

The Reform of Service Bureaucracy in the County Building Permit in Banyumas

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Abstract

Article licensing service bureaucracy reform is more focusing on three aspect, they are; restructuring the bureaucracy, standard operational procedure rearrangement and the rearrangement of resource agencies. The process of implementation of the restructuring of the bureaucratic Ministry licensing is done through the strengthening of the Organization, with the revamp of the bureaucracy of the Echelon like: Echelon III becomes II, that is equivalent to Echelon team conducting multiple instances servicing building permit, to facilitate coordination and the process of determination of the worth or whether the proposed creation of an IMB permitted by the citizens, and to get the authority publishing letters IMB from Regent to the head of BPMPP in order to shorten the time of clearance process IMB hierarchy; Preparation of the SOP are simpler, clearer and transparent; Apparatus Setup through recruitment and placement apparatus based on competencies, making the details of the task is clear and unequivocal, as well as the development of the ability of the apparatus through the various types of training. Bureaucratic reform is done through the three aspects, are able to improve the quality of service of IMB, one of them was able to shorten the time of completion of the IMB, which had 60-74 completing time work days to 14 working days.

Keywords: Building Permits, Public Services, Reform The Bureaucracy, Restructuring. Standard Operational Procedures

A. Introduction

One of the goals of the reform movement in 1998 is expected to create a better government bureaucracy, clean and authoritative, but it turns out after the Government reformed the order runs more or less for 16 years, has not been able to realize the expectations of all parties. This is due to the completion of the issues not yet a relic of the past, has emerged a variety of new problems, thus making the Government increasingly heavy burden and bureaucratic government conditions became increasingly worse. Some of the causes that make the bad condition of the reformed order of the Government bureaucracy, among others: corruption problem that occurs in almost all ministries, including the Ministry of the Interior, Djohermansyah Djohan as Director-General of the autonomous region put forward, at the Ministry of Internal Affairs recorded as many as 309 heads of the entangled cases of corruption since the election of regional heads directly in 2005 (Republika.co.id, October 08, 2013); The second cause of bureaucratic structure of Government in the Yudhoyono Government in value by numerous parties are too fat, the number of Ministers to reach 34 people on Suman 19 Deputy Ministers. Azwar Abubakar as Minister for Administrative Reform and reform of the Bureaucracy (PAN and RB) argued, that the State bureaucratic structure that is too large will result in duties and functions between the Ministry and the institutions be overlap (Kompas.Com. May 2, 2012). These problems make inefficient, convoluted or become very procedural in the exercise of his duties, etc. Two examples of such cases, may be able to explain the factors that are thought to be the cause of the bad condition of the Government bureaucracy, if this condition is allowed to be a bad influence on the performance of the Government bureaucracy.

So it was no surprise when later appeared sharp criticism from various parties against the bad condition of the Government bureaucracy, on the other hand no one escaped to the existence and role of the bureaucracy in the midst of the community.

Osborne and Gaebler (1992: 283) argue that; all civilized societies have the Government bureaucracy as the mechanism used to take decisions together in order to deal with the question of civilized society, and the public will not function effectively without an effective government bureaucracy.

Realize the importance of the existence and role of the Government bureaucracy in public life, it does not mean that when the bad condition of the bureaucratic government knowing, then not do anything, but it had to do something to create bureaucracy for the better, akuntantabel, clean, efficient and effective, productive and capable of realizing the welfare of society. To immediately fulfill the need to afford the existence of bureaucratic reform, which was implemented in earnest and had the support of the community. With regard to the expectations of Thoha (2008: 6) holds; Through bureaucratic reforms expected improvements in the Organization of the Government will be more easily happen, because with the bureaucratic reform community have access to wider participation and they are placed in a prime position to measure the success of service bureaucracy in the Government in order to get the best service. Guidelines of the reform of the Bureaucracy (PER/15/m. PAN/7/2008) mentioned the reform of the bureaucracy was an attempt to carry out renewal and fundamental changes to the system of organizing the Government mainly concerned the institutional aspects, accomplishing, and human resources reform. Implementation of the reform of the bureaucracy through a restructuring of the bureaucracy and the existence of a proportional allotment authority issuing licenses IMB to bureaucratic licensing service provider leader, can shorten the process management, the hierarchy of permissions.

