

Public Satisfaction to District Integrated Administration Services (PATEN) at Bancak District, Semarang Regency

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Abstract

In the context of developing and optimizing the role of districts in regional autonomy through improving public services, it is expected that create equitable regional development and provide quality services and public satisfaction. Integrated District Administrative Services (PATEN) as a policy submitted to the district government to improve the quality of public services that must be according to the needs and satisfaction of the people in public service standards. Public satisfaction has been determined by 9 service elements as a measure of the quality of public services. Purpose of this research is to identify the PATEN given by Bancak District, Semarang Regency and satisfaction level of Bancak District people about PATEN in 2019. To achieve the purpose, this research used descriptive qualitative research methods. In achieving the quality-of-service performance at Bancak District cannot be separated from the constraints and efforts made to adjust to the requirements (substantive, administrative, and technical). Public satisfaction from the survey results based on 9 service elements in Public Satisfaction Index shows good service performance and good service quality (B) and also average of satisfaction index to services 3.242. The value of the public satisfaction index after converting is obtained 81.053 (satisfying). Suggestions for increasing public satisfaction include: policies on delegation of authority related to substantive requirements need to be added and reinforced, support and guidance of Human Resource personnel in implementing PATEN, coordination between work units, and PATEN implementers as a whole in charge of the main duties and functions of PATEN.

Keywords

Public Satisfaction; Service Quality; PATEN

INTRODUCTION

In order to respond to the dynamics of the development of local government administration towards good governance, it is necessary to pay attention to the needs and demands of the community in services. For this reason, the quality of public services needs to be improved by bringing services closer to the community as well as paying attention to regional geographic conditions and optimizing the role of the sub-district as the foremost regional apparatus in providing public services from several aspects both substantively,

administratively, and also implemented facilities and infrastructure.

The performance of public services has a huge influence on the quality of people's lives. Therefore, building a reliable public service management system is a necessity for regions if they want to improve the welfare of their citizens, it is not surprising that improving the quality of public services is one of the reasons for the government to decentralize the authority to provide public services to the regions. The handover of authority to administer public services will

become more responsive to the dynamics of the community in the region.

Regions are expected to continue to have initiatives in making service improvements, regional initiatives to improve public services of course must match the needs and according to with community satisfaction. The community has the right to provide input, correction, and improvement to services. This is what is called new public management, which has the characteristic that the authority lies with service officers and customers, emphasizing service that "touches the heart" and changing the vision and mission of the service. Furthermore, the concept has changed to a new public service which has the characteristics that the community is a shareholder so that services emphasize more on quality as a result of negotiating the interests of the community and government. The role of government is to serve as well as broker the interests of several groups of society. In this case, the government's position is a servant and an intermediary for the interests of several groups of society, in other words, the government's position as a public service provider change by being served to serve.

Realizing this, the Ministry of Home Affairs of the Republic of Indonesia issued Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 4 of 2010 concerning Guidelines for Integrated Administrative Services (hereinafter called PATEN; stand for *Pelayanan Administrasi Terpadu Kecamatan*) which was then followed up by Decree of the Minister of Home Affairs of the Republic of Indonesia Number 238-270 concerning Technical Guidelines for PATEN. PATEN is the administration of public services in the sub-district from the application stage to the publication stage of documents in one place (article 1 paragraph 5 Permendagri No.4 of 2010). PATEN is also a management

innovation in the context of bringing closer, easier, accelerating administrative services for licensing/non-licensing at the district level, especially for districts that are far from district/city government offices and difficult to reach due to geographical conditions and inadequate road infrastructure.

Implementation of PATEN as a form of delegation of part of the regent's authority as the holder of regional autonomy to the Head of District and aims to improve the quality of services to the community by involving community participation. In realizing a public service system in order to meet community satisfaction, public/community service providers must periodically improve service management by conducting community satisfaction surveys with 9 indicators of Community Satisfaction Index (IKM) as in Permen PAN and Bureaucratic Reformation RI Regulation number 14 of 2017.

Organizing organizations are obliged to carry out public services according to the objectives of the establishment including quality of services, management of public complaints, management of information, internal supervision, outreach to the public and consultation services. The quality of public services according to Pasolong (2010: 132), service quality is basically a word that has a relatively abstract meaning, quality can be used to assess or determine the level of adjustment of something to the requirements or specifications are fulfilled. It means that the quality of a thing in question can be said to be good. Conversely, if the requirements are not fulfilled, it can be said to be theoretically not good. The purpose of public service is basically to satisfy the community at the sub-district or other designations which are the work area of the head of district as regency/city apparatus.

According to Article 1 clause 5 of the Regulation of the Minister of Home Affairs Number 4 of 2010, the PATEN, is the implementation of public services in the districts from the application stage to the issuance stage of documents in one place.

PATEN is a management innovation in the context of bringing closer, easier and accelerating administrative services for licensing /non-licensing at the district level, especially for districts which are far from Regency/City Government Offices and are difficult to reach due to geographical conditions and inadequate road infrastructure.

To make the PATEN program a success, the Government has also published, covers:

1. Kepmendagri RI No.138-270/2010 concerning Technical Guidelines for PATEN;
2. Circular of the Minister of Home Affairs Number 100/121/PUM dated 3rd of February 2009 about Strategic Efforts to Improve Public Services in Regions; Minister of Home Affairs Circular of Republic Indonesia, Number 318/312/PUM dated February 28, 2011 about Implementation of PATEN;
3. Circular of the Minister of Home Affairs No. 138/113/PUM dated January 13, 2012 about the Acceleration of the Implementation of PATEN in the regions.

District can provide information system. The Regent/Mayor determines the districts that have fulfilled the requirements for administering PATEN. The determination of the district as the organizer of PATEN is carried out by a Regent/Mayor Decree. The Regent/Mayor forms a PATEN Technical Team, stipulated by a Regent/Mayor Decree. The PATEN Technical Team has the following duties:

1. Identifying the authority of the Regent/Mayor regarding administrative services delegated to the head of district;

2. Officials administering PATEN carry out service management in a transparent and accountable manner. The cost of administering PATEN is charged to The Regional Revenue and Expenditure Budget, it is an inseparable part of the district work plan and budget.

