

**Service Bureaucracy Performance of Trading Business License in BPPT
(INTREGRATED LICENSE SERVICE BUREAU) Sidoarjo Regency, East Java
Province, Indonesia**

Irtanto

Candidate Doctor of Administrative Science,
Faculty of Administrative Science
Universitas Brawijaya

Abdul Hakim, Tjahjanulin Domai, Hermawan

Faculty of Administrative Science,
Universitas Brawijaya

Abstract

The purpose of this study was to investigate about Performance of Integrated License Service Bureau (BPPT – Badan Pelayanan Perijinan Terpadu) Sidoarjo Regency in giving Service of Trading Business License (SIUP – Surat Ijin Usaha Perdagangan). The result of this study showed that performance of the current License Service with the office location selection of License service has been considered accessible strategic location for public. Socialization program of SIUP service has been done by internet media, it lacked support of other communication media. The license service has been completed by various innovation services such as sufficient tools and infrastructures especially the internet which was accessible. It lacks the people who handled SIUP whereas there were many things to be done. The service performance from SIUP target side was not good enough. However, from the financial target side, it was very good. There was no discrimination against gender and ethnicity which is implicitly mentioned in gender and justice in license service process. SIUP products gave legality and safety on the work. SIUP was good for some high, medium and low or micro entrepreneur. It's been used to access banking, follow government project tender, get helping fund program from the government especially for low and micro entrepreneur. SIUP product gave impact to the advancement of entrepreneur consciousness to have trade certificate and trade fund.

Key words: Trading Business License (SIUP), Bureaucracy Performance, Public Service, Entrepreneur, Sidoarjo Regency

1. INTRODUCTION

The change of government system in Indonesia from new period (orde baru) to reformation period needed remedial steps for government bureaucracy performance which was able to adapt to the people needs. In implementation of public service bureaucracy there was a gap between expected performance and actual performance. This condition occurred because the approach of bureaucracy power was more dominant than that of public services. The low condition of bureaucracy performance similar with Widodo (2008) stated that bureaucracy performance of public service was relatively low and not expected. Riggs (1985) stated that lower bureaucracy performance could be caused by administrative obstacles that happened in developing countries as so many labor workers were not fully needed because they were out of practice and inexperienced on their job. Wahab (1999) pointed out that because of the management in public service in Indonesia was not competitive and insensitive on quality renovation problems thoroughly, public bureau performance was quite low.

The low service bureaucracy performance was inappropriate because public expectations has been leading to change movement to performance based management. Therefore, service bureaucracy performance of public sector must be built to the system of performance based management, oriented on public interest, outcome measuring, not only in measuring the input and output (Mahmudi, 2007). It needed to develop bureaucracy based information and communication technology such as, e-government, e-procurement to facilitate interaction between people and server (Dwiyanto, 2011). To overcome bureaucracy disease, Islamy (1998) and Zauhar (2002) stated that the importance to reform bureaucracy in public service sector in order to grow become a good service organization in accordance with people expectations.

Indonesian government made strategic steps to improve public service in some places by designing some laws such as no. 22 year 1999 and no. 32 year 2004 later both laws were changed by law no. 23 year 2014 about local government. It showed that local government hand over all public service matters to provincial government or regional government. In order to make public service more effective and efficient, government introduced law no. 25 year 2009 about public service. Later, it continued with the law of government no. 96 year 2012 about realization of law no. 25 year 2009 about public service. Afterwards, the role of trade ministry's rule no. 36/M-DAG/PER/9/2007 that regulate about publishing SIUP that gave authority to region. The implication from the stated law were that public service was handed over to the local government.

Empirical condition of micro and lower level entrepreneurs in Sidoarjo regency didn't have SIUP. There were only 0.23% from 154.892 trade unit, lower level entrepreneurs only have 13.23% from 14.836 trade unit. Besides that, the service users were unexperienced to handle the matter and taking care of SIUP licenses. They used public notary or recruiter. Practical recruiter business had a very wide scope so it became a legal business. The recruiters built license service bureau and generally the owner were lawyers who have official practical license (<http://www.Surabaya.post.nasional.new.viva.co.id>, accessed on 6/5/2016). This condition was reinforced by the ex-Head of BPPT Sidoarjo, Tony Setyo Adi who revealed that about 80% of stockholders still used recruiter service to get trade license (Surabaya Post, 10/12, 2014). A notary staff stated that, "until now there most entrepreneurs used licensed recruiters from notary or other service bureau" (interviewed, 7 June 2016). A staff of BPPT Sidoarjo Regency agreed that most of license service users ($\pm 75\%$) still used license recruiters. From the above empirical condition made the researcher understand how the bureaucracy performance of license service SIUP in BPPT Sidoarjo regency.