Then through the preparation of standard operational procedures simple and transparent, it will be easier to access by the public and easy to know each step that must be undertaken, and can find out the length of time the solution as well as large cost. As well as the need for structuring resources through recruitment and placement apparatus which is in accordance with the field of duty, there is a training system that corresponds with the field work would be able to improve the quality of service the licensing effort Quality of service business license, according to the results of a survey Doing Business in 2010 (World Bank, IFC) indicates the average time it takes to take care of business license in Indonesia still needs time for 60 working days. In comparison with the countries of Southeast Asia Indonesia's position came under Singapore, Thailand, Malaysia, Viet Nam even this shows quality of service licensing business in Indonesia is still not good. Then how the licensing business management procedures in particular Building Permit (IMB), the results of a survey conducted by Doing Business 2011 (World Bank, IFC) procedure to take care of BUILDING PERMITS in the entire district, Indonesia's average through 10 procedures, and takes up 74 weekdays. That means the results of the study also explained that the IMB service quality in several districts of Indonesia is still less well. Licensing service in the district of Banyumas, according to the Office of Copyright works of the cleanliness of the Spatial (DCKKTR) District of Banyumas in 2011 – 2012. The existence of various violations of IMB on implementation of construction businesses in the District of Banyumas who account for a considerable amount, i.e. 601 violations. Most offences committed by businessmen, where Modern Stores for 4 years there are 230 violations. This assumes that the conditions of service of the IMB in Banyumas still less good quality of service. As a concrete example of the variety of the problems or violations that arise in implementing the Ministry Building Permit (IMB) in the table below;

Tabel.1.4. Pelanggaran IMB

No	Jenis Bangunan	Tahun				jumlah
		2009	2010	2011	2012	
1	Ruko	19	52	43	51	165
2	Super Market	-	-	-	2	2
3	Toko Modern /mini market	15	29	89	97	230
4	Gudang	3	7	5	5	20
5	Tower	5	10	1	3	19
6	Hotel	1	3	4	3	11
7	Real Estet/ Perumahan	35	40	35	44	154
	Jumlah	78	141	177	205	601

Source: CKKTR-2012 service

The emergence of various problems of the IMB service venue, be very productive with various forms of accomplishing government policy aims to improve the quality of public services, including quality of service is the IMB, the various forms of policy, among other things:

1. Government Regulation Number 65 in 2005 on guidelines for the preparation of minimum service Standards;
2. Regulation of the Minister of the interior in the number 24 year 2005 on the integrated service of one door;
3. The decision of the Minister for Administrative Reform number: 20/m. PAN/2006 regarding the preparation of guidelines on standards of public services;
4. Regulation of the Minister of the interior in the number 6 year 2007 about the preparation of the Technical Guidelines and the determination of minimum service Standards;
5. Government Regulation number 41 in 2007 about the Organization of The region;
6. The legislation of the Republic of Indonesia number 25 in 2009 about the public service;
7. The President of Republic of Indonesia Regulation No. 81 in 2010 About Bureaucratic Reform Grand Design 2010-2025;
8. Regulation of the Minister of State for Administrative Reform and reform of the bureaucracy is No. 20 in 2010 About Bureaucratic Reform Road Map 2010-2014;
9. Utilization of State apparatus Minister Regulation No. 12 in 2011, On Manual Setup accomplishing;

Based on the results of the study of the various problems of the implementation of the licensing services, particularly services permitting IMB, which appears on the background issues, encourage researchers to examine how reform implementation issues of the licensing of service bureaucracy in the Regency of Banyumas during this time, which in this article will focused on; How does the licensing of service bureaucracy restructuring aspects, how aspects of SOP and rearrangement, how Resource capability Enhancement aspects of the Reform as an attempt to improve the quality of service permissions IMB. Why this study only focused on the problems of the IMB, because ownership of IMB is technically and administratively has always been the main requirement for the management of the other permissions, in other words each person or institution that will do any investment permission management must be equipped with proof of ownership of IMB. Without evidence of ownership of a person or institution not IMB can probably take care of the license to carry out any business activities.