In the event that the implementation of PATEN generates revenue, the officer is obliged to make a deposit to the regional treasury. The Regent/Mayor shall provide guidance and supervision in the implementation of PATEN, covers:

1. To administer part of the delegated powers of the Regent/Mayor;
2. Providing definite, easy, fast, transparent and accountable services;
3. Implementation of other duties assigned to the Head of District. Coaching and supervision can be delegated to the PATEN Technical Team. Delegations are made in writing. The results of the guidance and supervision are conveyed by the Regent/Mayor to the Governor with a copy to the Minister c.q Director General in charge of general government that every service recipient is provided with easy access to information.

The community participates actively in organizing PATEN. Participation can include:

1. Participate in setting service standard;
2. Provide input in the process of service delivery;
3. Fulfill all requirements on the time of requesting service.

All Districts are stipulated as PATEN organizers no later than 5 (five) years since the enactment of this Ministerial Regulation (January 2010). In fact, this Permendagri is the spirit of how to serve, containing many values/spirits towards good governance. As an institution, it brings services closer to the community, the district becomes a service node. The district works systematically, plans, implements and sees or evaluates.

The Ministry of Home Affairs has also issued more detailed guidelines for the implementation of PATEN through Kepmendagri RI No. 138-270/2010 about Technical Guidelines for PATEN.

Various policies have been taken by the Government to improve this public service delivery. However, in objective reality there are still various problems and challenges, including:

1. There are no incentives/disincentives for the implementing regions;
2. There is no kind of "sanction" in the regulations governing it;
3. The PATEN policy has not been attractive to regional promotions or regional heads, there is no "instant" evidence yet;
4. Trapped in "business as usual" without public service innovation (there are many other things that grab attention);
5. There is no detailed guidance yet on what things can be delegated.

The delegation of authority should take into account the typology of the district, and be based on the scale, type, duration, impact, level of responsibility, and the amount of retribution. The objective reality shows one problem, it's the strengthening of the elements of subjectivity in service delivery. This is indicated by the increasing prevalence of discrimination in services based on elements of subjectivity such as friendship, ethnicity, political affiliation, equality of profession (fellow civil servants), and religion.

In the implementation of basic services, regions must develop a service system that is just, efficient, responsive, accountable, and participatory. Regions must be able to provide services that are easily accessible to all citizens regardless of their subjective characteristics, be able to respond to citizens' needs, and which are implemented

in a participatory manner and according to the norms prevailing in society.

In realizing a public service system, the Regions must develop public service management that allows for continuous improvement. Therefore, the management of public services must guarantee the right of citizens to convey their aspirations, complaints, and suggestions for improvement (local voices) and make this an important part of improving performance and public accountability.

To encourage continuous improvement in service management, regions need to be encouraged to periodically evaluate the performance of public services by, include, developing a user satisfaction index. The Regional Ombudsman Institution can be used as a mediation institution for solving problems and conflicts that occur between user citizens and public service management. Regions need to encourage the service bureaucracy to develop notices or service contracts that govern proportionally and equally the rights and obligations of service providers and users. Notices or service contracts can be an easy and simple tool for citizens to supervise service delivery practices. For organizers, the existence of service announcements is important because it can serve as a guide for them to deliver the services they promise.

Optimizing the role of the district in community services is an answer to the importance of access and service quality. This is more evident in the strategic environmental conditions and situations of the districts which are evident in the condition of the area which is geographically far from the capital city so that it is vulnerable to control, distance, development infrastructure and unreached transportation facilities. Bancak District is one of 19 districts in Semarang Regency which was formed based on the

Government Regulation of Republic of Indonesia No. 18 of 2001 about the formation of the Bancak District, the working area of the Bancak District includes 9 villages, including: 1) Bancak, 2) Wonokerto, 3) Boto, 4) Jlumpang, 5) Bantal, 6) Plumatan, 7) Rejosari, 8) Lembu, and 9) Pucung.

The PATEN is held to make the district as the center of community service for the district level regional apparatus organization, which is geographically seen as more effective and efficient at the district level. Administrative services, which are service tasks in the district office, integrate all types of administrative services for licensing and non-licensing, including: Identity Card (KTP), Family Card (KK), Building Construction Permit (IMB), Disturbance Permit (IG), Letter of Transfer, Introduction to Deed, Introduction to Marriage, Introduction to SKCK, Introduction to Jamkesda, and other legalizations.

Based on the background of the problem as described above, the researchers formulated problems, including:

1. How is the PATEN at Bancak District, Semarang Regency in 2019?
2. To identify and analyze what extent is the level of community satisfaction to PATEN at Bancak District, Semarang Regency in 2019?

While the objectives of this research are to:

1. Analyzing the PATEN provided by Bancak District, Semarang Regency in 2019;
2. Identify and analyze what extent the level of community satisfaction to the PATEN provided by the Bancak District, Semarang Regency in 2019.

RESEARCH METHOD

This research used a combination of doctrinal and non-doctrinal approach

(sociolegal research), it is a combination of qualitative and quantitative research to determine the index of community satisfaction of PATEN in Bancak District, Semarang Regency.

This research was done at the Bancak District, Semarang Regency in April-May 2019. The object of this research is the PATEN in the licensing and non-licensing services. The population of this research were people who need PATEN in Bancak District, Semarang Regency. Because of the large number of respondents who taken as the sample, the sampling technique for the community was used purposive sampling technique.

The subject of this research was the people who used the PATEN, the number of respondents was 100 respondents of the people using PATEN in the Bancak District, Semarang Regency on the types of licensing and non-licensing services including: Identity Card (KTP), Family Card (KK), Building Construction Permit (IMB), Disturbance Permit (IG), Transfer Certificate, Introduction to Deed, Marriage Introduction, SKCK, Jamkesda, and Legalization as measured by the Customer Satisfaction Index (CSI).