2. REFERENCE

Gibson, Ivancevich and Donnelly (1997) stated that performance was described as in doing duty and ability to reach the purpose. The approach of performance assessment proposed by Pollit dan Bouckaert (2000) in his input/output model. The assumption was that the institution/program built to fulfill some economic and social needs. Based on the need above, it was regarded as the purpose of program/organization. Organization or program prepared input (staffing, building, and other sources) and then arranged the activities to process input into output. Output results interacted with environment so it gave results called outcomes intermediate, and in long term the results become final outcomes. The parameter of performance assessment in model input output there were: (1) relevance, to measure the relevance between needs with the purpose given; (2) efficiency, comparison between input and output; (3) effectiveness, compatibility level between the purpose and intermediate outcomes/ results and final

outcomes/impacts; (4) utility and sustainability, to measure the use and the follow up between needs and final outcomes/impacts.

Performance Measurements:

James (2005) gave dimensions of the efficiency and the effectiveness. Efficiency is paying attention to output and input side, in other words the activity has been done efficiently if the implementation reaches to the point where the purpose is met. Afterwards, to achieve a good performance target needed certain conditions as Armstrong (1995) said that existence of target and plan to achieve the purpose was the existence of standard and competencies mentioned. Later, Hughes (1994) organization performance was on two attention center (1) if the main attention to the use of efficiency on sources was economic approach by stressing on output indicator and if possible was on the results/ outcome;(2) if the main attention on accountability, it stressed on public service indicator, managerial, so it stressed on target achievement. Then, according to International public sector standard board (IPSASB) (in Coste et al., 2013) there were six things to understand service performance measurements.

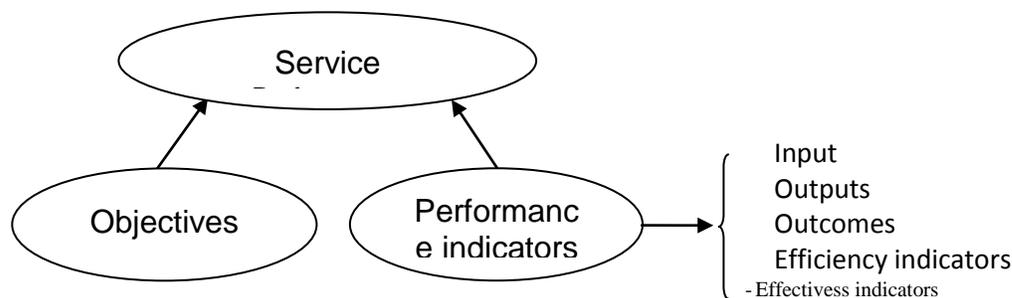


Figure 1. *The Terms that Define Service Performance*

Source : Ioana Coste & Tiron Tudor, 2013

Objectives was the result that company needs to achieve (IPSASB, 2011, in Coste et al, 2013), and this must be specific, measurable, cost effective, relevant and time bound. Input can be defined as sources used to produce output in meeting the purpose (IPSAB, 2011, et al., 2013). Output according to Hood, 1991 (in Coste et al., 2013) refers to allocation and retained concern to measure the performance. According to IPSASB, 2011, (in Coste et al., 2013) output was in the shape of things and services. Outcomes according to Gregory and Lonti, 2008; IPSASB, 2011, (in Coste et al., 2013) were the effects from output on the people and community. Based on IPSASB, 2011; Athanassopoulos, 2003, (Coste et al., 2013) that efficiency indicator was relation of measurement between input and output by forcing service quality with the minimum source needed supply the services. According to Gray and Hood, 2007 (in Coste et al, 2013), efficiency was a part of service performance in public sector, where purpose to repair the way of working. The effectiveness indicator was measurement relation between outcome and results (IPSASB, 2011, dalam Coste et al, 2013).

3. RESEARCH METHODS

This research was taken in BPPT Sidoarjo regency East Java used qualitative approach. There were some consideration in using qualitative research, by reference to Alwasilah (2005), such as: (1) qualitative research presented holistic form in analyzing a phenomenon (2) this kind of research was more sensitive in getting descriptive qualitative information, by maintaining the wholeness object. Whereas data analyze technique using interactive model analyzes with three important components, that analyzing consist of three activity ways happened simultaneously, they were *condensation data*, *display data*, and *conclusions: drawing/verification* (Miles & Huberman, 2014).

