

The cover features a photograph of a modern, white building with a large, seated stone statue in the foreground. The building has a distinctive architectural style with a curved facade and large windows. The statue is a large, white, seated figure, possibly representing a personification of justice or a public official. The background shows a clear blue sky with some clouds and a tall, modern building in the distance.

**REVISTA BRASILEIRA DE POLÍTICAS PÚBLICAS**  
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**Government's Official's  
Professionalism in Public Service  
(Case Study in Licensing Service  
Innovation in Pinrang District,  
South Sulawesi)**

**Profissionalismo do funcionário  
do governo no serviço público  
(estudo de caso em inovação  
de serviço de licenciamento  
no distrito de Pinrang, South  
Sulawesi)**

Badu Ahmad

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# Government's Official's Professionalism in Public Service (Case Study in Licensing Service Innovation in Pinrang District, South Sulawesi)\*

## Profissionalismo do funcionário do governo no serviço público (estudo de caso em inovação de serviço de licenciamento no distrito de Pinrang, South Sulawesi)

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### Abstract

This study aimed to analyze the professionalism of the government officials and the factors that influence the official's professionalism in implementing license service innovations, as well as the strategy to develop it. This study used a descriptive qualitative approach to analyze the research objectives comprehensively. The informant was determined by purposive sampling of 12 people who understood the substance of the study problem. In-depth interviews and focus group discussions were used to collect the data. The leadership and operational staff in the service unit were quite professional in doing their main tasks policy, which was supported by the existence of the regent's policy to follow the technical guidance. The strategy to improve the government official's professionalism was: maintaining the relationship between superiors and subordinates; follow the technical guidance; upholding integrity; giving rewards to high-performing government officials and honorary staff, and repositioning the government officials based on the job evaluation.

**Keywords:** Government officials; Innovation; Licensing services; Public service; Professionalism.

### Resumo

Este estudo teve como objetivo analisar o profissionalismo dos funcionários do governo e os fatores que influenciam o profissionalismo do funcionário na implementação de inovações no serviço de licenciamento, bem como a estratégia para desenvolvê-lo. Este estudo utilizou uma abordagem qualitativa descritiva para analisar os objetivos da pesquisa de forma abrangente. O informante foi determinado por amostragem intencional de 12 pessoas que entenderam a substância do problema do estudo. Entrevistas em profundi-

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dade e discussões de grupos focais foram usadas para coletar os dados. A liderança e a equipe operacional da unidade de atendimento foram bastante profissionais no cumprimento da política de suas principais atribuições, o que foi sustentado pela existência da política do regente de seguir a orientação técnica. A estratégia para aprimorar o profissionalismo do governante foi: manter o relacionamento entre superiores e subordinados; seguir a orientação técnica; mantendo a integridade; dando recompensas a funcionários do governo de alto desempenho e funcionários honorários, e reposicionando os funcionários do governo com base na avaliação do trabalho.

**Palavras-chave:** funcionários do governo; inovação; serviços de licenciamento; serviço público; profissionalismo.

## 1 Introduction

Human resources development, especially in the public sector, is the key to advance the nation's future. The success of the development in all sectors is strongly influenced by knowledgeable, skilled, and passionate human resources in increasing their professionalism. Qualified human resources could bring the organizations to succeed in realizing their vision, mission, goals, and programs<sup>1</sup>. For this reason, the development of the official's competence and professionalism is a necessity. The human resources of government officials must be diligent, high discipline, good self-control, persevering, and tenacious in supporting good governance. However, it must be recognized that the official's professionalism is not the only way to improve organizational performance, but also the efficient systems and work procedures.

One strategy to realize good governance is the development of government official professionalism in implementing quality service innovations for the community. The government official's professionalism emphasizes the ability, expertise, and skill in providing public services that are democratic, responsive, innovative, transparent, accountable, efficient, and effective<sup>2</sup>. In principle, the official should provide services based on these dimensions; tangible, reliability, responsiveness, assurance, and empathy.

At the theoretical level, several assumptions that reveal the importance of government innovation have been studied to the capacity and professionalism of the officials in realizing the mission and innovation programs of the local governments. Innovations created by local governments add value to the community service products. In line with the views of Albury, public service innovation aims to improve performance and public value, respond to citizen's expectations, and improve service efficiency. Government innovation, from the perspective of the New Public Management (NPM) during the globalization era, is marked by the emergence of information and communication technology as well as the demand for government professionalism to bring a better chance in the public sector.

The local government of Pinrang District is very excited to realize the excellent services, especially services in the field of licensing and investment. The innovations made were institutional innovation, policy innovation, and electronic-based service innovation. These innovations have encouraged investment and increased the small-medium business number, which opens up new jobs and increases the local revenue.

Although various public service innovations have been created to provide convenience and satisfaction to the community, the application of public service innovations has received public attention because of the under-expectation services from the government officials based on the initial observations. This is desperately in need of serious attention to know the root of the problem and compose the right solution to get an excellent public service. Nur's results explained that the Regional Government of Pinrang District

<sup>1</sup> SEDARMAYANTI, Human Resource Management, and Bureaucratic Reform. Bandung: Refika Aditama, 2009.

<sup>2</sup> TJOKRONEGORO, A; SUDARSONO, S. Metodologi penelitian bidang penelitian [Research methodology in the field of research]. [s.l.]: University of Indonesia, 2007.

was innovative enough to improve the performance of public services, but the community had not felt the impact yet<sup>3</sup>. Some problems related to the adoption of public service innovation include: (a) it did not have a significant influence on improving the welfare of the community; (b) stakeholders involved in implementing the public service innovation program was not optimal; (c) the innovation program was not guaranteed to be sustainable. Based on the aforementioned phenomena, the study of the apparatus's professionalism in implementing the public service innovation program in Pinrang District is very strategic for the development of a sustainable government innovation program.

The objectives of this study were: (1) To analyze the professionalism of the bureaucratic officials in implementing the licensing service innovation; (2) To identify and analyze the factors that support and hinder the official's professionalism in implementing the licensing service innovation; and (3) To analyze some strategies and programs to develop the government official's professionalism.

## 2 Literature Review

### 2.1 Empirical Perspectives And Theoretical Apparatus Professionalism In Public Services

To achieve good governance, it needs a professional government in providing public services. The government official's professionalism is reflected in the suitability between their competencies and workloads and the official's self-potential from behavioral aspects, including loyalty, innovation, creativity, and high productivity. According to Margono, government official's professionalism in public services is constrained by the imbalance between the number of employees and workload, so that the public considers the government apparatus is less professional in serving the community<sup>4</sup>.

Noor et al. argued that innovation is seen as a model in the success of local governments. Four components have a strong influence on improving the local government's performance: (1) social welfare; (2) public services; (3) local competition; and (4) capacity and professionalism of the officials<sup>5</sup>. Doloreux presented three objectives to be achieved related to local government innovation: (a) a close relation of the innovation to the competency strategy, the innovation process, and the utilization of information sources; (b) improving the work unit's performance, and (c) there were differences in the performance of innovative work units<sup>6</sup>. The Central Java Provincial Research Institute (2007) stated that the innovation in local government is following national-level innovation programs such as information technology applications like E-government, online-based public services, and Local Area Networks. Some strategies can be implemented for innovation development: (1) developing the elite commitment supported by various policies and budget allocations; (2) optimizing the innovation socialization; and (3) developing the capacity and professionalism of the local government officials. Based on the results of Ahmad (2017; 2018), the regional government in South Sulawesi has created and implemented various public service innovations. However, the optimization is constrained by the capacity and local government official professionalism resources and budget allocation<sup>7</sup>.

