

Analysis of Public Service Bureaucracy Reform at the One-Stop Investment and Integrated Services Office, Maluku Province, Indonesia

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Abstract

Public service bureaucracy reform is one of the important and strategic issues of its nature, absolutely necessary to produce an effective organizational profile, concise management, and professional HR. One of the reform efforts undertaken by the government and regional government is to establish the One-Stop Integrated Investment and Services Office (DPMPTSP) of Maluku Province, with the aim of improving the performance of licensing services. The purpose of this study was to analyze the performance of the public service bureaucracy and public service bureaucratic reform in the Maluku Province DPMPTSP. This research approach is a quantitative descriptive survey. The respondents of this research were the leaders and employees of the Public Licensing service sub-sector, which numbered 19 people. Data collection uses observation techniques, questionnaires, and interviews. The results of this research indicate that the performance of the licensing service process affects the performance of the results, and both of these service performance is influenced by public service bureaucratic reforms carried out in Maluku Province DPMPTSP.

Keywords: Public Service Performance, Service Reform Bureaucracy.



A. INTRODUCTION

The performance of public services is now becoming an increasingly urgent and strategic issue in the government bureaucratic system. The role of the bureaucratic apparatus in optimally increasing the performance of public services is highly desirable (Mariana et al., 2010). The role of government bureaucracy is needed for daily services, but it is often seen as a system that causes stagnant and wordy public services. Symptoms of bureaucratic "disease" like this, still appear in the government bureaucratic system in Indonesia. Various criticisms about inefficiency in Indonesia's bureaucratic system, the quantity is too large and rigid has often been stated openly (Thoha, 1987; Dwiyanto, 2002). The rampant brokering system, nepotism, the occurrence of various bureaucratic catalogs implies bureaucratic reform of services by the government must be made a necessity. Administrative reform (bureaucracy) of public services, emerged after the process of administrative change naturally failed. The urge to make changes intentionally, giving birth to a new form of public administration is different from before. Governments are forced to redefine roles and re-conceptualize their strategies. However, almost all of these efforts fail in the "dead hands" of the bureaucracy: poor performance, dull daily obstacles, convoluted procedures and rules, unfriendly public officials, bad services, and corrupt prac-

tices (Hidayat, 2007).

The phenomenon of government bureaucratic public services as above apparently did not experience much significant change. Some behavior of the bureaucratic apparatus still shows low accountability, responsiveness, and efficiency in the delivery of public services. The idea of reformation so that the bureaucracy is more transparent, open and honest is still far from expectations. Even in the culture of power, there is still an institutionalization of feudal culture, still weak community control over these practices (Mukarom & Laksana, 2016). In the governance system, public service is considered not yet optimal and the benefits have not been felt for the public. Cases, Corruption, Collusion, and Nepotism (KKN) are still a phenomenon in carrying out governance, not only in the executive but reaching into the legislative area, which should be a legitimate and strong institution in carrying out the control function of the way good governance.

Bureaucratic reform of public services is carried out as a strategy to realize the profile of a bureaucracy that has a strong capacity to carry out its role. Bureaucratic reform is carried out to produce an effective institutional profile (organization), business process (management), and professional human resources (Mariana et al., 2010), to improve the bureaucratic performance of public services as expected. Efforts to improve the performance of the service bureaucracy have become important issues and get serious attention from all parties. Bureaucracy has a poor performance in providing services to the public, greatly affecting the performance of local governments and society as a whole in order to improve the competitiveness of a country in the global era. The demand for service bureaucracy in Indonesia to face the global era is still questionable for many people (Dwiyant et al., 2006).

Efforts to improve the performance of the public service bureaucracy are pursued by establishing and operating the Maluku Province PMPTSP Office (DPMPTSP). This office has the duty to handle licensing application services to people in need. In practice the accountability of the bureaucratic performance of public service delivery is not yet optimal, even though formal service bureaucratic reform has been carried out, this has become a phenomenon known to many parties. This condition is also seen in Maluku Province DPMPTSP. Therefore the phenomena mentioned above are considered interesting and urgent to be studied further in order to obtain more comprehensive information about the real reality behind the phenomena that exist with the topic as above.

The delivery of public services by government bureaucratic apparatus, including DPMPTSP in each region, continues to improve the performance of handling licensing requests for citizens (public) who have an interest in accordance with their needs and expectations based on applicable laws and regulations. However, the performance conditions of the public service bureaucracy that were displayed did not yet excite public expectations. Therefore, the bureaucratic reform of public services by the local government in Maluku Province DPMPTSP is one of the important and strategic issues that is absolutely getting serious attention from various groups to improve optimal performance.