This research focus on some indicators: 1) relevance, such as: (a) needs, the selection location of license service office. (b) The purpose was stressed on the implementation of SIUP registration would give certainty and law protection to the stakeholders of SIUP ownership. 2) Indicator efficiency, such as: (a) input, included tools and infrastructures, information, mount of people and service apparatus suitability. (b) Output, such as: SIUP target achievement has been set up and the realization of service achievement to customers. 3)

Effectiveness indicator, such as: (a) Suitability level between purpose with intermediate outcome (results), which consist of the access to banking credit, and raising on retribution of local genuine income (PAD - Pendapatan Asli Daerah), (b) final outcomes/impacts which appeared from the service such as: gender, and the participation in ethnic group to handle license. 4) Utility and sustainability, such as (a) the use which stressed on: investment (b) on going, stressed on raising on SIUP registration.

4. DISCUSSION

4.1. Relevance

Pollit dan Bouckaert (2000) proposed a theory which stated relevance was indicator that describe the relevance between people needs and the organization purposes or program. According to Pollit and Bouckaert (2000), relevance included needs and purposes. Needs in this research included: (a) the selection location of license service office, and (b) socialization of license service program. The purpose in this research was the implementation of SIUP registration would give certainty and safety law to the stake holders on SIUP ownership, whereas socialization was the information achievement of license service program to public under Sidoarjo Regency area.

4.1.1. Needs

The location selection of the office held license service was determined on Regent Regulation No. 57 year 2008. Regent Regulation No. 18 year 2011 jo Regent Regulation No. 38 year 2012 about details, job description, function and working system integrated license service bureau in Sidoarjo Regency. Later, the regulation has changed into Sidoarjo Regent Regulation No. 38 year 2014.

Agree with Mintzberg theory (1993:153) that BPPT Sidoarjo Regency was in position The Operating Core, was a part of bureaucracy organization which function to implement the main duty of organization related with direct service to people, or organization which completed with operator to implement things and service production activity as the main duty, that was license documents. The concept that was developed by Mintzberg, BPPT Sidoarjo Regency classified into operating core or Lipsky (1980:27) stated as street level bureaucracy operated Regent policy in term of license service. The location selection of BPPT service Sidoarjo Regency was pointed by Sidoarjo's Regent seemed very strategic, in the middle of city, in the main street near entrance and highways from Surabaya, Gresik, Pasuruan and Malang.

The location of license service office was strategic, accessible to personal or public transportation that fulfilled the expectation of decision MENPAN No. 63 year 2003 explained that to implement a good public service must be fulfilled some principles things such as, access – place and location also available service tools, accessible by people around and could use information and telecommunication technology. Environment condition of this service location was high grade as stated by Goetsch and Davis (2002:51) as dynamic condition related with product, service, people, and environment which sufficient or out of expectation.

Socialization of SIUP license service program has been implemented through some electronic media like internet, the purpose was to make people understand and motivated through the program of SIUP license service. However, socialization of SIUP license service program by face to face media with some entrepreneurs which held in district offices, malls were not optimal. Basically, the purpose of socialization to create a positive perspective, give understanding to entrepreneur about the importance of SIUP ownership. The chief's policy for socialization of license service program only done by electronics media like internet, whereas not all people basically micro and low entrepreneur understand about internet media.

The lack of communication by face to face made people confuse about the importance of SIUP. Socialization was one of the important aspect in the whole process of public policy which people have to know about it. Public policy has been done would be useful if it has been socialized through public, by mass media (internet, radio, television, face to face). Policy socialization needed continue implementation on and on to public in order to give expected impact as form of law legality. Lack of socialization caused dull communication between executors of SIUP license service with people who use the current service, so they would be lazy to make SIUP. Based on BPS and BPPT data of Sidoarjo Regency year 2017, low trade which having SIUP were only 1.963 trade unit (13.23%), however total trade micro were 154. 892 trade unit. This appropriate with Horton and Hunt (1987-1989) the principle of socialization policy was “the way a policy could achieve the purpose”

Condition of the small percentage of SIUP ownership indicated that many micro and low trade lack of understanding the importance to have SIUP, and indicated ineffectiveness of socialization program SIUP license service. This condition could be analyzed by Mead theory (1934) that basically socialization public policy has been done by the whole context of organization with a clear target and orientation, a clear priority has supported by a clear source.

4.1.2. Purpose

The purpose concerned to the extern purpose. It gave certainty and safety law on SIUP ownership. Some high, medium and low entrepreneurs who were having SIUP has got law legitimation on their work. As the effort to create a guarantee of law certainty on SIUP ownership has been done by BPPT Sidoarjo Regency by putting SIUP decision process by doing a tight and selected regulation. Checkup results on regulation as the basic of decision maker consideration to decide or reject signing SIUP. Therefore, checkup process to the regulation was a strategic part to succeed legality guarantee on their work in developing their trade. This condition was similar with Pollit and Bouchaert theory (2000) said that “public *management reformation as a tool to achieve purposes...on the way to achieve purposes, public management reformation also could serve some purposes, include tighten up politic and bureaucracy control in it*”.