<sup>3</sup> MARGONO. Professionalism of Government Officials in Public Service Services at the Secretariat of Mahakam Ulu Regency. *e-Jurnal Administrative Reform*, v. 2, n. 3, p. 1430–1441, 2014.

<sup>4</sup> NOOR, Irawan et al. Dynamic Innovation of Local Government in Indonesia. *Journal of Basic and Applied Scientific Research*, v. 2, n. 5, p. 5052–5057, 2012.

<sup>5</sup> NOOR, Irawan; SJAMSUDDIN, Sjamsiar; SUPRIYONO, Bambang; et al. Dynamic Innovation of Local Government in Indonesia. *Journal of Basic and Applied Scientific Research*, v. 2, n. 5, p. 5052–5057, 2012

<sup>6</sup> DOLOREUX, David. Regional Innovation Systems in Canada: A Comparative Study. *Regional Studies*, v. 38, n. 5, p. 479–492, 2004.

<sup>7</sup> AHMAD, Badu. *Pelayanan Publik: Teori dan Praktik [Public Service: Theory and Practice]*, Bandung: Manggu, 2017; AHMAD, Badu, *Service Innovation in Local Government: Analysis of Business Information Services in South Sulawesi Province, Indonesia*.

High-quality public services require reliable, professional, clean, and authoritative based on a high work ethic government official. Based on the American Heritage Dictionary in Imran, professionalism is a certain status, method, characteristic, or standard to produce and measure the quality of work, product, and service produced by a professional<sup>8</sup>. Denhardt and Denhardt suggest that citizens want professional services from the government<sup>9</sup>. Furthermore, Denhardt and Denhardt stated that the citizens should be placed ahead, and do not differentiate between directing and pedaling but rather building the public institutions based on integrity and responsiveness<sup>10</sup>. In essence, the perspective of the New Public Service is a set of ideas about the role of public service, democratic governance, and civic engagement at the center. The new public service perspective requires the role of public administrators to involve society in government and serve the community. Whereas Mintzberg advocated that the government is tasked with serving and meeting citizen's needs<sup>11</sup>. The complexity of government interactions with citizens marks the importance of improving the government's service quality.

Margono stated that the professionalism of the office is a requirement for an excellent service<sup>12</sup>. Professional government officials are reflected in the guarantee of speed, loyalty, and love of work. Furthermore, Siagian stated that professionalism can be measured from six aspects: (a) creativity, the ability of the official to face obstacles in carrying out their duties by innovating; (b) innovation, the desire, and determination to seek new methods in carrying out their duties; (c) responsiveness, the ability to anticipate and deal with new aspirations, developments, demands, and knowledge; (d) work according to procedures and service standards; (e) consistent with the rules; and (f) suitability of competence with the job<sup>13</sup>. While Sedarmayanti argued that professionalism is a pillar that will place the bureaucracy as an effective engine for the government and as a parameter of the bureaucracy's work as well<sup>14</sup>.

Every government official is demanded to increase its professionalism by Law Number 43 of 1999, subsequently changed to Law Number 5 of 2014, concerning the State Personnel Principles oriented to the professionalism of the state civil official whose job is to provide services to the public in an honest, fair and equitable manner, neutral from the influence of all groups and political parties<sup>15</sup>. The attention of the government to develop professionalism can be seen from the direction of national policies in the official resources field, such as (a) improving the quality of the state civil official resources, welfare, and career systems based on work performance; (b) increasing professionalism, accountability, transparent, clean, and honest in serving the community; and (c) free from corruption, collusion, and nepotism.

According to Suryani, the professional government official must have the ability and knowledge of their respective fields in providing quality services<sup>16</sup>. This statement is in line with Siagian's statement that professionalism is the reliability and expertise in carrying out high-quality tasks, punctual, with the utmost care, and using procedures that are easily understood by stakeholders<sup>17</sup>. Furthermore, Dwiyanto and Sedarmayanti explained that professionalism is a form of trust that the attitudes and actions of the offices are based on

Mediterranean Journal of Social Sciences, v. 9, n. 3, p. 217–224, 2018.

<sup>8</sup> IMRAN, U. Administrative Professionalism Development Strategy. Malang: Universitas Brawijaya, 1994.

<sup>9</sup> DENHARDT, Janet V; DENHARDT, Robert B. The New Public Service: Serving, Not Steering. New York: M.E. Sharpe, 2003.

<sup>10</sup> DENHARDT, Janet V; DENHARDT, Robert B. The New Public Service: Serving, Not Steering. New York: M.E. Sharpe, 2003.

<sup>11</sup> MINTZBERG, Henry. Managing Government, Governing. Harvard Business Review, p. 75–83, 1996.

<sup>12</sup> SIAGIAN, Sondang P. Human Resource Management. Jakarta: Bumi Aksara, 2000

<sup>13</sup> SIAGIAN, Sondang P. Human Resource Management. Jakarta: Bumi Aksara, 2000.

<sup>14</sup> SEDARMAYANTI. Human Resource Management and Bureaucratic Reform. Bandung: Refika Aditama, 2009.

<sup>15</sup> CENTRAL GOVERNMENT. Undang-undang (UU) No. 5 Tahun 2014 Tentang Aparatur Sipil Negara [Law Number 5 of 2014, concerning the State Personnel Principles]. 2014. Disponível em: <https://peraturan.bpk.go.id/Home/Details/38580/uu-no-5-tahun-2014#:~:text=Undang%20Undang%20Republik%20Indonesia%20Nomor,Negara%20Republik%20Indonesia%20Tahun%201945%3B.&text=Selain%20itu%2C%20ASN%20berhak%20memperoleh,dan%20bebas%20dari%20intervensi%20politik>.

<sup>16</sup> SURYANI, S. Government Apparatus Professionalism. Jurnal Ilmu Sosial, v. 3, n. 1, p. 1–9, 2011.

<sup>17</sup> SIAGIAN, Sondang P. Human Resource Management. Jakarta: Bumi Aksara, 2000



the knowledge and values of the official's profession that prioritizes public interests<sup>18</sup>. This is in line with Tjokrowinoto who stated that professionalism is the ability to carry out tasks in high quality, punctual, and simple procedures<sup>19</sup>. Furthermore, Tjokrowinoto stated that professionalism is a match between the capabilities with the need for the task of planning, coordinating, and carrying out its functions efficiently, innovatively, and flexibly<sup>20</sup>. Triputro and Supardal suggested the similarity between the ability of the government official and the need for duties is the main requirement for the formation of excellent service<sup>21</sup>.

The development of the professional official aims to address the public complaints about the performance of the government: bureaucratic officials more present themselves as employers; the service official is oriented towards the status than service improvement; unclear procedure; self-centered; and the preference to work conventionally than in a contemporary work pattern. Improving the performance of public services was one of the benchmarks for the legitimacy, credibility, and political capacity of the government as well<sup>22</sup>. Improving the performance of public services will restore public confidence in the government<sup>23</sup>. The public servants must be able and respond to the needs of the community and be expected to provide good quality services.

Denhardt and Denhardt stated some efforts by local governments in realizing the good quality services include: (1) easiness of service; (2) citizens feel safe and confident when using products; (3) reliable and punctual services; (4) the employees provide information and work to meet the citizen's needs; (5) problem-solving approach; (6) honesty and fairness to citizens; (7) fiscal responsibility; and (8) reliable citizen support<sup>24</sup>.

