate service climate according to SPM and embodied in SOPs, including:

Table 1. Facilities and Infrastructure at DPMPTSP Jeneponto County

No	Facilities and Infrastructure
a)	Comfortable, smoke-free waiting room;
b)	A clean and tidy place of service;
c)	Air conditioning is available;
d)	There is a television and reading material in the service room;
e)	Information Counter;
f)	Registration Counter;
g)	Payment Counter;
h)	Permit Submission Counter;
i)	Complaint Counter;
j)	A clean toilet is available;
k)	Adequate parking area;
l)	Information boards that include service flows, procedures, requirements, fees, and permit completion times;
m)	Touch Screen is available as a medium of information for the public;
n)	Service type brochures are available;
o)	Licensing websites are available;
p)	The arrangement of the service room is in accordance with the mechanism that distinguishes between the Front Office and the Back Office.

Source: secondary data, 2021

Regarding work safety, DPMPTSP Based on Government Regulation Number 70 of 2015 concerning Work Accident Insurance and Death Insurance, it is explained that State Civil Apparatus Employees are civil servants and government employees with work agreements appointed by staffing officers and assigned tasks in a government position or assigned other state duties and are paid according to statutory regulations. Work Accident Insurance (JKK) is protection against the risk of work accidents or occupational diseases in the form of treatment, compensation, and disability benefits. Work accidents are accidents that occur: (a) In carrying out their duties; (b) In other circumstances related to the service, so that the accident is equated with an accident that occurs in carrying out his duties and obligations; (c) Due to irresponsible actions of elements or as a result of actions against those elements in carrying out their duties; (d) On the way from home to work or vice versa; and (c) Which causes Occupational Diseases. Occupational Diseases are diseases suffered as a direct result of carrying out their duties.

Disability is a physical and/or mental disorder as a result of a work accident that can interfere or become an obstacle for Participants in carrying out their work.

It can be concluded that the quality of the physical environment which includes work safety, spatial planning and cleanliness at DPMPTSP Jeneponto Regency is well managed in accordance with applicable regulations for work safety and according to SPM and SOP for spatial planning and cleanliness.

Organizational Culture

Organizational culture is a set of assumptions, beliefs, values and perceptions shared by group members in an organization, which shape and influence attitudes, behavior, and guidance in solving problems. The same thing was expressed by Mangkunegara (2005) that organizational culture is a set of assumptions or belief systems, values and norms developed in an organization that is used as a behavioral guide for its members to overcome adaptation, external and internal integration problems. Organizational culture as a pattern of behavior and work patterns that exist in the organization concerned.

Based on this, it can be said that culture is a social controller and regulator of the running of the organization on the basis of shared values and beliefs, so that it becomes the norm of group work, and operationally it is called work culture because it is a guideline and direction for employee work behavior (Chatab, 2007). If it is seen in the implementation of public services organized by the bureaucracy, it is more oriented to regulations that must be obeyed (rule-driven), in accordance with operational guidelines and technical guidelines, rather than the satisfaction of service users.

DPMPTSP culture is the same as OPD in general, work patterns and behavior patterns are directed to a professional bureaucracy. Based on the results of interviews and observations that organizational culture as a pattern of behavior and work patterns that exist in DPMPTSP in terms of discipline, it is not optimal not only related to hours of going home and going home, but also discipline in carrying out tasks and the discipline of updating knowledge and applicable regulations, then there are fields whose work programs are few because of the budget so that work is lacking, meaning that the distribution of work also needs to be reviewed. Behavior patterns such as understanding the situation, not imposing and sectoral ego and always coordinating, internal meetings color the organizational culture at DPMPTSP Jeneponto Regency.

Leadership

Leadership in general can be defined as a person's ability to influence a group towards the achievement of goals. In line with the opinion of Tead, et al (in Kartono, 2003) Leadership is the activity or art of influencing others to cooperate based on that person's ability to guide others in achieving the goals desired by the group. Based on the above opinion, it is concluded that the essence of leadership in organizations is the existence of an influence from the leader who can increase the obedience of other parties mechanically to the orders given.

In the era of globalization causing changes to be very fast, it takes a leader who is sensitive to change as well, a person's leadership style affects his performance. Change occurs very quickly and increasingly modern technology requires an innovative leadership style. This innovative

leadership focuses more on the process of realizing ideas. Innovative leadership is a leader who always strives to realize reform efforts in all fields, whether political, economic, social, cultural or any product related to human needs. (Ulum, 2012)

Innovative leadership capacity is the ability of a leader to encourage the development of innovation in a particular organization. A leader who has the capacity to innovate is a leader who, of course, has broad knowledge and insight in terms of innovation. Thus the innovation developed by a leader in an organization is expected to have an impact on the members of the organization (Muh.Tang, 2016)

This is in line with the trait theory which says that the trait approach emphasizes the personal attributes of leaders. Trait theory has attempted to generalize the traits possessed by leaders such as: physical, mental, and personality. Assuming that the success of a leader is determined by the quality of certain traits or characteristics possessed or inherent in the leader, both related to physical, mental, psychological, personality and intellectual. (Yukl, 1998)

As a basis for leadership to control members of the organization to work in accordance with the standards and goals of the leadership organization, one of them is the Performance Agreement. Basically it is a statement of leadership commitment that presents the determination and promise to achieve clear and measurable performance within a span of one year based on the duties, functions and authorities and taking into account the available resources. The performance report is analyzed by the Head of Service to be used to control the DPMPTSP apparatus to work in accordance with the standards and objectives of the Jeneponto Regency DPMPTSP.