4.2. Efficiency

4.2.1. Input: tools and infrastructure, Human Resources service

BPPT tools and infrastructure in Sidoarjo Regency seemed very support to the implementation SIUP license service. Such as head office room, rooms for each staff based on their job and function, documents room, air conditioned waiting room, information/consultation/complaint room, bank counter for payment, guest room, meeting room, server room, archives, worship room, toilet for guest and staff, canteen, parking area and security post. Tools for giving services, for instance: operation transportation, information staff, touch screen entry, TV, newspaper, CCTV, handy cam and digital cam, in focus, screen projector, scanner, printer, computer, laptop, telephone, facsimile, water, electricity, Wi-Fi, gen set, information board, public service standard book, investment and opportunity book, profile book BPPT Sidoarjo Regency, CD profile, leaflet, website: www.perijinan.sidoarjokab.go.id, online licensing electronic sign, tracking system, smartcard facility, SMS gateway, Charge corner, TV, running text information of licensing settlement time, information service outlet such as; touch screen; AC; disable wheelchair, playground corner, a machine to detect SIUP authenticity.

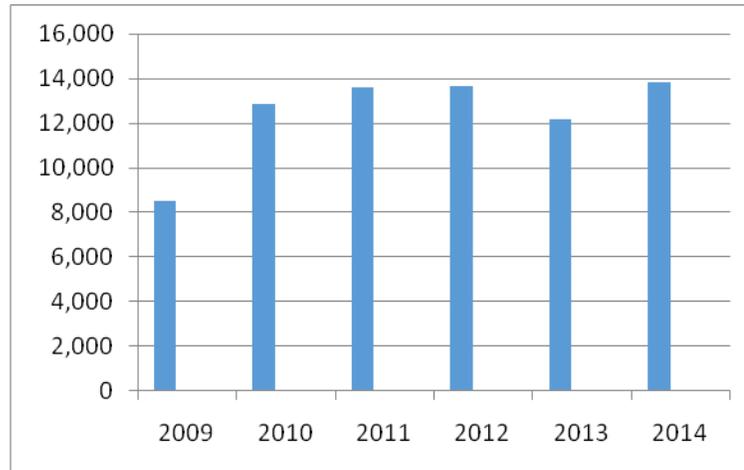
However, there were still lack of tools and infrastructure such as, administration staff room, planning room and reporting room were not spacious, it's $\pm 4 \text{ m} \times 7 \text{ m}$ and still in the same room. Generally, that tools and infrastructure were available and accessible for people. So, it can be concluded that some tools and infrastructure were good enough, available and accessible. This condition can be analyzed by Luthan performance theory (1995) that Performance was defined as a result achievement or “*the degree of accomplishment*”, or in other words, Performance was a level achievement of organization purposes. On the other hand, that a complete tools and infrastructure directly or indirectly would influence target achievement level.

Afterward, human resources service were very important in achieving an organization performance. A good and competence human resources would achieve a good organizational performance, on the contrary incompetence human resources in doing their job would impact to the organization performance.

Human resources apparatus service were 53 person of civil workers, with their various education level. Human resources apparatus who handling SIUP licensing were only two (2) persons. Front office staff or customer service who were handled by four employees, too many working volume. The volume was not enough, those were not equal with total volume of SIUP that have to be done on each day. To overcome serving labor, they hired 20 employees per day. Except the lack of increase bureaucracy performance in serving SIUP license. The lack of serving performance was caused by the ability factor of implementer. Gibson, Ivancevich and Donnelly (1997) said that “performance was a result (outcomes) which appeared as a behavior function individual organization. So, performance can be concluded as appearance apparatus behavior between knowledge context and quality of implementer apparatus by their activities and action in implementing serving to the public.

4.2.2. Output

Research result showed that all kinds of licensing service in BPPT Sidoarjo Regency were unsolved in certain time in giving service to all users. Look at the publishing diagram from all kinds of licensing in year 2009 were 8.536, 2010 were 12.865, 2011 were 13.624, 2012 were 13.680, 2013 were 12.191, 2014 were 13.852 and year 2015 were 16.055. From year to year the license publishing were raised but there're no target.



Source: BPPT Sidoarjo Regency, processed

Figure 2. Publishing all kinds of License 2009-2015.