## 2.2 Human Resources Competency Perspective

The competency was not only the mastery of knowledge, skills, and attitudes but also the applications required by the job<sup>25</sup>. Furthermore, the government official's capacity and competence function to support good governance<sup>26</sup>. Spencer and Spencer stated that the basic development of human resource's competence is based on motives, character, self-concept, knowledge, and skills<sup>27</sup>. Robbins revealed that there are three competencies in the form of one's intelligence: (1) personal intelligence, including self-regulation, self-awareness, and motivation; (2) social intelligence, including empathy and social skills; and intellectual intelligence and physical ability in carrying out their work. Enceng et al. stated the characteristics of the

<sup>18</sup> DWIYANTO, Agus. *Realizing Good Governance Through Public Services*. Yogyakarta: Gajah Mada University Press, 2006; SEDARMAYANTI. *Human Resource Management and Bureaucratic Reform*. Bandung: Refika Aditama, 2009.

<sup>19</sup> TJOKROWINOTO, Moeljarto. *Pembangunan, Dilema dan Tantangan*. Yogyakarta: Pustaka Pelajar, 2001.

<sup>20</sup> TJOKROWINOTO, Moeljarto. *Pembangunan, Dilema dan Tantangan*. Yogyakarta: Pustaka Pelajar, 2001.

<sup>21</sup> TRIPUTRO, R. Widodo; SUPARDAL. *Regional Autonomy Renewal*. Yogyakarta: APMD Press, 2005.

<sup>22</sup> SINAMBELA, Lijan Poltak. *Public Service Reform: Theory, Policy, and Implementation*. Jakarta: Bumi Aksara, 2010; ZEITHAML, Valerie A; PARASURAMAN, A Parsu; BERRY, Leonard L., *Delivering Quality Service: Balancing Customer Perception and Expectation*. New York: The Free Press, 1990.

<sup>23</sup> DWIYANTO, Agus. *Realizing Good Governance Through Public Services*. Yogyakarta: Gajah Mada University Press, 2006.

<sup>24</sup> DENHARDT, Janet V; DENHARDT, Robert B. *The New Public Service: Serving, Not Steering*. New York: M.E. Sharpe, 2003

<sup>25</sup> ENCENG; LIESTYYODONO B IRIANT; PURWANINGDYAH M WAHYUNI. Increasing the Competence of Local Government Apparatus in Achieving Good Governance. *Jurnal Kebijakan dan Manajemen PNS*, v. 2, n. 1, p. 33–43, 2008; SOFO, Francesco. *Human Resource Development, Perspective, Role and Practice Choise*. Warriewood, NWS: Business and Professional Publishing, 1999.

<sup>26</sup> ENCENG; LIESTYYODONO B IRIANT; PURWANINGDYAH M WAHYUNI. Increasing the Competence of Local Government Apparatus in Achieving Good Governance. *Jurnal Kebijakan dan Manajemen PNS*, v. 2, n. 1, p. 33–43, 2008 ENCENG; LIESTYYODONO B IRIANT; PURWANINGDYAH M WAHYUNI, Increasing the Competence of Local Government Apparatus in Achieving Good Governance.

<sup>27</sup> ROBBINS, Stephen P. *Organization Behavior, Concept Controversies, Application*. New Jersey: Frenitce Hall International. Inc, 2007

competent official is to have sincerity, open-minded, disciplined, ethical and moral, professional, and excellent work culture<sup>28</sup>.

The scope of the development of official in improving work efficiency, effectiveness, and productivity includes: (a) mental and spiritual; (b) honesty; (c) reinforcing a sense of responsibility; (d) solidarity; (e) loyalty; (f) discipline enforcement; (g) high responsiveness to change; and (h) development of abilities and skills. Whereas Sudarmanto stated that the competencies dimensions to improve the licensing service performance are communication skills, sensitivity and awareness outside the organization, tenacity, creativity, dare to take risks, initiative, tolerance to stress, adaptability, achievement orientation, self-confidence, organizational commitment, building cooperation, and managing conflict<sup>29</sup>.

A leader must have integrity and honesty as a role model for the other employees<sup>30</sup>. Also, Ress and McBain stated that visionary leaders need to have strong emotional intelligence in managing public sector organizations<sup>31</sup>. Furthermore, Cooper and Sawaf stated that the development of competencies based on human resources was: (1) integration of human resources; (2) transformational competence; and (c) output-based competence<sup>32</sup>. Furthermore, the development of human resource competencies needs to be oriented to the basic tasks and functions mastery. For this reason, the development of competency and professionalism of the government official emphasizes the ability, expertise, and skills of the government official in providing democratic, responsive, innovative, transparent, accountable, efficient, and effective public services.

### 2.3 The Implementation of the Regional Government Innovations

According to Rogers, innovation is an idea, practice, or object that is considered new by other individuals and work units. Albury stated that innovation emphasizes the novelty of a product. Whereas Shapiro sees innovation as a competitive advantage from an organization. The capability of innovation according to Shapiro enables an organization to carry out all its activities with optimal performance because it is supported by human resources and technology. Innovation is a new idea that works.

According to Steelman, the implementation of bottom-up innovation is effective because the function of several interrelated activities and abilities detects the success and failure of the potential innovation<sup>33</sup>. Whereas the implementation of top-down innovation effectively implements innovative policies because it harmonizes the formal structure and incentives. Furthermore, Steelman stated that the ideal conditions that encourage the implementation of innovation include: (1) individuals who are motivated and work within social norms in the workplace or institutions that support innovation practices; (2) clear structures and incentives to encourage the innovation practices while neutralizing rejection; and (3) facing the problem to support innovative practices and the use of innovation to increase legitimacy<sup>34</sup>. According to Doloreux, the local government is more advanced compared to other regions due to the ability of its leaders to create and implement innovation to accelerate the governance and development<sup>35</sup>.

<sup>28</sup> ENCENG; LIESTYYODONO B IRIANT; PURWANINGDYAH M WAHYUNI. Increasing the Competence of Local Government Apparatus in Achieving Good Governance. *Jurnal Kebijakan dan Manajemen PNS*, v. 2, n. 1, p. 33–43, 2008

<sup>29</sup> SUDARMANTO. Performance and Competency Development in Human Resources: Theory, Dimensions of Measurement, and Implementation in Organizations. Yogyakarta: Pustaka Pelajar, 2009

<sup>30</sup> COVEY, Stephen R. *The 7 Habits of Highly Effective People*. USA: Free Press, 1997; COOPER, Robert; SAWAF, Ayman. Emotional Intelligence in Leadership and Organization. Jakarta: Pustaka Utama, 2001; ZWELL, Michael. *Creating A Culture of Competence*. New York: John Wiley & Sons, 2000.

<sup>31</sup> RESS, David; MCBAIN, Richard. *People Management: Theory & Strategy*. Jakarta: Kencana, 2007.

<sup>32</sup> COOPER, Robert; SAWAF, Ayman. *Emotional Intelligence in Leadership and Organization*. Jakarta: Pustaka Utama, 2001.

<sup>33</sup> STEELMAN, Toddi A. *Implementing Innovation: Fostering Enduring Change in Environmental and Natural Resource Governance*. Washington: Georgetown University Press, 2010.

<sup>34</sup> STEELMAN, Toddi A. *Implementing Innovation: Fostering Enduring Change in Environmental and Natural Resource Governance*. Washington: Georgetown University Press, 2010.