The type of data needed in this research was primary data obtained from respondents regarding people satisfaction with the 9 elements of service in the PATEN in Bancak District, Semarang Regency with survey participatory observation techniques. According to Wignyosoebroto (1997: 270-291) that the primary and secondary data collected in the field are completely processed and analyzed by steps: editing, coding, creating categories for answer classification, calculating frequency, tabulation, tables as a data analysis framework.

In data collection techniques obtained from respondents related to the quality of the implementation of PATEN, it was the

Table 1. Perception Score, CSI Interval and CSI Interval Conversion

No.	Interval Score	CSI Conversion	Service Quality	Performance of Service Unit
1.	1,00-1,75	25,00-43,75	D	Not Good
2.	1,75-2,50	43,16-62,50	C	Lack of Good
3.	2,50-3,25	62,51-81,25	B	Good
4.	3,25-4,00	81,26-100,00	A	Very Good

Table 2. Service Elements

No.	Service Elements	Score
1.	Service requirements	
2.	Service procedures	
3.	Speed of service	
4.	Fairness of service costs	
5.	Suitability of Service Products	
6.	Ability of service officers	
7.	Courtesy and friendliness of officers	
8.	Availability of Service Notices	
9.	Handling of Service User Complaints	

source of data from people who were directly involved/informants in activities as research subjects using interviews, it was from speech and behavior related to PATEN implementation activities in Bancak district carried out by secretary, head of general and civil service sub-division and staff of PATEN officers in the Bancak district office, Semarang Regency.

Interviewing as a data collection technique, if the researcher wants to conduct preliminary research to find problems that must be researched, and also if the researcher wants to know the things of the respondent more deeply and the number of respondents is small (Sugiyono, 2011: 137). Interviews conducted by researchers with interview respondents (see appendix 2 interview guide) interview techniques in the form of interviews with informants to find existing data about PATEN in Bancak District.

In this research, the data analysis technique was done using the Customer Satisfaction Index (CSI) score which is

calculated using the "weighted average score" of each service element. In the calculation of the CSI, there are 9 elements or indicators studied, each service element has the same counterweight as the following formula:

$$\text{Weighted average} = \frac{\text{total weights}}{\text{total of elements filled}} = \frac{1}{9} = 0,11$$

To obtain CSI for services, it's used the weighted average value approach with the following formula:

$$\text{CSI} = \frac{\text{total score per elements}}{\text{total of elements filled}} \times \text{Weighted Score}$$

In order to facilitate the interpretation of the CSI score, which about 25-100, the results of the above assessment are converted to a base score 25, with the following formula:

$$\text{CSI Score of Service Unit} \times 25$$

The results of the above calculations are categorized as follows table 1.

Table 3. Large of Area Details of Each Village

Village	Land Usage			Large of Area	
	Farming		Non-Farming		
	Rice Fields	Non-Rice Fields			
001	Pucung	223,68	392,73	74,34	690,75
002	Rejosari	318,64	204,45	113,88	636,97
003	Lembu	45,41	199,97	175,44	420,82
004	Plumutan	62,58	312,69	289,79	665,06
005	Bantal	56,55	35,90	220,37	312,82
006	Jlumpang	79,79	76,03	106,92	262,74
007	Bancak	92,78	229,60	234,78	557,16
008	Wonokerto	169,64	83,51	107,94	361,09
009	Boto	137,63	55,85	283,65	447,13
Total		1.186,70	1.590,73	1.607,11	4.384,54

Table 4. Data of Administration Area

Village	Total			Total of People			
	Hamlet	RW	RT	Male	Female	Total	
001	Pucung	7	7	33	1.123	1.134	2.257
002	Rejosari	11	9	26	1.969	1.990	3.959
003	Lembu	7	7	16	1.050	1.048	2.098
004	Plumutan	6	2	15	1.427	1.499	2.926
005	Bantal	5	3	13	1.079	1.007	2.156
006	Jlumpang	5	4	8	614	658	1.272
007	Bancak	7	13	26	1.795	1.809	3.604
008	Wonokerto	5	5	18	1.328	1.325	2.653
009	Boto	7	7	14	1.430	1.386	2.816
Total		60	57	169	11.815	11.926	23.741

FINDINGS AND DISCUSSION

Description of Research Object

This research was conducted in Bancak District, Semarang Regency, which is one of the Regional Apparatus Organizations as a regional technical implementer who has a specific work area and is led by a head of district. The district head is under and is responsible to the regent through the regional secretary. The main duties and functions of the District Head in carrying out general government duties as mandated in the Regional Regulation of Semarang

Regency Number 21 of 2016 about the Formation and Composition of Regional Apparatus of Semarang Regency are that the District Head has the task of carrying out general government affairs, empowering the community, and carrying out government affairs delegated by regent to District Head.

The organizational structure of the district government according to Semarang Regency Regional Regulation Number 21 of 2016 about the Formation and Composition

Table 5. Population Data by Occupation

No	Occupation	Male	Female	Total
1	No Job	2.978	2.758	5.736
2	House Wife	0	1.106	1.106
3	College	1.391	1.101	2.492
4	Ex Civil Servant	49	22	71
5	Civil Servant	85	58	143
6	Nation Army	6	0	6
7	Police	6	1	7
8	Trade	29	91	120
9	Farmers/Planters	3.530	3.937	7.467
10	Fishermans/Fish Farmers	3	0	3
11	Industry	0	1	1
12	Transportation	3	0	3
13	Employee	869	977	1.846
14	BUMN Employee	4	1	5
15	Honorary Employees	6	8	14
16	Freelancer Employees	680	450	1.130
17	Farm Worker	53	36	89
18	Fisherman Labor	1	0	1
19	House Helper	0	15	15
20	Bricklayer	3	0	3
21	Carpenter	1	0	1
22	Tailor	0	1	1
23	Journalists	1	0	1
24	Teacher	21	46	67
25	Doctor	1	0	1
26	Midwife	0	7	7
27	Nurse	0	3	3
28	Driver	5	0	5
29	Traders	3	2	5
30	Village Officers	28	7	35
31	Head of Village	1	1	2
32	Self-Employee	2.056	1.297	3.353
33	Others	2	0	2
Total		11.815	11.926	23.741

of the Regional Apparatus of the Semarang Regency is as follows:

- a. Head of District;
- b. District Secretary;
- c. Governance Section;
- d. Villagers Development & Empowerment Section;

- e. Public Welfare Section, General Peace and Order Section;
- f. Functional Group.