B. RESEARCH METHODS

This research took place in Maluku Province DPMPTSP. This research is quantitative descriptive, with a survey approach, aimed at describing and analyzing the performance of the public service bureaucracy, and reforming the public service bureaucracy in the Maluku Province DPMPTSP. The respondents of this research consisted of: the head of the area of investment licensing, the head of the public service licensing sub-sector, along with 17 employees in the public service licensing sub-field. So the respondents in this research were 19 people. Primary and secondary data collection, carried out through observation techniques, distributing questionnaires, interviews, and document reviews carried out simultaneously. Data obtained, analyzed through quantitative descriptive analysis techniques, by means of data processed, verified, described, and made conclusions according to the central tendency of research informant responses, without tracing the correlation that occurs.

D. RESULTS AND DISCUSSION

1. Public Service Process Performance

Measuring the performance of the service process for managing permits is used by four characteristics: transparency of public services, the responsiveness of public services, the responsibility of public services, and empathy in public services.

a. Transparency of Public Services

In order to measure this dimension, six statements were submitted for the informant. Data obtained from these dimensions are analyzed as follows. Open information services as many as 18 people (95%) said strongly agree and agreed only one (5%). Information on adequate service time, as many as 14 people (74%) said strongly agree, who agreed numbered 5 people (26%). Information on adequate service tariffs, as many as 14 people (74%) said strongly agree, who agreed as many as 5 people (26%). Information on adequate service requirements, as many as 15 people (79%) said strongly agree, and those who agreed numbered 4 people (21%). Information is easily accessible, as many as 15 people (79%) said that they strongly agreed, and those who agreed numbered 4 people (21%). Service information is easy to understand, as many as 13 (69%) said strongly agree, and those who agreed numbered 6 people (26%). The results of data analysis illustrate this dimension is in good condition.

The idea of reformation so that the bureaucracy is more transparent, open and honest is still far from expectations. Bureaucracy still has not been seen to actually develop a climate of dialogue and build trust in the public. The absence of public trust in the bureaucracy has led to bureaucratic relations with the public often still not communicative. Bureaucracy requires public trust as the main key to the implementation of accountable public services. Transparent service delivery by the government bureaucracy which includes requirements, procedures, timeliness, cost certainty, and staff friendli-

ness becomes the public's desire in this reform era (Dwiyanto et al., 2006). Mustafa (2014), the implementation of public service tasks performed by government bureaucracy, in general, has not shown the quality of services, because there are still complaints made by the public to the bureaucracy related to the services provided, that service officers are still not transparent about the costs of administration so that the accuracy and speed in service delivery to the public has not been clearly demonstrated by service officers.

b. Public Service Responsiveness

In an effort to see this dimension, two statements were proposed to obtain data from the informant. Analysis of data collected as follows. Concerning the authorities being aware of serving residents in licensing as many as 14 people (74%) said they strongly agreed, and those who agreed numbered 5 people (26%). Then about the strong desire of the authorities to serve the citizens, as many as 8 people (42%) said that they strongly agreed, those who agreed were 9 people (48%), and those who did not agree amounted to 2 people (10%). The results of the data analysis show that the dimensions are in good condition.

One of the values of responsiveness in public services is the responsiveness of the public bureaucracy in responding to complaints, problems and people's aspirations. They must understand well about the demands and try to fulfill them, not delay time, extend service lines, or prioritize procedures, but ignore substance. Thus, the public bureaucracy can be said to be good, if the government has high responsiveness (responsiveness) to the demands, problems, and aspirations of the people (Mukarom & Laksana, 2016).

In short, this responsiveness measures the responsiveness of the bureaucracy to the hopes, desires and aspirations, and demands of service users. Responsiveness is needed in public services because it is evidence of the ability of organizations to recognize the needs of the community, set the agenda and priorities of services, and develop service programs in accordance with the needs and aspirations of the community (Dilulio, 1994). Organizations that have low responsiveness naturally have performance the ugly too (Osborne & Plastrik, 1997).

c. Public Service Responsibility

To measure this dimension two statements were submitted for the informant. Analysis of the data obtained as follows. Regarding the appropriateness of services provided by the authorities with the stipulated legal provisions, as many as 10 people (53%) said that they strongly agreed, those who agreed were 5 people (26%), and those who agreed less were 4 people (21%). While about the suitability of services with established procedures, 10 people (53%) said that they strongly agreed, those who agreed were 5 people (26%), and those who did not agree with 4 people (21%). The results of this data analysis illustrate that these dimensions are in quite a good condition.