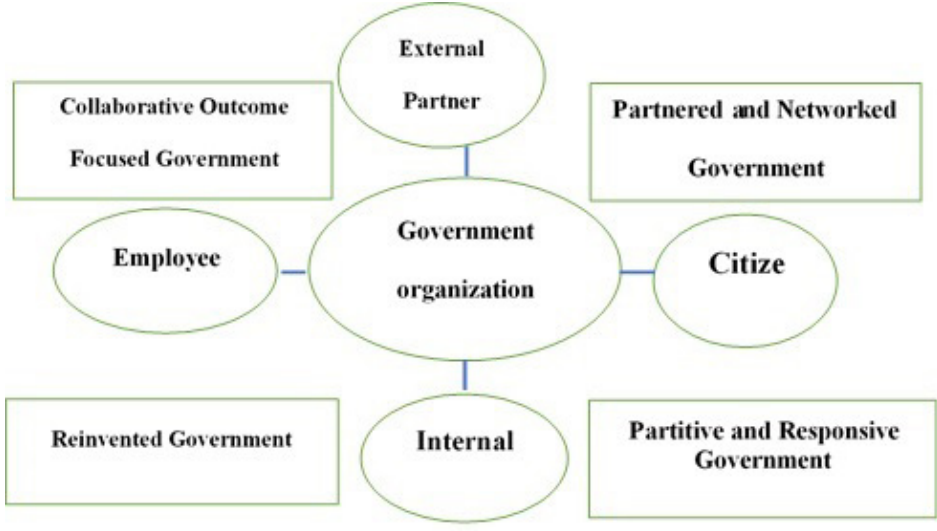
<sup>35</sup> DOLOREUX, Regional Innovation Systems in Canada.

The factors that influence the implementation of innovation include: (a) individual factors, which are motivation, norms, and conformity; (b) structure, which are rules and communication; (c) incentives; (d) openness; (e) balance; and (f) cultural factors, which are: shocks, groupings, and recognition<sup>36</sup>. Furthermore, Albury suggested that there are eight obstacles to develop an innovation: (1) reluctance to replace the failing programs; (2) dependency to high-performance figures; (3) not pro-innovation culture or traditions and policies; (4) no rewards or incentives; (5) inability to deal with risks and changes; (6) short-term budget and planning; (7) administrative pressures and constraints; and (8) the risk aversion culture, avoiding new challenges<sup>37</sup>.

Best Practice is a method that is considered successful and had a high level of efficiency and effectiveness. The best practice is carried out by an authority in government and can be practiced elsewhere. The method has contributed to improving the quality of public services, especially in acceleration and licensing service future area<sup>38</sup>. United Nation in Sangkala provided the best practice criteria that can be used as a measure of the implementation: (1) Impacts; show a positive and tangible impact in improving the living conditions of the community; (2) Partnership; based on a partnership between the involved actors; (3) Sustainability; must bring about basic changes in the problem areas, both the central and regional governments; (4) community leadership and empowerment; inspired by changes in public policy, community involvement, acceptance, and responsibility for social and cultural differences; (5) Gender equality and social exclusion; promote equality and social justice based on income, gender, age, physical condition and recognize and value different abilities; and (6) Innovation in the local context and transferable; various parties can benefit from the initiatives, share, and knowledge transfer<sup>39</sup>.

The local government innovation should meet the demands for effective and efficient public services. Besides, the competition in the implementing of good governance between one city to another in Indonesia is the reason for the importance of applied innovation<sup>40</sup>. There are several sources in government organizations that can be developed to implement innovation: (a) external partners; (b) Citizens; (c) Internal partners; and (d) employees.

**Figure 1.** Several sources in government organizations for implement innovation



<sup>36</sup> STEELMAN, Toddi A. *Implementing Innovation: Fostering Enduring Change in Environmental and Natural Resource Governance*. Washington: Georgetown University Press, 2010

<sup>37</sup> ALBURY, David. *Public Money & Management. Fostering Innovation in Public Services*, v. 25, n. 1, p. 51–56, 2005.

<sup>38</sup> AHMAD, Badu. *Pelayanan Publik: Teori dan Praktik [Public Service: Theory and Practice]*. Bandung: Manggu, 2017.

<sup>39</sup> SANGKALA. *Innovative Governance; Concepts and Applications*. Yogyakarta: Kanisius, 2013.

<sup>40</sup> NOOR, Irawan; SJAMSUDDIN, Sjamsiar; SUPRIYONO, Bambang; et al. *Dynamic Innovation of Local Government in Indonesia*. *Journal of Basic and Applied Scientific Research*, v. 2, n. 5, p. 5052–5057, 2012

The success in applying the concept in the region adds more points to the case. Innovation cannot be achieved in government organizations if there is no appropriate mindset. Changing mindset requires a set of tools such as learning organization and knowledge management. Systematics thinking, mental models, shared vision, team learning, and personal mastery needs to be developed in learning organizations<sup>41</sup>.

In the Indonesian context, Law Number 32 of 2003, particularly in Article 2 paragraph 3, becomes the normative basis for regional governments to innovate the regional government administration. Government Regulation Number 6 of 2008 concerning the Guidelines for Evaluating the Implementation of Regional Government, particularly in article 18 paragraph m, can be used as a legal basis for regional governments in improving their performance<sup>42</sup>. One aspect that is evaluated is the innovation in governance, especially in public service quality.

According to Prasajo and Kurniawan, a successful program innovation carried out by the regional government of Jembrana District and Sragen had an impact on improving public services and community welfare<sup>43</sup>. Indonesian local governments, in the era of decentralization, continue to create various innovations so that the government tasks and development programs encourage the acceleration of economic development and people's welfare in the regions. The application of innovation is one indicator of the ability of local governments to meet the needs of the community. The dimensions of capability innovation include vision and strategy, competence, strengthening information and organizational intelligence, citizen orientation, creativity and idea management, organizational systems and structures, and technology management.

In practice, innovation applications in several regions in Indonesia, such as Gorontalo, Pare-pare, Jemrana, Sragen, and Pinrang, clearly influence the performance improvement of government administration, especially in improving the performance of licensing and non-licensing services<sup>44</sup>. Innovation in government bureaucracy will occur when the ability of innovation is placed in three domains which are drivers of the local government innovation capabilities: (1) sustainable development; (2) e-government; and (3) new product development<sup>45</sup>.

The Investment Office and One-Stop Integrated Service of the Pinrang District Government created and implemented various innovations to improve the quality of licensing services, including: (1) Utilizing an Online Single Submission (OSS). The OSS Institution is based on the provisions of Government Regulation 24 of 2018, for and on behalf of the Minister, Institutional leaders, governors, regents, or mayors in issuing business permits following the statutory provisions in the field of information and electronic transactions. Electronic documents are accompanied by electronic signatures, which are valid and legally binding under statutory provisions, which also can be printed out. The types of business licenses based on Government Regulation 24 of 2018 consist of business licenses and commercial or operational licenses. Whereas business licensing applicants to consist of individual business actors and non-individual; (2) Utilizing the Barcode/GR Applications to those applications that prioritize the legality in the permit certificates so that they cannot be falsified by other parties; (3) Utilizing Tracking System Application is an integrated application starting from the front office, back office, to the issuance of permits through the network system; (4) Utilizing the short message service (SMS) Gateway Application is an application service that directly sends SMS to Android-based mobile phones to the applicant when the business license has been issued; (5) Utilizing the Digital File Application is an application that makes it easy to archive permission. Each license issued

<sup>41</sup> SENGE, Peter, et al. *A Fifth Discipline Fieldbook for Educators, Parents, and Everyone Who Cares About Education*. New York: Doubleday/Currency, 2000.