Based on the findings in the field, it can be concluded several things related to leadership, among others; (1) Performance agreements are expected to be a priority for the apparatus so that leaders can analyze, monitor and evaluate individual performance as a basis for providing rewards and punishment / coaching; (2) The commitment of the Head of Office to improve the quality of human resources at DPMPTSP through the granting of permits and learning tasks and the provision of equal opportunities to participate in trainings related to services at DPMPTSP both at the Regency, Provincial and Central levels; (3) The leadership's commitment to improve the quality and accessibility of licensing services in Jeneponto Regency, this is a priority program for the Regent of free licensing and the flagship program of DPMPTSP simplification of licensing.; (4) Fostering the spirit of collaboration and synergy with the full family of all DPMPTSP officers of Jeneponto Regency serving the community.

Human Resource Management

Human resources are one of the sources that influence the performance of public organizations, human resources occupy a higher position and are a very decisive factor for the level of success and failure of an organization. Human resources are the most important assets owned by an organization. Human resources from two aspects, namely a) quality or quality as measured by physical abilities such as physical health, strength to work and non-physical abilities such as intelligence and mental; b) the amount or quantity, namely the number of resources as labor in an organization.

Meanwhile, Notoatmodjo (1992) sees human resources from two aspects, namely a) quality or quality as measured by physical abilities such as physical health, strength to work and non-physical abilities such as intelligence and mental; b) the amount or quantity, namely the number of resources as labor in an organization. Furthermore, Notoatmodjo, said that the benefits of human resources in an organization play an important role. Sophisticated and complete facilities are not a guarantee of the success of an institution, without being balanced by the quality of the staff or employees who will take advantage of the facilities.

Humans are the main actors in every organization where and whatever its form. Every individual who enters the organization brings characteristics such as abilities, personal beliefs, expectations, needs and experiences, these characteristic components then shape employee behavior (Thoha, 2001). Furthermore, Thoha stated that the organization is only a place to achieve goals and it is people who will bring the organization to achieve its goals.

Esman (1989) states that perhaps the most important resource for an organization is its staff who have knowledge and expertise and are committed to the organization's programs, in other words, qualified staff. Simamora (1995) further stated that the existence of human resources is very important as a philosophical element. The philosophical elements are (1) employees are seen as investments if developed and managed effectively will provide rewards for the organization in the form of greater productivity (2) managers make various policies, programs and practices that satisfy both the economic needs and personal satisfaction of employees (3) managers create a work environment in which employees are encouraged to develop and use their skills and abilities to the maximum extent possible (4) personnel programs and practices are created so that there is a balance between the needs of employees and the needs of the organization. Every organization always tries to achieve its goals by using people efficiently and effectively.

Based on the research results, human resource management factors include aspects of compensation, rewards, promotions and others. Quality/competence of resources in carrying out their main tasks and functions. When viewed from the education level of 31 HR DPMPTSP Jeneponto district, the most recent education is Bachelor's degree as much as 55% and the least is Diploma as much as 3%.

Compensation, rewards, and promotions are earned based on an individual's track record of performance. In this regard, the Jeneponto Regency DPMPTSP is generally guided by the applicable regulations. Good performance is directly proportional to compensation, rewards and promotions and vice versa so that awareness and individual motivation are needed to improve their performance which will have an impact on organizational performance.

To carry out the main tasks and functions in the field of licensing and licensing services, one must proactively follow and follow dynamic and changing regulatory changes so that more technical guidance is needed and optimization of budget utilization is needed to increase human resources. Competency test needs to be applied every year or every semester for better results. It can be concluded that the HR management factor is very influential on the performance of public service organizations, because it is related to compensation, rewards, and promotions so that it becomes individual motivation to work based on performance.

Conclusion

Factors that affect service performance at DPMPTSP Jeneponto Regency, including; The work equipment and work methods used by DPMPTSP are based on information technology and the internet to produce more effective and efficient licensing and non-licensing services. The quality of the physical environment which includes work safety, spatial planning and cleanliness at DPMPTSP Jeneponto Regency has been well managed in accordance with applicable regulations for work safety and according to SPM and SOP for spatial planning and cleanliness. For organizational culture, seen from the discipline that is not optimal, it is not only related to home hours and working hours, but also discipline in carrying out tasks and disciplines to update knowledge and applicable regulations, then there are areas where the work program is small because of the budget so that the work is lacking, meaning equal distribution of work also needs to be done. in review. Behavior patterns such as understanding the situation, not imposing and sectoral ego and always coordinating, internal meetings color the organizational culture at DPMPTSP Jeneponto Regency. Leadership, 1). The performance agreement is the basis for the leadership to analyze, monitor and evaluate individual performance as the basis for providing rewards and punishments/coaching, 2). Commitment of the Head of Service to improve the quality of human resources in DPMPTSP through granting permits and learning assignments as well as providing equal opportunities to participate in training related to services at DPMPTSP at the Regency, Provincial and Central levels, 3). The leadership's commitment to improving the quality and accessibility of licensing services in Jeneponto Regency, this is the Regent's priority program for free licensing and the DPMPTSP flagship program for simplification of licensing and 4). Cultivate the spirit of collaboration and synergy with full kinship all DPMPTSP Jeneponto Regency apparatus serving the community. Management of Human Resources, in general at DPMPTSP Jeneponto Regency, is guided by applicable regulations. Good performance is directly proportional to compensation, rewards and promotions and vice versa so that awareness and individual motivation are needed to improve their performance which will have an impact on organizational performance. To carry out the main tasks and functions in the field of licensing and licensing services, one must proactively follow and update dynamic and changing regulations so that more technical guidance is needed and optimization of budget utilization is needed to increase human resources. Competency test needs to be applied every year or every semester for better results.

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