In general, public services by the government bureaucracy have not shown the expected quality of services, because there are still complaints made by the public to the government bureaucratic apparatus, service officers are still less responsive and behave ignorantly towards community complaints (Mustafa, 2014). Dwiyanto et al., (2006) said that the provision of services that were in accordance with the established formal rules was considered to be consistent in applying the rules of service law. It is difficult to explore further whether the application of these principles has implications for the culture of service bureaucracy in Indonesia which cannot carry out service initiatives and innovations. However, what is clear is that service personnel at the lower level are in a dilemma, between efforts to fulfill formal service provisions and meeting the aspirations of service users.

d. The empathy of Public Services

To see this dimension two statements were submitted to the informant. The following shows the analysis of the data obtained. About the willingness of employees to approach the community members who are about to be served, a total of 6 people (31%) said strongly agree, 12 people (64%) agreed, and only one person (5%) disagreed. Regarding the authorities providing protection for the community members involved, as many as 12 people (64%) said they strongly agreed, those who agreed were 5 people (26%), and less agreed about 2 people (10%). The results of the data analysis illustrate this dimension is in pretty good condition.

Recognition of the bureaucratic apparatus illustrates the tendency of the bureaucracy to provide services more in reference to the internal provisions of the bureaucracy, both in terms of procedural and issues of division of authority or disposition from the leadership. The interests of the service user community or external measures, such as aspirations and public needs for services that are fast, open, and certainty are never used as a reference in service delivery by bureaucratic apparatus (Dwiyanto et al., 2006).

2. Public Service Results Performance

Measuring the performance of public service results regarding licensing, four traits are used: effectiveness of public services, the productivity of public services, the efficiency of public services, and satisfaction of public services.

a. Effectiveness of Public Services

In viewing this dimension six statements were submitted for the informant. Expose the analysis of data from this dimension, as follows. Regarding the timely service provided, as many as 15 people (79%) said strongly agree, who agreed as many as 4 people (21%). Regarding the level of service accuracy, as many as 14 people (74%) said that they strongly agreed, and those who agreed 5 people (26%). Regarding the level of accuracy of the quality of services provided, as many as 11 people (58%) said strongly agree, and less agree on number of 8 people (42%). Regarding the dexterity of services, a number of 7 people (36%) said strongly agree, and those who agreed as many as 12

people (64%). Regarding the exact cost of services, as many as 11 people (58%) said strongly agree, and those who agreed were 8 people (42%). Regarding the target service, 11 people (68%) said that they strongly agreed, and 5 people (26%) agreed. The results of the analysis of these dimensional data are in quite a good condition. Society always demands quality public services from bureaucrats, even though these demands are often not in line with expectations because empirically the public services that have occurred so far are still characterized: convoluted, slow, expensive, and tiring (Sinambela, 2006).

b. Public Service Productivity

To see this dimension two statements were submitted for the informant. Following analysis of data from this dimension. About being able to produce service outcomes as expected, a total of 8 people (42%) said strongly agree, 9 people (88%) agreed, and less than 2 people (10%) disagreed. About service outcomes meeting needs, as many as 8 people (42%) said that they strongly agreed, who agreed 9 people (48%), and 2 people (10%) disagreed. The results of data analysis show this dimension is in pretty good condition.

Sinambela (2006) said until now the performance of public services by the bureaucratic apparatus of the Indonesian state government is still less productive and far from public expectations. The tasks of government carried out by bureaucrats are mostly done according to their own thoughts and desires. Conditions that allow the creation of a bureaucratic climate and state apparatus that serve the public (public servant) must continue to be pursued and optimized because the government bureaucracy still seems procedural, slow, unproductive, high-cost and neglects the public interest.

c. The efficiency of Public Services

In measuring this dimension five statements were submitted for the informant. Expose the analysis of data from this dimension as follows. Regarding the easiest method of service, as many as 13 people (69%) said they strongly agreed, and those who agreed numbered 6 people (31%). Regarding the fastest method of service, 10 people (53%) said they strongly agree, 7 people (37%) agree, and 2 people (10%) disagree less. Regarding the cheapest way of service, as many as 12 people (64%) said strongly agree, and those who agreed were 7 people (36%). Regarding the simplest method of service, 10 people (53%) said they strongly agreed, 7 people (37%) agreed, and 2 people less (10%) disagree. Regarding the method of service with the shortest distance, as many as 10 (53%) said strongly agree, 7 people agreed (37%), and less agreed 2 people (10%). The results of this data analysis illustrate that these dimensions are in quite a good condition.