<sup>42</sup> CENTRAL GOVERNMENT. Undang-undang (UU) No. 5 Tahun 2014 Tentang Aparatur Sipil Negara [Law Number 5 of 2014, concerning the State Personnel Principles].

<sup>43</sup> PRASOJO, Eko; KURNIAWAN, Teguh. Bureaucratic Reform and Good Governance: Cases of Best Practices from a Number of Regions in Indonesia. *Jurnal Antropologi Indonesia*, v. 7, p. 1–9, 2008.

<sup>44</sup> PRASOJO, Eko; KURNIAWAN, Teguh. Bureaucratic Reform and Good Governance: Cases of Best Practices from a Number of Regions in Indonesia. *Jurnal Antropologi Indonesia*, v. 7, p. 1–9, 2008.

<sup>45</sup> ASROPI. *Budaya Inovasi dan Reformasi Birokrasi [Innovation Culture and Bureaucratic Reform]*. v. 5, n. 3, p. 265–275, 2018

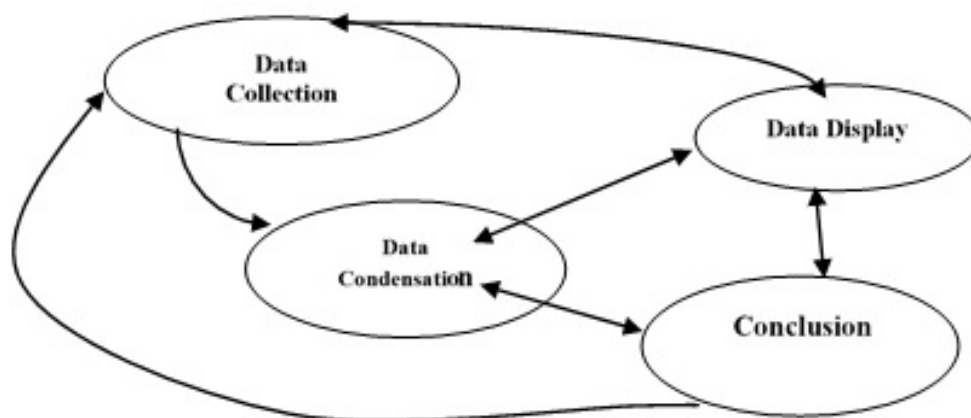
will be archived in this application and can be reprinted when needed; (6) Mobile Car Service Innovation is a licensing service activity that uses a mobile licensing car at strategic places, like in the office sub-districts and markets or at district-level development fairs. The mobile car service schedule is conditioned according to the requests of the community; (7) Care Program Innovation is an abbreviation of One-Day Service Directly Completed. This program is the provision of easy, fast, accurate, transparent, accountable, and avoids the public from intermediaries licensing services; (8) Innovation of pick-up program is an activity in which officers from the One-Stop Integrated Service deliver permit forms to applicants to be filled out and equipped with its requirements. Furthermore, the officer can pick up the request from the applicants if the form has been completed. The next step is the process of issuance according to the Operational Procedure Standard and after that, the permit is delivered to the applicant; (9) Implementing PAKSI, the investment policy package which includes simplification of licensing and regional incentives, if they provide convenient investment; (10) One-Stop-Service (OSS), which is integrated and centralized service in a single integrated service unit aimed at providing easy access for the community.

### 3 Methods

The study about the official's professionalism in public services has a complex mix of facts and values that could be investigated accurately and completely using a qualitative approach. This research focused on the five indicators of apparatus professionalism obedience to rules, procedures, creativity and innovation, responsiveness, and competence.

The strategic steps to obtain the data in qualitative research were based on Patton, which was in-depth interviews, focus group discussions (FGD), observations, and documentation<sup>46</sup>. The informants of this research were taken from bureaucrats who were directly involved in the service and 12 service users. Data analysis techniques are carried out in an integrated manner based on Figure 2.

**Figure 2.** Model of Interaction<sup>47</sup>



The model of Miles et al. was used to analyze the data<sup>48</sup>. The analysis was conducted interactively and continuously which contained three lines of activity: data condensation, data presentation, and concluding/verification.

<sup>46</sup> PATTON, Michael Quinn. *Qualitative Research and Evaluation Method*. California: Sage Publication, 2002.

<sup>47</sup> MILES, Matthew B; HUBERMAN, A. Michael; SALDAÑA, Johnny. *Qualitative Data Analysis: A Methods Sourcebook*. 2. ed. New York: Sage Publication, [s.d.].

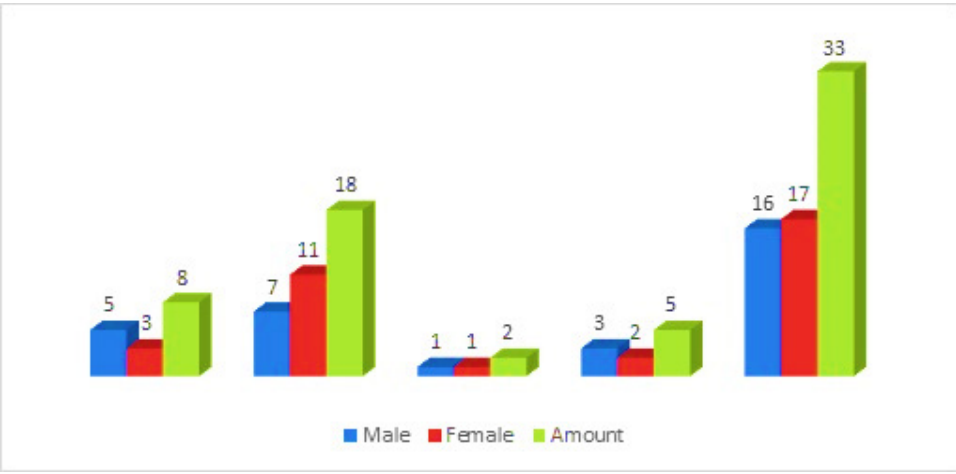
<sup>48</sup> ASROPI. *Budaya Inovasi dan Reformasi Birokrasi [Innovation Culture and Bureaucratic Reform]*. v. 5, n. 3, p. 265–275, 2018

## 4 Result and Discussion

### 4.1. Description of State Civil Official Resources

The Investment and Integrated Service Office of One Door Pinrang District had 33 civil servants consisting of 16 men (48%) and 17 women (52%). 28 state civil servants graduated from tertiary institutions so that the employees have sufficient knowledge and skills to carry out their main duties in a professional manner. This is in line with the view of Triputro and Supardal that professionalism is a reflection of the skills and expertise of the apparatus that runs effectively if supported by the suitability of the knowledge level with the responsibility workload<sup>49</sup>. If there was a compatibility between the apparatus competency with the main tasks and functions, it will show loyalty, innovation, creativity, and high productivity<sup>50</sup>. Furthermore, Narain (2003), stated that the managerial positions in the public sector are filled by apparatus who have a good education level, career track, motivation, and leadership to drive other human resources to achieve the organization's vision and mission<sup>51</sup>. Although public sector managers already have a good education, various training is needed to develop skills and expertise according to job needs.

**Figure 3.** State of Civil Apparatus Based on Education



It was observed that the office cannot complete the main tasks and functions optimally due to an imbalance between the number of employees and the work volume. This is consistent with the results of the interview with A.Y. as follows:

“The work volume is quite large and the employees are required to work according to standard operating procedures. An imbalance between the number of employees and the workload made the employees work overtime. The existence of honorary staff in assisting main workers is quite effective in overcoming the obstacles in completing the basic tasks and service functions”. While the A.M. interview resulted that the large workload can be overcome by appointing both types of employees according to the competencies suitability to the job and developing employee professionalism through education and training, workshops, and technical and functional guidance<sup>52</sup>.