Historically, Bancak District is one of 19 districts in Semarang Regency which was formed based on Government Regulation Number 19 of 2008 about Districts. Geographically, Bancak District is located at

an altitude \pm 400 m above sea level, with an average air temperature of 23-24 degrees Celsius, and rainfall of 3,104 mm and 103 rainy days. The total area of the districts is \pm 4,384.55 Ha. The boundaries of the Bancak District are:

North side : Bringin and Boyolali District
 East side : Boyolali Regency
 South side : Suruh District and Pabelan District
 West side : Bringin District and Pabelan District

The area of Bancak District is 4,384.55 Ha, with details as listed in Table 3. Bancak district at an altitude of approximately 400 m above sea level, with an average temperature of 23-24 degrees Celsius, and rainfall of 3,104 mm and 103 days of rain.

Vision, Mission and Policies of Bancak District

The vision of Bancak District is adjusted to the Regional Apparatus Vision which is a description of the direction of development or future conditions that the regional apparatus wants to achieve through the implementation of tasks and functions within the next 5 (five) years. The vision of Bancak District for 2016-2021 is: "The realization of the Professional Performance of Bancak District Regional Apparatus Organizational Apparatus with the Support of Reliable Human Resources in Excellent Service to the Community, in order to Support the Affirmation of MATRA in Semarang Regency, that is (Maju, Mandiri, Tertib, dan Sejahtera (MATRA II) or Developed, Independent, Orderly and Prosperous.

Likewise, the Mission of the Bancak District, it's adjusted to the mission of the Regional Apparatus which is a general formula about the efforts to be carried out by the regional apparatus to realize the vision. To realize this vision, the missions to

be carried out by the Bancak District Office are:

- a. Increase the reliable and professional performance of the Bancak District Apparatus according to their main duties and functions;
- b. Increase the development of village government, especially in the field of government management and financial management and organization;
- c. Increase the development of national unity, security and public order;
- d. Increase people empowerment in village development;
- e. Increase the fostering of harmony between religious communities, sports and arts, women's empowerment and social issues;
- f. Increase excellent service to the people.

The mission is further elaborated through programs and activities contained in the Regional Development Activity Plan (RKPD) which is then outlined Budget Activity Plan (RKA) of in the Bancak District, which is expected to increase welfare, the quality of life of the community, and encourage the realization of a democratic Semarang Regency people and the realization of good governance.

Motto of the Bancak District: "BANCAK SIGAP"

- B : Bersih (clean area)
 AN : Aman (secure)
 CAK : Cakap (competent)
 S : Semangat (passionate)
 I : Inovatif, (innovative)
 G : Giat (enterprising)
 A : Aktif (active)
 P : Profesional (professional)

Implementers of PATEN are officials who are tasked with and responsible in a structured manner include: the district head, the district secretary, the head of the General and Civil Service Sub-division, the Head of Governance, and the Head of

People's Welfare in this research act as informants.

The details of the duties of the Bancak district employees who became informants in this research were:

- a. Head of Bancak district as the person in charge of the activity (Informant 1). Head of Bancak District is in charge of organizing general government affairs of community empowerment, and carrying out government affairs delegated by the regent to the head of district.
- b. Secretary of the Bancak District as PATEN administration administrator and is responsible to the head of bancak district (Informant 2). The district secretariat is tasked with carrying out some of the head of district's duties in the areas of planning, general administration, personnel administration, and district financial management.
- c. The Head of Sub-Division of General Affairs and Personnel of Bancak District is responsible to the District Secretary (Informant 3). The general and civil service sub-division is in charge of carrying out some of the secretariat duties in the field of general administration and personnel administration.
- d. PATEN Service Officer (Informant 4). Job descriptions to assist the Head of Governance in the field of duties:
 - 1) Prepare and make an inventory of social institutions in Bancak District;
 - 2) Prepare materials for community institution development;
 - 3) Prepare administration/materials for ID-card services and Family Card;
 - 4) Receiving the application, correcting the introduction of making KTP and KK;
 - 5) Making/recapitulating reports on the results of making ID-Card and Family Card;
 - 6) Prepare data, create and administer population reports;
 - 7) Prepare materials for instructional development;
 - 8) Delivering suggestions, suggestions and opinions to superiors;
 - 9) Carry out other duties on the orders of superiors.
- e. PATEN Service Officer (Informant 5). Job description: help Head of People's Welfare:
 - 1) Implementing the work program of the People's Welfare section;
 - 2) Carry out administration services for Marriage, Divorce, Referral (NTCR) Affairs;
 - 3) Facilitating social/community organization activities;
 - 4) Carry out guidance and facilitation of services in the fields of religion, education, public health, family planning, women's empowerment, sports and the young generation;
 - 5) Carry out the administration of the activities of the Social Welfare Section;
 - 6) Delivering suggestions, and opinions to superiors;
 - 7) Carry out other duties on the orders of superiors.

Integrated Administrative Services (PATEN) in Bancak District

PATEN in Bancak District is carried out by the Head of Bancak district based on the Regulation of the Minister of Home Affairs of Republic of Indonesia Number 4 of 2010 about Guidelines for (PATEN and the Decree of the Regent of Semarang Number 081/0818/2013 about the Determination of Districts as Implementing PATEN. Implementation of PATEN must fulfill

substantive, administrative and technical requirements.