If the various regulations made by the bureaucracy are not responsive and give rise to various kinds of illegal fees, it can be sure that it will greatly affect the competitive power of the people in a country. That the service of a corrupt bureaucracy will make various sectors of public activity so inefficient that it will also have an impact on

the performance of the apparatus and investment climate in a country (Dwiyanto et al., 2006), and even a region. Sinambela (2006) said experience shows, bureaucratic orientation in the sense of red tape, many tables that must be traversed for services are inefficiencies in public service activities. This condition is still symptomatic in many sectors of government bureaucratic services. This cannot be tolerated because it can contribute to public mistrust in the government. Wider investment is diminishing.

d. Public Service Satisfaction

To obtain data from this dimension, six statements were submitted for informants. The following shows the analysis of data from this aspect. About the needs of employees fulfilled, as many as 9 people (48%) said that they strongly agreed, those who agreed were 8 people (42%), and less agreed about 2 people (10%). Regarding the apparatus/employee hearing complaints in the provision of services, as many as 13 people (69%) said strongly agree, who agreed 6 people (31%). Concerning the needs of the community members, 12 people (64%) said they strongly agreed, 6 people (31%) agreed, and only one person (5%) disagreed. Regarding the apparatus/staff responding to complaints from the community members in providing services, as many as 13 people (69%) said that they strongly agreed, and agreed as many as 6 people (31%). The results of this data analysis show that the dimensions are in quite a good condition.

It is said by Mukarom & Laksana (2016: 14), the implementation of public services carried out by government officials in various service joints, including involving the fulfillment of civil rights and the basic needs of the population. However, the performance of the service has not been able to meet the expectations of the community, both delivered directly to the Head of the Service Unit and readers in various mass media. On the other hand, the community as the main element of service has not yet provided effective control to become an encouraging element in efforts to improve the quality or performance of public services.

3. Public Service Bureaucracy Reform

Bureaucratic reform of public services in Maluku Province DPMPTSP can be seen from several aspects including effective institutional/organizational aspects, management, and improvement of human resources.

a. Effective Organizational Reform

This aspect was explored, with six statements submitted for informants to obtain data on lean service organizational structure, not many hierarchical levels of service, flat service organizational structures, and dominant professional/functional positions from structural positions. Data analysis from this aspect is as follows. Regarding the structure of service organizations made slim, as many as 3 people (15%) said strongly agree, who agreed while as many as 15 people (79%), and less agree only one (5%). Regarding not many hierarchical levels of service, a number of 5 people (26%) said strongly agree, who agreed as many as 13 people (69%), and less agree only one (5%). Regarding the organi-

zational structure of the plat service, a total of 7 people (36%) said strongly agree, 13 people agreed (69%), and less agreed numbered 2 people (10%). Regarding the dominant professional/functional positions from structural positions, a number of 4 people (21%) said strongly agree, 12 people (64%) agreed, and less agreed about 3 people (15%). The results of data analysis show that this aspect is in quite good condition. The results of interviews with the Head of Licensing and Non-Licensing (A.Ramly) that in the future this aspect must be adjusted.

b. Management (business process)

In viewing this aspect, six statements were submitted to the informant to obtain data from the informant regarding simple and simple service procedures, having their own office, easy and accurate service usage (ITK), and adequate service facilities and infrastructure. Data analysis from aspects such as the following: simple and simple service procedures, as many as 11 people (58%) said strongly agree, who agreed as many as 8 people (42%). About having their own office, as many as 14 people (74%) said that they strongly agreed, those who agreed were 4 people (21%), and only one person (5%) disagreed. Regarding easy/accurate service through the use of information technology and communication (ITK) online Single Submission (OSS), as many as 13 people (69%) said that they strongly agreed, and those who agreed numbered 6 people (31%). said agree (42%) said strongly agree, who agreed as many as 8 people (42%), and 3 people (15%) disagreed. The results of this data analysis and interview with the Head of Office (S. Sabirin), that this aspect is in pretty good condition.