There were no target solution of license publishing happened in sort of license included SIUP. In Sidoarjo Regency micro trade were 154.892 unit and only 350 (0.23%) who have SIUP, then Low trade were 14.836 unit and there're only 1.963 (13.23%) who have SIUP (Source: Official/Institute concerned processed). Micro Trade and Low Trade which having SIUP were about 6.73%. This research result was not appropriate with theory of Pollit and Bouchaert (2000), Anstrong (1995), Gibson (1995), Callahan (2003) that a good regulation to achieve performance must have targets and plans. So, it can be concluded that BPPT performance of Sidoarjo Regency in implementing publishing various licensing have not been good.

4.3. Effectiveness

4.3.1. Purpose Suitability Level with intermediate outcome (results)

4.3.1.1. Access to Credit Banking

Entrepreneurs who have SIUP means that they also have legality, it can be used as banking access as condition to borrow some money from BUMN, BRI. SIUP was also used as a condition to follow project tender held by government. For micro and low trade, it can be made to get fund helping program from the government, such as: for KUR program (people trade credit - kredit usaha rakyat) applied by BUMN like Bank BRI, Mandiri, BNI, BTN, Syariah Mandiri, and Bank Jatim. In distributing credits of various BUMN bank, there were some public regulation for UMKM (Micro, low, middle trade) to get KUR were document legality and licensing trade which should exist when customers asked KUR to the bank such as: 1) customers identity like self-identity, driving license, family card, etc. 2) Trade legality, like building certificate, changing certificate; 4) comp troll and financing report, 5) copy of assurance proof. This mean that SIUP services were needed and full of benefits. So, services of SIUP BPPT Sidoarjo Regency from service benefit side was effective. Affectivity according to Pollit and bouchaert (2000) compared between the purpose of organization program temporary result and final result as impacts. According to the above explanation, it can be concluded that SIUP service program were needed and useful, so SIUP licensing service would be effective.

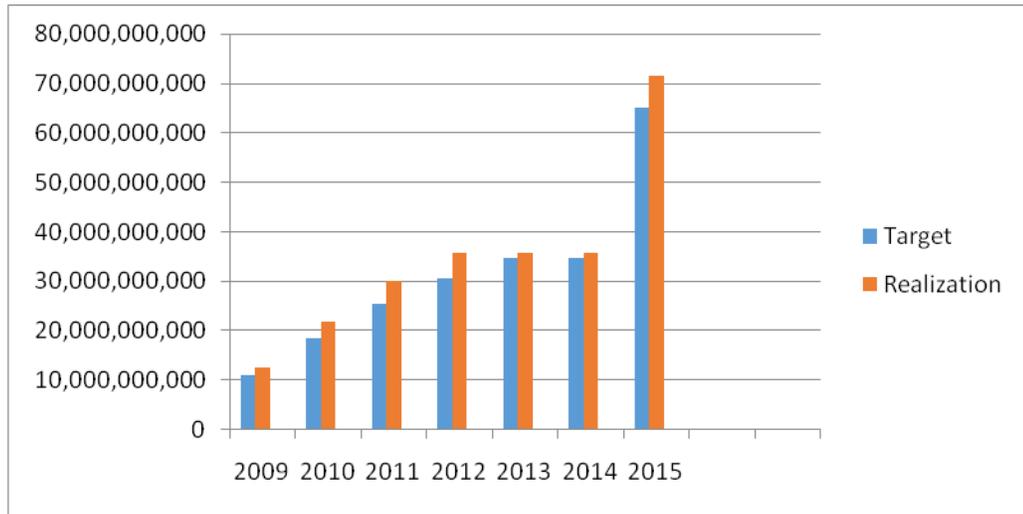
4.3.1.2. Raising up local taxes/retribution of local income

To see the developing target for retribution that must be fulfilled by BPPT Sidoarjo Regency for Region own source revenue income from year 2012-2015 was taken from Permits building license (IMB),

Distraction license (HO), Local wealth consumption (PKD) the total achievement realization target arose 100% above.