The substantive requirements include: delegation of a portion of the regent/mayor's authority to the district head, which includes the areas of licensing and non-licensing which fall within the scope of PATEN. The delegation is stipulated by the Semarang Regent Regulation by taking into account the efficiency and effectiveness of service delivery.

Administrative requirements include: service standards and job descriptions of district personnel.

- a. Service standards, including: types of service, service requirements, service processes/procedures, officials responsible for services, service time; and service fees;
- b. Service standards are carried out according to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of Republic Indonesia Number 15 of 2014 about Public Service Standards, and job descriptions of district personnel are regulated by Semarang Regent Regulation Number 52 of 2016 about Organizational Structure, Position, Main Duties and Organizational Functions of Regional Apparatus Semarang Regency.

Technical Requirements Include:

- a. Facilities and infrastructure: registration counters/desks, file processing places, payment places, document submission places, data and information processing places, complaint handling places, picket places, waiting rooms, and other supporting devices;
- b. Technical implementers (Civil Servants in District): information officers, counter/file recipient officers, computer operator officers, cash holding officers, and other officers as needed.

This is according to the following interview results:

"PATEN in Bancak District is implemented based on Law Number 25 of 2009 about Public Services, Permendagri RI Number 4 of 2010 about Guidelines for PATEN. Kepmendagri No. 138-270 of 2010 about Technical Guidelines for Implementing PATEN," and Decree of the Regent of Semarang Number 138 of 2016 about the Delegation of Part of the Authority of the Regent to head of district in Semarang Regency" (Informant 1, 14-04-2019).

"Substantially, PATEN is implemented according to the Delegation of Part of the Authority of Regent to District Head in Semarang Regency as stated in the Decree of Semarang Regent Number 138 of 2016" (Informant 1, 14-04-2019).

"Administratively, it's implemented according to the SOP (each section makes SOP according to the main duties and functions) and job descriptions of each employee, we also make a Decree of the Bancak District PATEN Organizing Team, and technically, adequate resources are provided from infrastructure, officers and IT" (Informant 1, 14-04-2019).

"Substantively it's carried out according to the delegation of authority from the regent to district head, administratively it has been carried out according to standard operating procedures that have been made, complete with staff job descriptions and certificate of PATEN Organizing Team, technically there are infrastructures" (Informant 2, 17-04-2019).

"It is regulated by a Regent's Decree, a Standard Operating Procedure is made, there is a description of the duties of the

Table 6. Delegation of a Part of the Regent's Authority to the District Head in the Licensing Sector

No	Job Object	Building Permit	Disturbance Permit
1.	Home Industry	until 250 m ²	until 400 m ²
2.	Poultry	until 150 m ²	until 250 m ²
3.	Fishery	until 90 m ²	until 150 m ²
4.	General and Special Transportation	until 150 m ²	until 250 m ²
5.	Restaurant	until 150 m ²	until 250 m ²
6.	Salon	until 60 m ²	until 100 m ²
7.	Shops (Traditional)	until 60 m ²	until 100 m ²
8.	Workshops	until 60 m ²	until 100 m ²
9.	Trade	until 60 m ²	until 100 m ²
10.	Collecting used goods	until 150 m ²	until 250 m ²
11.	Rice Mills	until 250 m ²	until 250 m ²
12.	Boarding House	until 150 m ²	until 250 m ²
13.	Office	until 90 m ²	until 150 m ²
14.	Rental Game/Playstation	until 60 m ²	until 100 m ²
15.	Rental Video Compact Disc (VCD/DVD)	until 60 m ²	until 100 m ²
16.	Internet Cafe	until 60 m ²	until 100 m ²

staff, there are officers and adequate equipment" (Informant 3, 25-04-2019).

The scope of PATEN in Bancak District, Semarang Regency includes certain licensing fields stipulated by the regent, and non-licensing services which are the obligations of the districts which are in the main tasks and functions of the General and Civil Service Section, Governance Section, Development Section, Community and Village Empowerment, Section People's Welfare, Peace and Public Order Section, which is coordinated by the District Secretary. Data on the types of services served in PAWN in the District according to the results of observations in research are as follows table 6.

Non-Licensing Services

Non-licensing services that fall within the scope of PATEN in Bancak District include:

- 1) Legalization of Family Cards (KK) and Identity Cards (KTP)
- 2) Certificate of Resettlement within the district area
- 3) Legalization of proposals submitted by the community includes:
 - a) Proposal for Social Assistance and Education;
 - b) Proposal for Religious Assistance;
 - c) Proposal for Development Assistance;
 - d) Proposal for Youth and Sports Assistance;
 - e) Proposal for Business Capital Assistance;
 - f) Poor Certificate;
 - g) Introduction to Police Record Certificate (SKCK);
 - h) Introduction to Research Survey Recommendations;
 - i) Introduction to Crowd Permits;
 - j) Introduction to NTCR Recommendations (Marriage, Divorce, Divorce and Reconciliation);

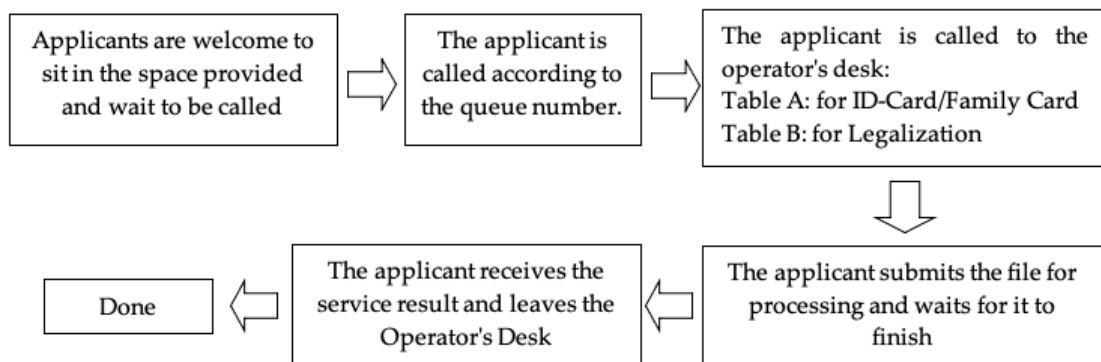


Figure 1. PATEN Service Flow (According to Permendagri No.4 of 2010).