c. Revamping Human Resources

This aspect is listened to by submitting six statements to informants to obtain data in the form of Civil Servants (PNS) that are clean (free of KKN), Professional Serving Servants, Servants Ethically Serving, Quantities of Employees According to Organizational Needs, Professional / Competent Serving Servants, and Welfare Employees are adequate. Data analysis on aspects such as the following. Regarding clean civil servants (free from KKN), as many as 11 people (58%) said they strongly agreed, and those who agreed were 8 people (42%). Regarding professional service serving, as many as 10 people (53%) said strongly agree, who agreed as many as 3 people (15%), and less agree 6 people (32%).

Regarding ethical employees in serving, as many as 11 people (58%) said they strongly agreed, and those who agreed were 8 people (42%). Regarding the number of employees according to needs, as many as 12 people (64%) said strongly agree, only one employee agreed (5%), and less agree as many as 6 people (31%). Regarding competent employees in serving, as many as 8 people (42%) said they strongly agreed, who agreed 8 people (42%), and less agreed 3 employees (15%). Regarding the level of adequate employee welfare, as many as 11 people (58%) said strongly agree, who agreed as many as 3 people (15%), and less agree as many as 5 people (26%). The results of data analysis are the insufficient condition. This is in accordance with interviews with the Head of

Service (Mr. S. Sabirin) and the Head of Licensing and Non-licensing Services (A. Ramli) that, aspects of improving or developing human resources both qualitatively and quantitatively are still not optimal.

The results of this research illustrate that the performance of the licensing service process is in quite a good condition, especially service responsiveness, service responsibility, and empathy in service delivery, except service transparency is in good condition. And the results of licensing management services are in quite good condition, especially the effectiveness of services, service productivity, service efficiency, and service satisfaction. Likewise, the service bureaucracy reform carried out in Maluku Province DPMPTSP, especially in terms of institutional/organizational structuring, service management, and human resource development service providers, has been carried out but is still in pretty good condition.

The findings of this research indicate that the interplay between the performance of the licensing service process, the performance of the results of licensing services, and reform of the public service bureaucracy in this service. This supports the opinions of Dubnick, Muhammad, Rengifurwarin, et al., Sumaryadi, Mariana, et al., And Dwiyanto et al. By Dubnick (2003), performance with a focus on the quality of action achievements and low-performance outcomes is performance related to the production process. Everything has been applied by the system and procedures, if it has followed the system and procedure, it is considered to have performed. This type of performance is called Production Performance (P1). For example, Taylor's work model divides work into task components and tools to do the work. If the work is carried out in accordance with the system and uses established tools, production will certainly be ensured.

The second form of performance is to focus on high-performance achievements but on low-performance results. This type of performance is called competency (P2), emphasizing the quality dimensions of action. Competence reflects the quality of one's actions in applying knowledge, expertise, and understanding in carrying out certain tasks. Performance is associated with performer competence. The most obvious example is the performance of the cook. By using the same ingredients and recipes the results of the dishes processed by the cook taste better and are more interesting than those cooked by ordinary people, because of the competence that is owned by the cook.

The third type of performance (P3) focuses on low-performance achievements while on high-performance results. The focus is on the production process. Performance measures are the output produced. The ability to meet demand is the key to performance (P3). This relates to relevance and effectiveness. This performance is associated with NPM, namely how the resulting output produces outcomes that are relevant to the problems faced by the community or can meet the demands of the community. Performance (P3) is a vehicle for change (Whooley, 2001). The fourth type of performance is productivity (P4) is to have focus on the achievement of action and the achievement of the same high results. This type of performance (P4) gives a perspective that actions

(achievement of actions) shape or determine the achievement of results.