Location of research/study in the Regency of Banyumas, kept as a Regency in Central Java province, a strategic geographical location as the town of transits from the journey that comes from the bargain line which passes through the large cities of the South, such as; Jogja, solo, surabaya, Bandung and heading to Jakarta, and vice versa. Banyumas Regency also holds a variety of predicates: as a town of tourism, one of the famous tourist spots i.e., Baturaden; The city education with a variety of public and private Colleges; Shopping centers for the community that comes from some of the existing County and surrounding areas of Banyumas, because many shopping centers, such as; Mall, Supermall, Plaza Trade Center, etc. supported by dozens of state-owned enterprise and private banking facilities. A strategic position for the corporate world, then by the County

Government then offered as areas of Banyumas "opportunities and investment potential", with the Tagline "your satisfaction is our hope". But unfortunately lately has been appeared a wide range of issues related to the licensing effort included in it is a matter of Building permit (IMB). This interaction condition makes the author conclude as a research location. This research uses qualitative research methods, Moleong (2007: 6) qualitative research is research argued that intends to understand the phenomenon of what is experienced by the subjects of the research e.g., behavior, perception, action, etc., holistically, and by means of the description in the form of words and language, a special natural context and by utilizing a variety of natural methods. Methods of analysis using qualitative data analysis, according to Bogdan Biklen according in quotation by Moeleong (2007: 248), is an effort that is carried out by way of working with data, organizing data, choose into a manageable unit, synthesis, search and find patterns, find what is important and what is learned, and decide what can be told to anyone else.

B. Discussion

Discussion of the reform of service bureaucracy of licensing concentrated on three aspects of the study, each aspect of the study: how the implementation of the restructuring of the bureaucracy, how does the standard operating procedure for realignment and, how does the implementation of resource allocation in the apparatus.

1. The Deliberations of the Bureaucratic Restructuring Services Licensing

To obtain information that is complete, accurate and true about aspects of the restructuring of the bureaucracy, in the implementation of the restructuring of the bureaucracy further sub divided into three aspects, each sub aspects of the study are as follows: 1) Restructuring the bureaucracy insists on the strengthening of the authority publishing letters IMB; 2) Restructuring the bureaucracy with emphasizing on the Division of tasks and task descriptions; 3) restructuring of the bureaucracy with the Setup on the emphasizing coordination, then each of these aspects of the individual commandments themselves sub are discussed below.

1) Restructuring the bureaucracy Insists on the strengthening of the authority of Issuing building permit

Sedarmayanti (2010: 79) suggests that restructuring the bureaucracy is the Act of changing the structures that were not in accordance with the demands of the times and no longer effective in advancing the organization. Restructuring the bureaucracy can be meant as a realignment of activities against the order of the existing bureaucratic structure, but because of ineffective, unproductive and inefficient, bureaucratic restructuring through the activities intended to improve organizational performance service permissions. As an attempt to compose a bureaucratic structure of local governance are good, necessary to refer to the Government Regulation No. 41 in 2007, because the Government contains rules in the signs regarding the number and the level of organizational structure is expressly to the preparation of indicators – indicators that is used for calculating the eligibility score to a Department, agency, Office and technical institutions of the region. It should also pay attention to a lot of things including the causes of environmental changes both internal and external, as well as structuring organizational structure directed at strengthening the authority in decisions better. This statement is supported by Lubis (1987: 150) which posited:

Realignment of the organizational structure for decision making in organizations not too late and is capable of producing good decisions, too for making so that organizations can adapt appropriately to changes in the environment and reduce the number of conflicts that occurred between parts of the organization. To design an organization that is ready to accept the delegation, one of which can be done based on the Government Regulation number 41 in 2007 about the organization that governs the area. By Julie-Ann Amos (2002: 9) his delegation will allow: Give people the authority and responsibility, rather than just work and assignments, Giving people the chance to assume the responsibility, to make people think of suggestions and valuable input, develops people by taking their capabilities more corpulent than usual, let people learn from their own mistakes. The strengthening of the Organization carried out in the presence of delegations from Regent to the Licensing Agency's head of capital investment and service Licensing (BPMPP), which was formally established with the publication of Regulations 10 Number of Regent in 2010. Should realize that the possession of the authority are not the only aspects that are able to improve the quality of service permissions, but still many aspects and how to note in carrying out the restructuring of the organization. Dwiyanto (2011: 178-185) which held that the execution of the restructuring should be done in the following way: Through the simplification of the structure is in vertically as well as horizontally. Simplification of vertically is done by shortening the hierarchy of power, through delaying in the relationship between the units of the bureaucracy at the lower level (street-levels-bureaucracy) and a bureaucratic superior as well as the relationship between bureaucracy with citizenry.

Simplification of the structure of horizontally arranged through the separation of the working process of bureaucracy and power structure. Through the simplification of bureaucratic work process can also be done by changing the way the Government in distributing power in units of bureaucracy. Authority to resolve a Government Affairs should be given intact to a certain bureaucratic unit. At the regional level, each local government work unit (SKPD) should be given the authority that is intact and independent to manage a specific governmental affairs so that coordination between agencies and dependence in organizing an affair is not necessary anymore. Thus the reform roadmap must set the simplification of bureaucratic work process either vertically or horizontally so that the interaction between government agencies and citizens into a simple, easy and cheap. Based on the findings of the Court regarding the restructuring of the organizational service provider permission to erect a building in the District of Banyumas, and based on the results of the deliberations of the theory as well as the opinion of the experts. Furthermore it can be withdrawn under a temporary conclusion, namely the implementation of restructuring the bureaucracy steer on the strengthening of the authority of the bureaucracy can produce bureaucracy which has authority in the issuance of the letters IMB.

2) Restructuring the bureaucracy with emphasizing on the Division of tasks and Task Description.

Implementation of the restructuring of the bureaucracy should be able to produce a good division of tasks and the task description of firm and clear to every civil servant. To this end the implementation of the Division of tasks and task descriptions for the 56th service apparatus licenses should refer to Regulation 27-year Number Banyumas Regent 2010 governing translation tasks, functions and the work of BPMPP. Daft. R (2010: 5) that the structure of the organization contains:

(1) a set of formal tasks given at individual and the Department; (2) the formal reporting relationship, consisting of lines of authority, responsibility in taking decisions, the number of hierarchical levels, and coverage unit manager; and (3) the draft system to guarantee the creation of effective coordination between the Department's employees.

The opinion explains that any preparation of the ideal organizational structure in it is always to be found how tasks would be divided, who reports to whom, or how the overall work is well underway to realize the goals of the organization. From the support of the various theories can then deduce a conclusion while, namely restructuring of the bureaucracy that runs well can produce a clear division of tasks and the licensing service organization firmly in.

3) Bureaucratic Restructuring with emphasis on Coordination Arrangement

Organization Building Permit service providers in the running task can't be off with some Office-related, then, of course, that any implementation of the task can be run properly, should build a harmonious relationship, synergize with some of the related services, are able to carry out a good coordination in any implementation activities. Robbins (1996: 6) argued that the preparation of the organizational structure is to define how tasks would be divided, who reports to whom, and the mechanism of formal coordination and interaction patterns that will follow. Ernie Saefullah (2009: 154-155) coordination is the process of integration in the whole activity from various departments or sections within the Organization so that the goal can be achieved effectively. Based on the opinion of experts is aware that coordination is a process that regulates the implementation of activities in order to build a partnership between harmonis, integrated units of work that are present in an organization, or between work units that exist on other organizations, to achieve the goal of good and efficient.