Information:

- 1) The applicant enters and takes the queue number at the Reception Desk; Queue A: for ID-Card/Family Card, Queue B: for legalization;
- 2) The applicant is allowed to sit in the seat provided and wait to be called;
- 3) The applicant is called according to the queue number;
- 4) The called applicant goes to the Operator's Desk; Table A: for ID-Card/Family Card, Table B: for legalization;
- 5) Applicant submits files for processing and waits for completion;
- 6) The applicant receives the service result and leaves the Operator's Desk;
- 7) Done.

- k) Legalizing Introduction to the Establishment of Business Groups, Cooperatives and other Legal Entities;
- l) Certificate of Inheritance;
- m) Boro-Kerja Certificate;
- n) Introduction to Civil Registry Deed;
- o) Marriage Dispensation;
- p) Introduction to Bank Credit Register;
- q) Recommendations for Establishing Art Groups, Art Galleries; and
- r) Certificate and other recommendations required by the community.

This is also according to the informant's statement as follows:

"PATEN in Bancak District includes licensing services delegated by the regent to district head, and non-licensing officers in each section" (Informant 3, 16-05-2019).

"PATEN in Bancak District consists of 16 types of permits, and 18 types of non-licensing" (Informant 2, 14-05-2019).

"There are two types of PATEN in Bancak District, licensing and non-licensing, for licensing has been determined by the Regent with a decree, non-licensing is the main function of each section" (Informant 5, 08-05-2019).

PATEN in Bancak District is also implemented according to service standards, as regulated in Permenpan RB RI Number 15 of 2014 about Public Service Standards. This is according to the following interview results:

"Service standards are measures that are imposed in the provision of services that must be adhered by service providers and/or service recipients. For Bancak District, Service Standards refer to Permenpan RB RI

Table 7. Service Facilities of PATEN

No.	Type	Size p x l x t	Total	Information
1.	Work desks	140x70x75 cm	5 unit	Fulfilled
2.	Work Chairs	50x50x45 cm	10 unit	Fulfilled
3.	Counter Tables	220x50x120 cm	3 unit	Fulfilled
4.	Informa tables	220x50x132 cm	1 unit	Fulfilled
5.	Filling Cabinet	47x62x132 cm	8 unit	just 1 unit
6.	Meeting tables	300x80x75 cm	3 unit	Fulfilled
7.	Meeting Chairs	60x50x70 cm	10 unit	Fulfilled
8.	PC and printer	Pentium 4	3 unit	Just 2 unit
9.	Waiting room chairs	Chain Chair	3 unit	Fulfilled
10.	Filling cabinets	300x40x180 cm	2 unit	Just 1 unit
11.	Dispensers	According to the needs	2 unit	Fulfilled
12.	Information Boards	According to the needs	1 unit	Fulfilled
13.	Trash Cans	According to the needs	6 unit	Fulfilled
14.	Suggestion Box	According to the needs	1 unit	Fulfilled
15.	etc	According to the needs	x*)	Fulfilled

Number 15 of 2014 about Public Service Standards" (Informant 3, 25-04-2019).

"Service procedures have been prepared in the form of SOP (Standard Operational Procedures), in addition to making it easier for orderly services to be implemented according to the flow of the service process" (Informant 2, 10-04-2019).

Environmental Comfort

The building and service room of Bancak District are arranged and built in such a way as to make officers feel comfortable and easy in providing services, and the service user community also feels comfortable while waiting for their services to be processed to completion, so that they feel satisfied and their needs for the services provided they can get as expected. This is according to the observation in the PATEN room, Bancak District.

Certainty of Service Schedules

The service schedule is carried out according to the working hours determined by Semarang Regency Regional Civil Service Agency, it's Monday to Thursday 07.15 WIB to 15.30 WIB, and Friday from 07.00 to 11.30 WIB. This is according to the following interview:

"Certainty about service schedules that are adjusted to the working hours set by Semarang Regency Government (in this case BKD)" (Informant 3, 25-04-2019).

Service Speed

Service time is contained in the Standard Operating Procedure (SOP) for each type of activity (service). This is according to the following interview:

"The time for completion of services in Bancak District is according to SOP, unless there are technical problems such as damage to infrastructure or disrupted internet networks, especially for population administration services, it may take a little longer than SOP". and there is certainty about the service

Table 8. Officers Data of Bancak District

1) Position Criteria		
No	Information	Total (People)
1.	Echelon III a	1
2.	Echelon III b	1
3.	Echelon IV a	4
4.	Echelon IV b	2
5.	General Functional Staff	10
Total		18

2) Stratification		
No	Strata	Total (People)
1.	Strata IV	1
2.	Strata III	9
3.	Strata II	7
4.	Strata I	0
5.	PTTD	1
Total		18

3) Education		
No	Education	Total (People)
1.	Postgraduate (S2)	1
2.	Bachelor (S1)	6
3.	Diploma	3
4.	Senior High School	8
5.	Junior High School	0
6.	Elementary School	0
Total		18

schedule adjusted to the working hours set by Semarang Regency Government (in this case the BKD)" (Informant 5, 05-05-2019).

"All service fees are free except for BIB (there is a fee) according to Perda No. 3 2012 on certain permits, the money is directly deposited to the Regional Treasury by the service applicant, so we do not coordinate" (Informant 2, 10-04-2019).

"For Service Products, which will be accepted according to the provisions stipulated by law, for example ID-Card and Family Card according to Law

Number 24 of 2013 about Population Administration Services, so we do not make our own products, but according to applicable regulations" (Informant 2, 10-04-2019).

"All services are free of charge, because all of them have been funded by the government through the APBD as stated in Bancak District Budget Implementation Document (DPA)" (Informant 3, 15-05-2019).