According to Fadel Muhammad (2008) that, action performance achieved by local governments, affects the achievement performance (achievement performance) achieved by local governments. Or by Rengifurwarin, et al., (2008), and Rengifurwarin, et al., (2019) that, the performance of public service processes in a public organization can affect the performance conditions of service results obtained in a public organization. Sumaryadi (2016), emphasized that bureaucratic reform is an attempt to make fundamental reforms and changes to the government administration system or public services, especially concerning institutional (organization), management, and human resources of the apparatus. Service bureaucracy reform is carried out in order to realize good governance, build apparatus resources that are more efficient and effective in public services. Mariana, et al., (2010) emphasized that the performance of public services is now becoming an increasingly urgent and strategic issue in the government bureaucratic system. The role of the bureaucratic apparatus in optimally increasing the performance of public services is expected. Mariana et al., (2010) said, bureaucratic reform of public services needs to be done and become a strategy to create a bureaucratic profile that has a strong capacity in carrying out its role. Bureaucratic reform is focused on producing effective institutional (organizational) profiles, concise business processes, and professional human resources, so as to improve service performance by government bureaucratic apparatus. Dwiyanto et al., (2006) emphasized that improving the performance of the bureaucracy in providing public services is an increasingly important issue to immediately get the attention of all parties. The bureaucracy that has a poor performance in providing services to the public will greatly affect the performance of local governments and society as a whole in order to improve the competitiveness of a country in the global era. The demand for service bureaucracy in Indonesia to face the global era is still questionable for many. Dwiyanto et al., (2006), emphasized that the performance of government bureaucratic service during the reform period did not experience significant changes. The relatively high level of frustration regarding the service user community towards the service of the bureaucratic apparatus is not yet fully able to realize the values of accountability, responsiveness, efficiency and effectiveness of services.

In summary, it can be said, if you want to improve the optimal performance of public services in a public sector organization such as DPMPTSP in a region, then it must start with efforts to improve the performance of the service process properly and optimally, it will produce good and optimal service performance results by bureaucratic apparatus capable of reforming the bureaucracy of public services properly which results in a profile of service organizations, management, and the development of good human resources.

The implication of the results of this research is that in the framework of leaders and employees trying to improve the performance of public services in a public organi-

zation, it must be seen as a continuation of other activities, namely: 1) improving the performance of public services in terms of service process performance and service performance in a service public organizations, 2) bureaucratic reform of public services needs to be done properly and optimally by forming DPMPTSP in an area, such as Maluku Province to produce a simple institutional profile of services, management of services in a concise manner, and development of adequate human resources, so as to improve performance bureaucracy of public services that can improve service performance adequately as well.

From the results of this research three minor propositions were made as a reference, that: Minor Proposition I, if the performance of public sector services can be improved properly and optimally, then it should be understood in terms of service process performance and service performance results in a public organization such as DPMPTSP in an area. Minor Proposition II, if it wants to improve the performance of public sector services in a good and optimal way, especially in terms of service process performance and service performance results, such as in DPMPTSP in a region, then public service bureaucratic reform will be carried out to produce a good organizational profile, good management concise, and adequate human resource development. Minor Proposition III, if it wants to succeed in reforming the public service bureaucracy at DPMPTSP in a region, through effective institutional/organizational development, a concise and simple arrangement of service management, and adequate development of human resources/service personnel, can improve performance adequate public service bureaucracy as well.

Of the three minor propositions, the major proposition in this research is to improve the performance of the public service bureaucracy in relation to licensing services by citizens who need it, the government in a Province, in this case, the Head of DPMPTSP seeks to reform the public service bureaucracy, through institutional/organizational structuring effective services, simple and concise service management, and adequate development of human resources for the apparatus.

C. CONCLUSION

Process Performance Licensing services for citizens or stakeholders who need in Maluku Province DPMPTSP, according to the results of data analysis conducted that this aspect is in good condition, especially from the dimension of transparency of licensing services for citizens in need. Several other dimensions are also still in pretty good condition, such as the dimension of the responsiveness of the apparatus in providing licensing services, as well as the dimensions of the responsibility of licensing services and the empathetic dimension of apparatuses in providing services. While the performance of licensing management services is in good condition, especially the dimensions of the effectiveness of the apparatus in providing services, the dimensions of apparatus productivity in service delivery, the dimensions of service efficiency, apparatus in service deliv-

ery. And the dimensions of apparatus satisfaction in the provision of service conditions are quite good. This shows the performance of the service process and the performance of licensing services at the same research location are in pretty good condition. On the other hand, efforts to reform the bureaucracy of public services have been carried out through three aspects namely: structuring public service organizations, managing public services in a concise manner, and developing professional HR Services, the DPMPTSP seems to indicate that all three aspects have been carried out and are insufficient condition well. So, in short, it can be said, both process performance and service performance, and service bureaucratic reform affect each other at this research location. Therefore it is recommended that in the future the performance of the process and the performance of service results be improved properly and optimally through good and optimal bureaucratic reforms by competent parties.

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