For more effectiveness in good coordination between the implementation of the work units that exist within an organization or between different work units are present in other organizations, preferably there should be a limitation of the scope of the coordination that is clear and unequivocal, so as not to cross the line authority of each work unit that performs such cooperation. In order for the implementation of coordination can be really effective, the other must be determined based on the scope of their respective activities, should also be seen in the relationship between superiors and his subordinates or vertical relationships, as well as to be seen based on the nature of the relationship between the nature of a horizontal nature or equivalent. Based on the findings of the court regarding the implementation of the restructuring of the organization emphasize on coordination of activities on the rearrangement organization Building Permit service providers in the District of Banyumas. good coordination, based on the findings of field results and based on the study of the theory expressed by experts, if taken the conclusion then coordination is as understanding the unify process activities organized by individuals, groups, good parts contained on one organization or the other organization, which is bounded by the scope of the

firm and its clear, but coordination must also be run in both the vertical and horizontal level in the organization. Based on the results of the deliberations of the theory as well as the opinion of the experts, the further below can be drawn a conclusion while the restructuring of the bureaucracy can produce a good coordination of implementation. Results of the analysis of the task force and support the theory of the three aspects of the restructuring, further below is presented the outline of the research yield proposition three sub aspects of the restructuring of the bureaucratic aspects are as follows:

Formula of minor proposition 1:

"Restructuring of service bureaucracy has licensing authority in the issuance of the letters IMB, the existence of a clear division of tasks and firm, and presence of good coordination".

2. The Standard Operating procedures of Rearrangement

Jones, Gareth (2001: 49) stated standard operating procedure sense: "the written rules and standard operating procedures (SPO) and writing values and norm can help to behavior in the organization. The specialty how an employee is to perform his or her organization's role, and they set forth the tasks and responsibilities associated with that role". Less is more is the following, that: the standard operational procedures are part of the written rules that help to control the behavior of the members of the organization. SOP set way of working continuously in the performance of the duties and responsibilities of the organization. Ekotama (2010: 191) standard operational procedures; is a system used to make easy, please help, regulate and work, this system contains the sequence to do the work from beginning to end. About the benefits of the standard operating procedures by the presence in any organization, because of the operational procedures are standard reference implementation for the Clerk to finish his work, then it will provide convenience for the Clerk to finish his work based on the tasks and functions. If an error occurs, the result will also make for the officers to find the cause of the occurrence of the error. The benefits of the standard operational procedure in implementing the licensing service to the community, Dwiyanto (2011: 74) argues the standard operational procedures will make the process of service into a predictable, non-discrimination, and non-partisan. Rahmayanty (2010: 146) suggests there are at least nine benefits of the existence of Standard Operational procedures in the organization the organizers of public service, of course included in the service provider organization permission to erect the building, there are ninth benefits as follows:

- 1) Gives a guarantee to the public that the quality of service will be accounted.
- 2) Provide focused services to customers/citizens.
- 3) Becomes a means of communication between customers and service providers in an effort to improve services.
- 4) Become a tool to measure the performance of the service as well as a monitoring tool and employee performance evaluation.
- 5) For standardization so as to reduce errors and omissions.
- 6) Making staff more independent.
- 7) Increase accountability, creating a measure of performance, basic quality.
- 8) Clarify requirements and target jobs, provide a mechanism for the management of information in the formulation of the strategy.

Based on the findings of the Court concerning the standard operational procedure rearrangement in organizing Ministry Building permit and based on the results of the deliberations of the theory as well as the opinion of the experts, then this can be withdrawn under a proposition of rearrangement of bureaucratic procedures, operational standards of service permissions.