PATEN's facilities and infrastructure in Bancak District are quite adequate. This is according to the results of observations either directly or through the data in the

treasury archives of the Bancak District as follows table 7.

This is also according to the following interview:

"I think the service facilities and infrastructure are quite adequate, unfortunately the internet connection in Bancak District is often slow so that the service is sometimes slow, not because intentional but because of technical problems" (Informant 5, 05-05-2019)

The ability of service officers

Bancak district employees are assigned tasks by considering the abilities of each employee in terms of their background and level of education and skills training that each employee has received.

Based on the results of observations, the researcher has done on the object of research, the number of Bancak District Employees, which was originally 21 people, reduced by three to only 18 people due to retirement and transfer, so that to implement PATEN in Bancak District, Semarang Regency, Resources Humans who are aimed to support the effectiveness of PATEN and also aimed to increase stakeholder satisfaction with the number of existing employees. The Human Resources data that the researcher gets from observations are as follows table 8.

This is also according to the results of the interview, as follows:

"Human resources in Bancak District who handle services, (especially regarding their competence), service providers must be placed appropriately based on the knowledge, expertise, skills, attitudes and behaviors needed, but in Bancak District, they must be able to optimize existing employees, because of the number of employees. In terms of quantity it is still

lacking, in terms of quality it also needs to be improved (Informant 1, 05-05-2019).

In order to implement the PATEN so that it can run optimally according to the demands of the community and the prevailing laws and regulations, especially those related to public services, the Bancak District Government has carried out various strategic policies, include, by submitting applications for the construction of representative district buildings. Apart from that, it also proposes a budget request for the construction / procurement of capital expenditures to improve facilities and infrastructure in the form of a PATEN backdrop, as well as an additional budget for PATEN activities, although for routine operational budgets only a budget allocation of IDR 12,000,000 is received.

This is according to the following interview results:

"The policy of Bancak District Government in implementing PATEN includes proposing the construction of Bancak District Building in 2016, and the proposal was accepted by the Regent of Semarang, in early 2017 its use was formalized by the Regent of Semarang. Initially, Bancak District Building did not fulfill the requirements of good comfort, for service users as well as for officers / employees working in Bancak District. In addition, in 2017, Bancak District Government also proposed a PATEN backdrop budget of IDR 100,000,000 (one hundred million and realized), so that PATEN buildings and service rooms were realized, as today"(Informant 1, 10-05-2019).

"The special budget for PATEN activities is relatively small, which is only Rp.

12,000,000 per year" (Informant 1, 10-05-2019).

Based on the research data that the researcher has done from observations, interviews and document studies in Bancak District, there are several obstacles faced by Bancak District in implementing PATEN: substantively; the delegation of authority granted by the regent to head of district in the field of licensing services is still very limited.

Administratively; SOP that have been made have not been well documented, so they cannot be optimally guided by officers, human resources are less skilled and staff job descriptions are not fully able to support services, there are still double duties and functions due to staff shortages, and the budget for PATEN operations is very minimal.

Technically, existing facilities and infrastructure are still inadequate, especially regarding the smooth use of Information Technology, internet connection in Bancak District are often slow, and maintenance costs for infrastructure are relatively minimal. This is according to the following interview:

"There are several obstacles in the implementation of PATEN in Bancak District, consisting of Substantive, Administrative and technical constraints. Substantive constraints are the limited transfer of authority from the regent to the district head who has not fully considered the geographical location of the area, there are services that have been transferred to the district, but there are still many which has not been delegated to the district so that the community still has to go to the regency if there are certain interests that cannot be served in the district. Administrative constraints in the form of Standard Operating Procedures that have

not been well documented, so that the SOP as a guide in services cannot be used optimally. Technically, I think it is more related to the internet network in Bancak District which is often difficult and inadequate facilities and infrastructure, infrastructure that is often damaged, maintenance costs are relatively small for all office infrastructure, not only PATEN, only Rp.6.000.000 per year"(Informant 1, 14-04,2019)

"If the problem is the constraints in PATEN, more often it is related to facilities and infrastructure, especially internet connection" (Informant 4, 12-04-2019).

"There are constraints on the limitations of delegation of authority, there are administrative constraints and technical problems. Permits should not only be limited to buildings with an area of 250 m2 and below, if administrative problems may only need to properly document the PATEN SOP, and confirm staff job descriptions, technical constraints are often infrastructure broken" (Informant 3, 08-05-2019).

"The ability of service officers still needs to be improved with education and training, if necessary, they are given personality courses, on excellent service and others" (Informant 3, 15-05-2019).

"When it comes to technical problems, especially computers are often damaged and Internet connections are often slow, blackouts are also a problem, because this can make service facilities, especially electronics, often break" (Informant 4, 10-05-2019).

Efforts that have been made to overcome obstacles in implementing PATEN in

Bancak District, Semarang Regency, for substantive constraints, it's the limited authority delegated by the Regent to district head in Semarang Regency is by coordinating with the Semarang Regency Governance Section so that the authority of the head of district, especially in the service sector, is added, so that people do not have to come to the regency to take care of their needs. This is according to the following interview results:

"I have coordinated with the Governance Section so that the delegation of the Regent's Authority to the district head in Bancak District is added, so that it can accommodate the services needed by the community so that they do not have to go to the Regency, especially in the licensing sector". I also coordinated with the relevant regional apparatus organizations (OPD) to get support" (Informant 1, 20-04-2019).

"Bancak district (in this case the Head District), has coordinated to the Governance Section, so that the authority in the service sector, especially licensing, is not limited to certain criteria" (Informant 3, 08-05-2019).

In the administrative field, Bancak District establishes, documents and maintains the PATEN system by compiling Standard Operating Procedures (SOP). And continuously document and communicate these SOP to ensure that all service activities and activities run effectively, fulfill requirements and achieve stakeholder satisfaction. The linkages and interactions between processes related to operational activities in Bancak District are described in a description which consists of the overall Process of Bancak District Services. This is

according to the results of the interview as follows:

"Previously, the Standard Operating Procedure (SOP) and the management of records for the activities of the Bancak District were not well managed and documented, now with the assistance of ISO 90001 2015, Bancak District has compiled and documented the SOP PATEN and other activities" (Informant 1, 20-04-2019).