<sup>49</sup> TRIPUTRO, R. Widodo; SUPARDAL. Regional Autonomy Renewal. Yogyakarta: APMD Press, 2005  
<sup>50</sup> TRIPUTRO, R. Widodo; SUPARDAL. Regional Autonomy Renewal. Yogyakarta: APMD Press, 2005.  
<sup>51</sup> NARAIN, Laxmi. Public Enterprise Management and Privatisation. New Delhi: S. Chand & Company LTD, 2003.  
<sup>52</sup> A.Y, Interview.

## 4.2. Official's Professionalism in Applying Licensing Service Innovation

Analysis of the bureaucratic official's professionalism in this study emphasizes more on the obedience to the rules, working according to the procedure, creativity and innovation at work, responsiveness and community satisfaction, and the conformity of employee competency with the assigned work. The professionalism of the office is reflected in the ability, skills, and expertise, consistency with service standards, and upholding the bureaucratic ethics in providing responsive, transparent, effective, and efficient public services<sup>53</sup>.

One of the challenges faced by the government official is working in a professional, high work ethic, competitive, upholding bureaucratic ethics, and free from corruption, collusion, and nepotism. Also, Tripu-tro and Supardal suggested that democratic services require a professional government that can meet the needs of the community<sup>54</sup>. Law Number 43/1999 concerning the Principal Personnel of the Republic of Indonesia, article 3 Paragraph (1) states that "Civil Servants are elements of the state officials whose duty is to provide services to the community in a professional, honest, fair, and equitable manner in the implementation of state, government and development tasks"<sup>55</sup>.

## 4.3 Compliance with The Regulations

The professionalism of the local government official in Pinrang Regency can be seen from the aspect of the regulatory compliance in carrying out its authorities and responsibilities and also reflected in the performance achievement based on the 2014-2019 performance agreement. The Local Government Performance Evaluations are based on Government Regulation Number 6 of 2008 concerning Guidelines for Evaluating Local Government Operations. The performance at 2018 period were: (a) achieve 80% of permit completion according to standard operating procedures; (b) achieve an 87.21 (very good) community satisfaction index; (c) increase the realization of domestic investment (Rupiah) to 1,685,315,700,000 (200%) and the realization of foreign investment (USD \$) to 37,719,918.35 (115.81%); and (d) increase labor absorption to 742 (93.80%). The performance is part of the regulation on the Presidential Regulation of the Republic of Indonesia Number 97 of 2014 concerning the Implementation of One-Stop Integrated Services, South Sulawesi Provincial Regulation Number 13 of 2009, concerning Regional Investment, and Pinrang District Regulation Number 12 of 2012 concerning Regional Investment. An interview with A.M, the head of the Pinrang District Investment and Integrated Services Unit One, stated that:

"All employees work according to Standard Operating Procedures and existing rules. They work based on basic tasks in a professional manner, without being told and ordered by their direct superiors. They are accustomed to reading the vision and mission of the service as well as the service motto so that the employee work with heart, sincerity, and close to the community concerned"<sup>56</sup>. Furthermore, it was emphasized by a businessman named A.S. "I judge the service officers to be professional enough to serve us. Seen from the way the work is fast, friendly, and even the employees directly contact via telephone (if our permit is completed). With services like this, we always complied with various requirements with licensing arrangements"<sup>57</sup>.

<sup>53</sup> TJOKROWINOTO, Moeljarto. *Pembangunan, Dilema dan Tantangan*. Yogyakarta: Pustaka Pelajar, 2001

<sup>54</sup> TRIPUTRO, R. Widodo; SUPARDAL. *Regional Autonomy Renewal*. Yogyakarta: APMD Press, 2005

<sup>55</sup> CENTRAL GOVERNMENT. UU Republik Indonesia Nomor 43 Tahun 1999 Tentang Perubahan atas Undang-Undang Nomor 8 Tahun 1974 tentang Pokok-Pokok Kepegawaian [Law Number 43/1999 concerning the Principal Personnel of the Republic of Indonesia]. 1999.

<sup>56</sup> A.M, Interview.

<sup>57</sup> A.S, Interview.

#### 4.4 Work According to the Procedure

In 2018, the achievement of permit issuance performance according to the Standard Operating Procedures only reached 80%. This is because the technical team is often late in issue the recommendations as there were many applicants to be reviewed at the same time while only one technical person was in charge. If a recommendation is issued late, it will greatly affect the issuance of permits. Besides, there needs to be compatibility with the old application system with the new system “Silempue”. The application system “Silempue” required five people to be able to complete a business license. Another obstacle was the unstable internet network so that the data collection process is delayed. Based on the results of the interview with M.N.

“The level of professionalism of the licensing service officers is seen from compliance to the procedures quite well, because they have the skills and expertise, discipline, obeying the rules, persevering, and loyal to their superiors. Only my service performance did not reach 100% because only one technical person in the field would monitor many locations before issuing the permit recommendation. The point is, it is necessary to increase the field technical officers so they can work optimally according to service standards”<sup>58</sup> (Based on the interview, May 8th, 2019)<sup>59</sup>.

The application of the “Silempue” Application System Innovation was sufficiently transparent to serve the community. The results and print quality of permit certificates are better and the tracking system and SMS Gateway have been functioning optimally to service the users. The discipline of both Front Office and Back Office officers was more optimal in serving the community.

#### 4.5 Ability to Create and Innovate at Work

One indicator of the officials’ professionalism is being able to show their creativity and innovation in carrying out their main tasks. To handle a lot of work, creativity is needed because it greatly influences the acceleration of work completion<sup>60</sup>. According to Conny, creativity is a modification or combination of something that already exists in a new concept. In line with the opinion of Munandar, creativity is the result of interaction between individuals with their environment, the ability to make new combinations based on data, information, experience, and knowledge<sup>61</sup>. Likewise, Ngalmun defined creativity as the ability to produce new compositions and ideas that can take the form of imaginative creativity or synthesis that might involve the formation of new patterns and combinations of past experiences associated with the present situation<sup>62</sup>.

An innovative employee is someone that utilizing the mind, expertise, imagination, various stimulants, and individuals to produce new products that benefit themselves and their environment. Innovative thinking is a thought process that produces the best solutions because it has elasticity, productivity, originality, and high sensitivity. For this reason, creative and innovative employees are needed because they greatly affect the quality of licensing services in Pinrang District. Based on the results of an interview with H.N:

“every employee is expected to be creative in working without violating existing rules. Employee creativity in the front office is required to consistently work based on standard operational procedures (SOP) without waiting for orders from superiors. Also, employees are creative enough to use computers and internet networks in serving the community. Their ability is obtained from their determination and enthusiasm to learn to use the applications and the internet properly.”

This is in line with the results of the interview with A.P. Every application or programming implemented in Pinrang District has a manual book. The manual book is studied and practiced directly in the licensing

<sup>58</sup> M.N, Interview.

<sup>59</sup> M.N, Interview.

<sup>60</sup> SEMIAWAN, Conny. *Nurturing Talent and Creativity of Middle School Students*. Jakarta: Gramedia, 2009.

<sup>61</sup> MUNANDAR, Utami. *Developing Talents and Creativity for School Children*. Jakarta: PT. Gramedia, 1992.