The minor proposition 2:

"Standard operational procedure rearrangement that is simple, clear, transparent implementation will make it easier for the licensing service IMB".

3. Apparatus Resources Rearrangement

In a discussion of resource allocation in this apparatus is divided in two aspects of the study, namely: Recruitment and placement, development. The next one by one discussed below.

1) Requirements and Placement

Research findings concerning the recruitment and placement of staff officers, or employees in the body of the named Capital and Service Permissions will then be discussed using the expert opinion, theory or concept in order to compile the results of the study in the proposition. With regard to the notion of recruitment and placement, staff officers or employee Irawan (1997) argues: recruitments are a process for obtaining qualifying personnel to work on a company or organization. To strengthen the understanding of the recruitment Hasibuan (2000: 40) argued: Recruitment as the process of getting a number of labors qualified to main office/work (product line and supporting) in the environment of an organization/company. Martoyo (2004: 21) argues that recruitment: is the attempt to obtain the proper amount of manpower to meet the needs of the workforce it needs in order to achieve the objectives of the organization. For employees who have the ability to match the need, according to Ruky (2006: 145-147) there are several ways that made in hiring employees or apparatus in this, namely:

- a) Looking from the inside, by using the following way; ask for help, looking for a long time employee of the archive, the announcement giving openly within the company.
- b) Looking from the outside, in ways as follows; advertise job, utilize the services of the local employment service Office, utilizing the services of the company, job seekers using consulting services, recruitment direct from campus, recruitment through professional organizations, recruitments through specific ways.

Two methods of recruitment agencies/officials are recruiting from within the Organization (internal), which include; job placement, job skills inventory, supply. Whereas the method of recruitment are from outside the Organization (external), include; from among educational institutions, the use of advertisement and the agent or Bureau of job seekers. After the process of recruitment of prospective employees or apparatus, the next process is the process of placing the apparatus into a job that has been established in accordance with the previous plan. The placement of the apparatus in any organization of any kind, be it a business or a public organizations largely determine the success of the Organization in the future. The placement of the apparatus is the first step for employees or apparatus to deal with the task. When placing the apparatus does not comply with the competencies, it will inhibit the activities process of the Organization and will also cause poor performance of the organization. While the placement of the Hariandja apparatus (2005) argues that the placement officer or apparatus: is the process of assigning a new position or charging or a different periodic term. Almost the same opinion also expressed by Mangkuprawiro (2004; 166) who suggested that the placement of the apparatus is an assignment employee or reassignment of the employee to a new job. In other words, the placement of the apparatus is a policy taken by the Chief or the personnel to determine whether a person is occupied or not occupy a position of particular positions. However, due to the increasingly great competition due to changes in technology and changes in the environment that so quickly have an impact on changes in every aspect of human life, be critical, be rational, as well as an effective and efficient manner. To respond to the conditions of each service provider's public organizations need resources that have the competence reform is good for every level or work unit, in order to be able to give excellent service.

2) Development Ability on resources Apparatus

Related program development or upgrade work the apparatus in the service permissions, can be done through various means, namely through formal education in college and through educational and Training institutions. But if only for developing or increasing the ability of the apparatus can work through a variety of education and Training (TRAINING) and Technical Assistance (BIMTEK) specifically for enhancing compliance with the field of duty. Hasibuan (2009: 69), argued: Employee development is an attempt to improve the technical, theoretical, conceptual, and employee morale needs a job or position through education and training. The reason behind their development resources apparatus can be done through various forms of training, according to Siagian (2006: 198) there are several reasons, among others are as follows;

- a) Because knowledge workers that need assurance, expiration employee knowledge and skills what happens when knowledge and skills are no longer in accordance with the "demands of the times".
- b) There is no denying that in the community is always changing, not only because of the development of science and technology, but also because of a shift in socio-cultural values. In order to still be able to compete, all employees- managerial functional, technical and organizational measures necessary to understand the changes that occur as well as being able to make the necessary adjustments as it follows the pattern of work, ways of thinking, ways of acting, patterns of behavior and in terms of technical ability.