Affectivity level analysis can be count by using affectivity ratio. It was a ratio described the comparison between output and input or between targets with target achievement realization. According to Halim (2012) explained that the higher affectivity ratio, the better government performance would be. Affectivity ratio formula according to Halim (2012) was:

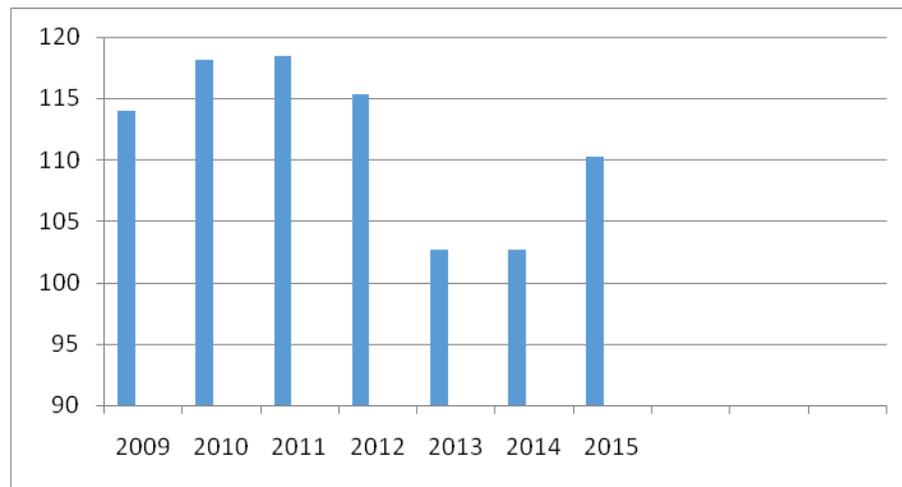
$$\text{Affective Ratio} = \frac{\text{Total of Achievement Realization}}{\text{Total of Stated Target}} \times 100\%$$



Source: BPPT Sidoarjo Regency

Figure 3. Target and Achievement Realization

Financial performance condition to region's own source revenue income (PAD), BPPT Sidoarjo Regency year 2009 was targeted Rp 11.121.000.000,- in realization it reached target Rp 12.674.028.435,- (113,96%), year 2010 was targeted Rp18.501.450.000,- in realization it reached Rp 21.862.517.152,- (118,17%), year 2011 was targeted Rp 25.500.000.000,- and realization reached into Rp 30.212.086.7631,- (18,47%), year 2012 was targeted 30.500.000.000,- and realization reached into Rp 35.691.930.880,- (115,35%), year 2013 was targeted 34.750.000.000,- and realization reached into Rp 35.691.930.880,- (102,71%), year 2014 was targeted 34.750.000.000,- and realization reached into Rp 35.691.930.880,- (102,71%), in year 2015 was targeted 65.000.000.000,- realization reached into 71.628.117.005,-(110,20%).



Source: BPPT Sidoarjo Regency

Figure 4. Financial target acquisition year 2009-2015 (%).

Financial performance for region's own source revenue (PAD) income Sidoarjo Regency based on affectivity point from year 2009 until year 2015 was analyzed base on Mashsun (2006) about "Manual assessment and affectivity performance through (PAD) which clarified into target acquisition category 100 up in a very affective category, 90-100 in affective category, 80-90% was effective enough, 60-80% less effective and less 60% was ineffective". Financial target achievement of BPPT Sidorarjo Regency from year 2009-2015 reached about more than 100%.

From realization side of financial target achievement for PAD of BPPT Sidoarjo regency totality reference to Theory of Anstrong (1995), Mashsun (2006). Anstrong (1995) made a condition that to reach a good performance target there must be some targets and plans. Later, Mashun (2006) categorized that more than 100% up high were very effective. So, financial performance of BPPT license service were very good.

4.3.2. Final outcomes/impacts

Implementation process analysis of SIUP licensing service by BPPT Sidoarjo regency related to gender aspect based on treatment to male/female. People who used public licensing in SIUP licensing field for male and female were in same treatment (no discrimination). Fact showed that licensing service process from gender aspect, there were not discrimination. So, it implied on equality of gender and justige, gender equity, helped male and female dynamically to get access, participation, and benefits in activities SIUP licensing service. To create gender equality was in an equal, dynamic and no discrimination condition.

From participation aspect in ethnic group, that in Sidoarjo regency there were some non-genuine citizen, like Chinese, Arabian, etc. Moreover, there some tribes like Java, Madura, Batak, Minang, Ambon, Menado, Flores, Bali etc. implementation of SIUP licensing service process, there were no differences and needed equal treatment to all ethnics. All of them would be served if they completed all the regulation. Public service can be said success enough if in the implementation of their job formally set out togetherness by indiscriminate through any tribes.

SIUP serving condition can be analyzed by Flynn (1997) theory, to measure performance of public organization were economic, efficiency, affectivity and justice in giving services. It would be fair for ethnic group if they could access the service widely. Thus, SIUP service in BPPT Sidoarjo regency from rights and justice side have fulfilled service principles as stated by Suryadi (2009) like law certainty, open, participative, accountability, public interest, professionalism, rights, it means that in giving public service were no indiscriminative, equality of rights and duty. From gender side and ethnic were appropriate with clause 27 verse (1) UUD 1945 regulated equality in law and government for Indonesia people.