<sup>62</sup> NGALIMUN. *Development and Development of Creativity*, Yogyakarta: Aswaja Pressindo, 2013.



service unit. It turned out that the spirit of learning with google guides and manual books can increase employee creativity at work (Based on the interview, May 10th, 2019)<sup>63</sup>.

#### 4.6 Responsiveness and Community Satisfaction

Professional service officers should have the ability to respond to community requests, interact, and handle public complaints. Service officers who quickly respond to complaints and the needs of the community were able to increase public trust in the government apparatus. This is consistent with the results of the S.N. interview, a businessman taking care of a business license:

“the licensing service officer is very responsive to our wishes. For example, the certainty of the permit completion time. When the permit is complete, the employee calls whether they want the permit to be delivered to the address or they come personally to pick it up at the office. In my opinion, the responsiveness of employees in the licensing service unit is very good.” (Based on the interview, May 13th, 2019)<sup>64</sup>.

Measuring public satisfaction was stated in the Decree of the Administrative Minister Reform Number KEP/25/M.PAN/2/2004 concerning the General Guidelines for the Preparation of Community Satisfaction Indexes for Government Institution Service Units. The researcher made fourteen parameters in-depth interview instruments to determine the satisfaction of the Pinrang society about the services received from the government.

From the results of the N.A. interview, it can be concluded that the level of community satisfaction with the service received was “very good” which indicated the satisfaction of the government service. Although they admit that there are still delays in issuing permits, all employees, who are in charge of serving the community, show empathy, responsiveness, and trying to give the best to the community. This was reinforced by N.S, who was taking care of business licenses stated that:

“Leaders and employees who served to serve the community were very good, because they were open, gave clear requirements, finished quickly, and very concerned with the needs of the people who came to take care of business licenses (Based on the interview, May 13th, 2019)<sup>65</sup>.

#### 4.7 Suitability of Employee Competency and Work

According to Spencer and Spencer, competence is a combination of skills, knowledge, and behaviors that are applied to achieve success and achievement in an organization<sup>66</sup>. Furthermore, Spencer and Spencer suggested that there are five dimensions of competence including skills, knowledge, self-concept, motives, and innate traits<sup>67</sup>. Based on the above opinions, it can be concluded that employees who have competence need to be driven by the leadership to get the maximum individual and organizational performance. The staffing function in the organization must be carried out to get a match between the competence with work so that the individual and organizational performance is higher<sup>68</sup>. Furthermore, Hunt and Wallace stated that public sector management must have the expertise that supports its work<sup>69</sup>. They must have good personal

<sup>63</sup> A.P, Interview.

<sup>64</sup> S.N, Interview.

<sup>65</sup> N.S, Interview.

<sup>66</sup> SPENCER, Lyle M; SPENCER, Signe M. *Competence at Work Models for Superior Performance*. New York: John Willey & Sons, 1993

<sup>67</sup> SPENCER, Lyle M; SPENCER, Signe M. *Competence at Work Models for Superior Performance*. New York: John Willey & Sons, 1993

<sup>68</sup> SEDARMAYANTI. *Human Resource Management and Bureaucratic Reform*. Bandung: Refika Aditama, 2009

<sup>69</sup> HUNT, James B.; WALLACE, Joseph, *A Competency-based Approach to Assessing Managerial Performance in the Australian Context*. *Asia Pacific Journal of Human Resources*, v. 35, n. 2, p. 52–66, 1997.

integrity, be able to translate the aspirations of subordinates and be able to manage the apparatus resources to be more productive and high-performance.

Based on the results of the interview with the Chief of Staff A.Y who was the general employee of the Department of Investment and Integrated Services One Door of Pinrang District and already have competencies in the form of knowledge based on educational background, expertise, skills, interests, and motives in work. But there has been an employee mutation (or transfer) that tends to misplace the work with his competence, thus disrupting the work system and hampering the completion of work. This is in line with the interview results with S.L, a transferred official, who stated:

“since at the new workplace, I have to learn the work systems to support the work process. However, it is recognized that the impact of these mutations disrupts the team performance due to mismatch between the competencies with the new work” (Based on the interview, May 14th, 2019)<sup>70</sup>.

Local governments should be oriented to the interests of the community in providing quality services. Competent employees will encourage the realization of tangible, reliable, responsive, safe, and empathetic public services<sup>71</sup>. One indicator of regional autonomy success is that the local government can provide services to the community and bring a better economic life to society<sup>72</sup>. Furthermore, Prasojo and Kurniawan said this could be achieved if the local government officials were professional and competitive with superior quality. To achieve superior performance, local government officials required some education following the development and changes in the internal and external environment.

#### 4.8 Factors that Support and Hinder Official's Professionalism

##### 1) Supporting factors to increase official's professionalism

In the strategic plan for the Investment and Integrated Services of the One Door Pinrang District in 2014-2019, a program was established to strengthen the good governance and bureaucratic reform that include increasing the quality of the system and governance of public services, improving government and financial administration, and improving the competence and professionalism. Other than that, it also improves the village and sub-district government official's power, welfare and resources, organizational structuring and governance, planning processes and mechanisms, oversight development, and capacity building.

The program is to increase the licensing institution's quality through the implementation of a one-stop integrated service by involving the regional technical organizations, related to licensing. The strengthening also includes the preparation of Public Service Standards and Operational Standards for service procedures and the implementation of electronic system-based services. Also, the information and licensing counseling programs for the community are made by involving stakeholders to create individual integration in providing service. The policies to increase the professionalism of the officials in licensing services in Pinrang District are; (1) the development and provision of facilities and infrastructure that synergizes with apparatus capacity building; (2) official's resource training; (3) socialization of service ethics; (4) application of the integrity in service; (5) implementation of the program to increase the integrity by increasing the spiritual intelligence; and (5) the synergy of service officers with the community. This is in line with the interview results with A.M:

“The availability of facilities and infrastructure is quite complete according to the needs of the job. The anticipation is that every damaged item is repaired immediately. If unrepairable, the procurement is held as needed so it will not impede the service work. Besides, the Mobile Car Service is available to pick

<sup>70</sup> S.L, Interview.

<sup>71</sup> ZEITHAML, Valerie A; PARASURAMAN, A Parsu; BERRY, Leonard L. Delivering Quality Service: Balancing Customer Perception and Expectation. New York: The Free Press, 1990

<sup>72</sup> PRASOJO, Eko; KURNIAWAN, Teguh. Bureaucratic Reform and Good Governance: Cases of Best Practices from a Number of Regions in Indonesia. *Jurnal Antropologi Indonesia*, v. 7, p. 1–9, 2008

up documents at the sub-district and village, so that the service user did not go back and forth to the licensing service office<sup>73</sup>.” Furthermore, N.S said that “the impact of the official’s performance on public services in Pinrang Regency, namely the Indonesian Investment Coordinating Board, provided various electronic supports that support the effectiveness of the Licensing Information System utilization<sup>74</sup>.” While the A.P. said that “the constraints are experienced if there are damaged electronic items and the budget is limited for maintenance so that the improvement has not been maximized. This impacts on the disruption of the employee’s main duties and functions implementation.” (Based on the interview, May 15th, 2019)<sup>75</sup>.

## 2) Inhibiting factors of the official’s professionalism in licensing services

### a) Limited budget for employee development

The budget allocated to increase the apparatus resource capacity in 2017 is IDR 150,000,000 and IDR 250,000,000 in 2018. The availability of these funds is allocated for the technical guidance program for the legislation implementation based on needs. While other technical guidance could not be programmed because the regional revenue budget could not afford these activities. This is in line with the results of the FGD:

“The obstacle to increasing the employee capability and professionalism through education and technical guidance is the allocation of the funds, as most of the regional income is allocated in routine budgets, facilities and infrastructure, maintenance, and urgent infrastructure. Although the funds are limited, the enthusiasm of the officials to learn and train themselves is quite high, due to high motivation and good relations with their direct supervisors.” (Based on FGD, May 15th, 2019)<sup>76</sup>.