The ability of a person's is capacity in working on a variety of tasks in his job. With the existing capabilities of the expected activities of the apparatus or the clerk will not stray far from the field of duty, so it is not a strange thing when organizations licensing service providers give hope to the apparatus to be able to hold service to the community as well. Data analysis is resulted from a study of the theory is reinforced with, so this may be formulated under a proposition research results. **Formula of minor proposition 3:** "Recruitment resource apparatus, apparatus placement in accordance with the competencies, skills and development in accordance with the field of duty will create professional apparatus".

4. Building Permit Service Quality

In the discussion of the theory of the sub cultural discussion consists of five (5) dimensions, the dimension of each other discussed one by one below. According to Davis and the Dwiyanto Goetsch (2002: 48) classified quality of service: as something dynamic, conditions related to the services/products, and human and environmental processes that meet or exceed expectations. From the side of the product, the quality can be defined as a function with a specific measurement variables vary according to the characteristics of the product. While from the side of the user, the quality is something that is desired. In this study the measurement of service quality IMB use the model developed by Parasuraman, Zeithami and Berry as quoted Tjiptono (2008: 95) fifth dimension, namely: the reliability, responsiveness, Empathy, Tangibles assurance. The fifth dimension of such research results individual shows good conditions, named)

- a) Reliability (reliability), related to the company/organization's ability to deliver services to accurately committing.
- b) Responsiveness (responsiveness), with regard to the willingness and ability of service providers to help our customers and respond to their requests immediately.
- c) Guarantee (assurances), with regard to knowledge and politeness of employees as well as their skills in fostering a sense of trust (trust) and customer confidence (confidence).
- d) Empathy (empathy) means that companies/organizations understand the problems its customers and act in the interest of the customer, as well as provide personal attention to our customers and have convenient hours of operation.
- e) Physical evidence (tangibles) with regard to physical appearance, facilities services, equipment/gear, good human resources.

From the results of the analysis of the description and the support of various theories or opinions from experts, then it can be concluded that the quality of services organized by IMB BPMPP Banyumas Regency has actually been pretty good. Based on the results of such a conclusion can be drawn, then a service quality proposition IMB. As follows: minor Proposition 4: With a good service facility conditions (physical/tangible evidence), was able to keep the promise (reliability), Quickly respond to the needs of the Community (Responsive), conducting reliable service (assurance), are able to understand the will of the people (empathy).

C. Conclusion

The implementation of service bureaucracy reforms aim to create licensing bureaucracy which disproportionately are able to improve the quality of service the building Permit, should pay attention to, among other things; According to needs or demands of society, planned or hard-wired, and every object or target and repair form should be rational and valid data are supported, refer to the policy or regulations, the existence of a professional TEAM, and support elites (political will) as well as community support. Look at the condition of service bureaucracy reform in the execution of IMB. Bureaucratic reform research service Building Permit (IMB) focusing on improvements or changes to aspects of the restructuring of the bureaucracy, are able to strengthen the position of the bureaucracy and has the authority to publish letters IMB, able to reduce the length of the process management, the hierarchy of IMB. Standard operational procedures, Setup generates the resulting of SOUP is simple, clear, easy to understand. SDA Setup is done through the recruitment of the apparatus, managed to fill any existing formation on individual or organizational unit structure with the apparatus which has the ability and experience in accordance with the duties and function. The upgrade work through training program according to the needs of each task field apparatus, capable of improving the quality of work of apparatus. Implementation of the reform of service bureaucracy of licensing in the BPMPP Regency of Banyumas, emphasized aspects of the recruitment bureaucracy, aspects and aspects of SOP Set up human resource is finally was able to improve the quality of service of the IMB.

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