4.4. Utility and Sustainability

4.4.1. Utility stressed on: Trade infestation

SIUP benefits for high, middle and low entrepreneur or micro as a legal law proof on their trade, so they could arise business infestation. SIUP can be used as law proof to borrow some money in bank or to get project tender or fund program from government mainly for micro and low entrepreneur. The benefits can be seen from the SIUP ownership impact through trade infestation level. After their trade having law power, bank would trust to they who have SIUP than companies/ trade which didn't have SIUP. Before having SIUP they often difficult to get some funds for their infestation, however after having it they not more confusing to get fund but depend on the ability to give back the loan.

One of the impact from SIUP certificate ownership BPPT Sidoarjo regency happened to macro, low, middle and high trade. The impacts were trade infestation point arose after their trade having legal law and banks trust them. Talking about impact analysis from performance outcomes were effect from output on community and society as said by Gregory and Lonti (2008), IPSASB (2011) (in Coste et al, 2013). According to perspective analysis stated by Gregory and Lonti, IPSASB showed that serving bureaucracy performance of BPPT Sidoarjo regency the output was in form of SIUP certificate that having outcomes in form of benefits for people or community who have SIUP certificate as a legal law to access banking world, so it gave impact to the arise of funds or trade infestation.

4.4.2. The Improvement

The improvement was stressed on the increase of SIUP registration in Sidoarjo regency area. After companies have SIUP, it would make them safe to work, have a legality and easy to access to banking world in order to give them more fund in a huge amount. SIUP would be a need in trading world, so time to time people who work on SIUP would be raised.

The data of the traders' growth quantitatively in year 2013-2015 were collected. In year 2013, SIUP that was published by BPPT Sidoarjo regency were 3.869, then in year 2014 there were 4.338 and in year 2015 were 5.430. The facts proved that SIUP was a need for traders/entrepreneurs. From the quantitative data that from time to time the registration of SIUP certificate licensing always increase. So, it can be concluded that the implementation of licensing service gave impact to traders/entrepreneur consciousness to get SIUP. This condition was similar with the approach of performance measurement theory Pollit and Bouckaert (2000) with model input/output that institution/program was built to fulfill certain economic social needs. Therefore, the policy of SIUP certificate licensing in BPPT Sidoarjo regency could effect to the increasing of the amount of traders who need SIUP from time to time, and effected to trade fund development and the improvement trade.

5. CONCLUSION

Bureaucracy performance of SIUP service was measured through: 1) Licensing service performance in relevance side has considered strategic position, public accessible. From the socialization side of SIUP service was not implemented in a better way ; 2) Service performance from efficiency side was good, it has been completed with various tools and infrastructure innovation mainly internet media which was accessed by public. 3) From the effectiveness, the performance from financial target side was very good. 4) Final outcomes/impacts aspect was not showing good performance, it implied on gender equality and the same treatment to all ethnic groups. 5) From utility and sustainability side the performance was good and useful. Benefits from product SIUP service having law legality, it can be used to access to banking as a regulation to get tender government project. For micro and low trader/entrepreneur SIUP can be used to get fund program from government. SIUP service product effected through traders' consciousness to register their trade, and implied to the development of trade fund and trade improvement.