### b) Employee education is less suitable for the work

Siagian stated that to get the maximum work productivity in an organization is very much determined by the suitability between knowledge and expertise with the work<sup>77</sup>. If the employees are placed in unsuitable jobs with their competencies it will incur low productivity, hampering the work system, and tend to lack discipline because they try to avoid some works that are considered difficult to do.

The results of the Focus Group Discussion Informant can be concluded that the main cause of the incompatibility between the competence and the main tasks is the implementation of employee rotation and mutation that does not pay attention to the analysis and evaluation results of the position (FGD, 15 May 2019)<sup>78</sup>.

### c) The disproportionate number of employees and work volume

Every work unit wants high work productivity per the prepared strategy. However, the licensing performance, according to Standard Operating Procedures, only reaches 80%. The obstacle experienced by the Office of Investment and One-Stop Integrated Services in achieving 100% performance is due to the large volume of work to be carried out by 33 civil servants and 26 honorary employees. One of the FGD informants said that:

“Besides the disproportionate ratio between employees with the work volume that made the productivity restricted. There was an accumulation of employees in one work unit, while other work units need more employees. The current condition required the appointment of competent employees that match the needs of the work so that the 100% target achievement can be realized”. (Based on FGD, May 15th, 2019)<sup>79</sup>.

<sup>73</sup> A.M, Interview.

<sup>74</sup> N.S, Interview.

<sup>75</sup> A.P, Interview.

<sup>76</sup> FGD, Interview.

<sup>77</sup> SIAGIAN, Sondang P. Human Resource Management. Jakarta: Bumi Aksara, 2000

<sup>78</sup> FGD, Interview.

<sup>79</sup> FGD, Interview.

d) There were sectoral egos at the level of local government in implementing one-stop integrated services

The purpose of the Indonesian Republic Presidential Regulation Number 97 of 2014, concerning the Implementation of One-Stop Integrated Services, is to create fast and appropriate services because all relevant work units are in one place and working together based on the SOP to serve the community. However, in reality, there was a sectoral technical work unit in the field because they did not join the integrated work unit. Nevertheless, the technical work unit continued to open services in its office so that the community could do the licensing. One of the FGD Informant stated that:

“The impact of the technical work units not joining the integrated work units is weak coordination, late permit recommendations issue, hindering the agreed work systems, and the processes and service products became less efficient and effective” (Based on FGD, May 15th, 2019)<sup>80</sup>.

e) The technical team has not yet mastered the sectoral policies

Each technical team must understand the Indonesian Republic of Presidential Regulation Number 97 of 2014 about the Implementation of One-Stop Integrated Services, as mandated by Law Number 25 of 2009 concerning Public Services. The government official must provide the best service to the community. For this reason, the technical team must thoroughly understand all policies related to the Public Services and One-Stop Integrated Services implemented in Pinrang District.

#### 4.9 Official Professional Development Strategies

The state official's professionalism of the One-Stop Integrated Investment and Services Office is largely determined by the capacity of the sub-district and village government to issue letters of introduction and recommendations of various types of licensing for the management. To that end, there are several action plans carried out by the Head of the Investment and Integrated Services Office of the One Door Pinrang District to improve this:

- a. Increasing the capacity of sub-district and village governments through technical guidelines on (1) SOP preparation as a guide in carrying out works; (2) work program plans and budgets; (3) financial accountability reports; and (4) community empowerment programs.
- b. Improving the competency and professionalism of the One-Stop Integrated Investment and Service Office officials through master or doctoral education and English language training, while the technical guidance covers the public service ethics, investment and its socialization, and the online-based service workshops.
- c. Improvement of the state official's welfare can be done if local revenue is possible to provide performance incentives for each regional official. A.M.'s interview results showed that the financial condition of the Pinrang District Government has not been able to provide benefits to improve employee's income. However, it did not mean that employee productivity decreases as they always motivate employees to work sincerely, be responsible, and serve with heart<sup>81</sup>.
- d. The reward for employees who excel in the form of incentives. The assignment of official travel to participate in workshops at the Indonesian Capital Investment Coordinating Board in Jakarta which provides a certificate of employee recognition.
- e. Motivating employees to maintain the ISO 9001, 2015 which is the most important recognition of quality in licensing services.

<sup>80</sup> FGD, Interview.

<sup>81</sup> A.M, Interview.

Implementation of education and training was one of the strategies to improve the professionalism of the government official in public services at the Investment and One-Stop Integrated Services Office. The type of education is presented in the following Table 1.

**Table 1.** Education and training types to improve official's professionalism

No.	Type of Education and Training	Amount	Success Category
1.	Structural Education and Training		
	Level III Structural Leadership	5	Successful
	Level IV Structural Leadership	13	Successful
2.	Functional Education and Training		
	Financial	3	Successful
	Planning	3	Successful
3.	Job and Workload Analysis	3	Quite Successful
	Technical Education and Training		
	Strategic Officer One-Stop Service	1	Successful
	Executive Officer One-Stop Service	7	Successful
	One-Stop Service and Basic Level Capital	11	Successful
	One-Stop Service and Advanced Level Investment	5	Successful
	One-Stop Service and Sectoral Level Investment	1	Quite Successful
	Planning and Policies of Investment	1	Quite Successful
	Investment Promotion	1	Quite Successful
	Technical Guidance of One-Stop Service and Investment	1	Successful
	SPIPSE Technical Guidance	1	Successful
	LKPM Technical Guidance	1	Quite Successful
	Service Excellent Technical Guidance	27	Successful
	In House Training	6	Quite Successful

The strategies to improve the professionalism of the officials through education and training programs provided significant benefits in improving the performance of public services. This was confirmed by A.Y.

“Achieving the goals and objectives of education and training participated by employees is enough to encourage the professionalism of the officials in carrying out their main tasks as well as service to the community”. However, A.Y, as the Head of General and Personnel Subdivision, expects the frequency of education and training participants to be increased so that the employees steadily encourage the professionals in serving the community. However, the limited budget for the official development program, constraints the education and training programs to run optimally. (Based on the interview, May 17th, 2019)<sup>82</sup>.

## 5 Conclusion

Although the level of employee education was quite good, it has not optimally completed all the main tasks and functions due to the disproportionate employee number and the volume of work. The issuance of permits, according to the procedure, was not maximized due to the delay of the technical team issuing the recommendations. Employees at the front office and the licensing service desk were creative enough to use computers and internet networks based on SOP without waiting for orders. Besides that, the service personnel has very good responsiveness to various community interests.

<sup>82</sup> A.Y, Interview.

The supporting factors for increasing the professionalism of the government apparatus in implementing licensing the service innovations were policies to increase the official's competency and professionalism in Pinrang District. While the inhibiting factors were: (a) the limitations of the employee development budget; (b) the employee expertise was not by the work; (c) a disproportionate number of employees with work volume; (d) sectoral ego in the level of local government; and (e) the technical team has not mastered sectoral policies.

There are several strategies to improve the competence and professionalism of the state civil officials starting at the village, sub-district, and district level through technical guidance related to public services, further study programs, training according to work needs, improvement of the welfare of the state civil apparatus, reward for achievements, and maintain ISO 9001 of the quality in licensing services

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