References

- [1]. Alwasilah, A Chaedar, 2002. *Pokoknya Kualitatif: Dasar-Dasar Merancang dan Melakukan Penelitian Kualitatif*. Jakarta: PT Dunia Pustaka Jaya dan Pusat Studi Sunda
- [2]. Amstrong, M., 1995. *Strategic Human Resource Management: A Guide to Action*. London: Kogan Page Limited.
- [3]. Callahan, C., et al., 2003. *Feasibility of high end learning in the middle grades*. Charlottesville: University of Virginia, National Research Center on the Gifted and Talented
- [4]. Coste, Andrea Ioana and Tudor, Adriana Tiron, 2013. "Service Performance-Between Measurement and Information in the Public Sector". *Jurnal International Procedia Social and Behavioral Sciences*, No. 92, 2013
- [5]. Dwiyanto, Agus, et al., 2011. *Mengembalikan Kepercayaan Publik Melalui Reformasi Birokrasi*. Jakarta: PT Gramedia Pustaka Utama.
- [6]. Flynn, Norman, 1977. *Public Sektor Management*. London: Prentice Hall.
- [7]. Gibson, J.L., J.M. Ivancevich & J.M. Donnelly, Jr., 1997. *Organization: Behavior, Structure and Process*. Boston: Homewood, Richard D. Irwin.
- [8]. Goetsch L. David and Davis B. Stanley, 2002. *Manajemen Mutu Total (Versi Bahasa Indonesia)*. Edisi Kedua. Jakarta: PT Prenhallindo.
- [9]. Halim, Abdul, et al., 2012. *Akuntansi Sektor Publik Akuntansi Keuangan Daerah*, edisi 4. Jakarta: Salemba Empat.
- [10]. Horton dan Hunt, 1982. *Sosiologi*, Penerjemah Aminuddin Ram dan Tita Sobari. Jakarta: Erlangga.
- [11]. Huges Owen E., 1994. *Public Management Perubahan Sektor Publik, An Introduction*, New York: St. Martin's Press.
- [12]. Islamy, M Irfan, 1998. *Agenda Kebijakan Reformasi Administrasi Negara*, Pidato Pengukuhan Jabatan Guru Besar. Malang: Universitas Brawijaya.
- [13]. James, O., 2005. "Public Service : Expectations, Performance and Satisfaction". *Journal of Economic Social Research Council*.
- [14]. Lipsky, Michael, 1980. *Street-Level Bureaucracy: dilemmas of the individual in public service*. New York: Russell Sage Foundation.
- [15]. Luthans, Fred, 2006. *Perilaku Organisasi*. Yogyakarta : ANDI
- [16]. Mahmudi, 2007. *Manajemen Kinerja Sektor Publik*. Yogyakarta: UPP-AMP YKPN.
- [17]. Mahsun, Mohamad, 2006. *Pengukuran Kinerja Sektor Publik*. Yogyakarta: BPFE.
- [18]. Mead, George Herbert, 1934. *Mind, self and society*. Chicago: University of Chicago
- [19]. Mintzberg, Henry, 1993. *Structure in Five Designing Effective Organizations*. New Jersey: Prentice-Hall, Inc
- [20]. Miles, Mathew B and Huberman A Michael, 2014. *Qualitative Data Analysis A Methods*. California: SAGE Publication Ltd. Edition 3
- [21]. Pollit, Christopher & Geert Bouckaert, 2000. *Public Management Reform: A Comparative Analysis*. London: Oxford University Press.
- [22]. Riggs, Fred W., 1985. *Administrasi Negara-Negara Berkembang: Teori Masyarakat Prismatic*. Jakarta: CV. Rajawali.
- [23]. Smitch, Brian C., 2012. *Decentralization The Territorial Dimension of The State*. Diterjemahkan oleh Tim MIPI. Jakarta: Masyarakat Ilmu Pemerintahan Indonesia Kampus IPDN.
- [24]. Suryadi, 2009. *Pengembangan Kinerja Pelayanan Publik*. Bandung: PT Refika Aditama.
- [25]. Wahab, Solicin Abdul, 1999. *Globalisasi dan Pelayanan Publik Dalam Perspektif Teori Governance*. Pidato Pengukuhan Guru Besar, FIA Universitas Brawijaya Malang.
- [26]. Widodo, Joko, 2008. *Membangun Birokrasi Berbasis Kinerja*. Malang: Bayu Media.
- [27]. Zauhar, Soesilo, 2002. *Reformasi Administrasi, Konsep, Dimensi dan Strategi*. Jakarta: Bumi Aksara
- [28]. Peraturan Perundang-Undangan:
- [29]. Undang-Undang Dasar RI 1945
- [30]. Undang-Undang Nomor 22 Tahun 1999 tentang Pemerintah Daerah
- [31]. Undang-Undang Nomor 32 Tahun 2004 tentang Pemerintah Daerah
- [32]. Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik
- [33]. Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintah Daerah

- [34].Peraturan Menteri Perdagangan Nomor 36/M-DAG/PER/9/2007 tentang Penerbitan SIUP
- [35]. Peraturan Menteri Dalam Negeri Nomor 24 Tahun 2006 tentang Pedoman Penyelenggaraan Pelayanan Terpadu Satu Pintu.
- [36]. Peraturan Bupati Nomor 57 Tahun 2008 jo. Perbup Nomor 18 Tahun 2011 jo. Perbup Nomor 38 Tahun 2014 tentang Rincian, Tugas, Fungsi dan Tata Kerja BPPT Kabupaten Sidoarjo.
- [37]. Peraturan Bupati Nomor 38 Tahun 2014 tentang Rincian Tugas, Fungsi dan Tata Kerja Badan Pelayanan Perijinan Terpadu Kabupaten Sidoarjo,
- [38]. Surat Keputusan Bupati Nomor 16 Tahun 2001 tentang Kewenangan Dinas Perijinan dan Penanaman Modal Kabupaten Sidoarjo