"We only serve IMB with a building size of 250 M² and below, it should have been added. If I'm not mistaken, the Head of District has suggested that the authority be increased, yes, for the time being, the existing tasks are optimized" (Informant 2, 10-05-2019).

"For the Licensing sector, we only serve IUM and IMB, the Nuisance Permit has been removed, if possible, the delegation of authority is added to a building size of 500 M² and below, the district head has coordinated with the Regional Secretariat Tepem Section of Semarang Regency" (Informant 5, 19-05-2019).

"In the administrative field, I was assigned to coordinate and draft Standard Operating Procedures (SOP) for each service activity per section" (Informant 3, 08-05-2019).

"Regarding the problem of service personnel, it is very important to provide excellent service courses or training, besides that the number also needs to be increased, because so far the number of employees is still lacking" (Informant 3, 13-05-2019).

Table 9. PATEN Human Resource Capacity Building Training Data

No	Activities	Performance Indicator	Target 2018	Realization		%
				2017	2018	
1	Improve the quality of services human resources	Number of training activities carried out	5	4	6	120
		Number of district staff who attended the training	6/18	4/18	6/18	
		Percentage of district staff who attended training	31,5%	25,0%	37,5%	

"Every year Bancak District sends staff capacity building participants, both participants of the PIM dictates and staff, especially service staff and staff who handle the technical work of each section according to the existing budget" (Informant 1, 14-04-2019).

"Not all PATEN officers have received special training regarding services, I have data" (Informant 3, 13-05-2019).

To overcome obstacles in the technical field, the Bancak District Government (in this case the head district), has carried out policies, proposed building construction, proposed procurement of PATEN backdrop capital expenditures and coordinated with the Communication and Information Agency of Semarang Regency to improve the internal network. In addition, it also coordinates with the Department of Population and Civil Registration of Semarang Regency regarding Population Administration service facilities, so that services run smoothly. This is according to the following interview:

"The policies carried out by the Bancak District Government (in this case the Head of Bancak district as the policy maker) include proposing building construction, proposing service backdrops, and proposing additional PATEN budgets. These are intended to

overcome technical obstacles in the implementation of PATEN, in addition to coordinating with the government offices related (Department of Communication and Information of Semarang Regency and Department of Population and Civil Registration of Semarang Regency) to participate in improving service facilities, especially Internet networks" (Informant 3, 02-05-2019).

Level of People Satisfaction in Bancak District with PATEN in 2019

Based on the results of observations on administrative books and service documents in the Bancak district, it can be seen that the results of the 2018 PATEN are as follows table 10.

From the table 10, it can be seen that most of the performance of PATEN services can be carried out well, but there are still several types of service activities that have not been carried out optimally according to the planned targets, especially from the achievement of timeliness.

To find out whether the services provided are according to service standards or not and whether the services provided can fulfill the needs, expectations, and satisfaction of customers (the community), a Community Satisfaction Survey is conducted. In Bancak District, the survey was carried out based on the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of

Table 10. Data and Information on Results of PATEN Services in 2018

No.	Type of Service	Target	Realization	On time	Not on time
1.	Making IMB Documents	100	70	70	
2.	Preparation of Micro Business License Documents (IUM),	250	110	110	
3.	Recommendation for IMB Application,	7	7	7	
4.	Recommendations for Disturbance Permits (HO) Applications	3	3	3	
5.	Construction Service Permit Recommendations,	0	0	0	
6.	Location Permit Recommendations	0	0	0	
7.	Trading Business License Recommendation	100	21	21	
8.	Milling Permit Recommendation	5	5	5	
9.	Advertising Permit Recommendation	0	0	0	
10.	Recommendations for Submission of Assistance Proposals	73	73	53	20
11.	Legalization Recommendations Jamkesda Applications	130	130	130	
12.	Jamkesmas Applications Legalization Recommendation	145	145	145	
13.	Marriage, Divorce, and Refer Recommendation,	255	255	240	15
14.	Legalization Recommendations for Job Seeking Certificate	145	145	145	
15.	Introductory Recommendations for Making Lost / Damaged ID-card	280	280	210	70
16.	Recommendations for Making Lost / Damaged ID-card	280	280	280	
17.	Making an ID-Card	1280	960	875	85
18.	Making a family card	187	187	150	37
19.	Issuing Letter of Transfer Outside / Within the Region	100	100	65	35
20.	Recommendations for the Legalization of SKCK Applications	680	680	680	
21.	Legalization Recommendation of Application for Inheritance	46	46	46	
22.	Recommendation for Making / Correcting Birth Certificates	275	275	275	
23.	Recommendation for Making / Correcting a Death Certificate	30	30	30	
24.	Recommendation for Making Child Care/Recognition Deeds	1	1	1	
25.	Recommendations for Administrative Order Development and Supervision	7	7	7	

Source: Data of Bancak District, 2018.

Indonesia Number 14 of 2017 about Survey. The Community Satisfaction Guidelines for Community Satisfaction Survey was carried out with the intention of

Table 11. Respondent Characteristic

Characteristic	Category	Percentage (%)
Gender	Male	62,0
	Female	38,0
Ages	< 20 years	30,0
	20-29 years	25,0
	30-39 years	26,0
	40-49 years	11,0
	≥ 50 years	8,0
Last Education	Elementary School	20,0
	Junior High School	41,0
	Senior High School	31,0
	Diploma	1,0
	S1	7,0
	S2 and above	0,0
Main Job	PNS/TNI/Polri	2,0
	Employee	14,0
	Self-Employee	18,0
	College	25,0
	Others	41,0
Tribes	Jawa	100,0
	Madura	0,0
	Sunda	0,0
	Batak	0,0
	Banjar	0,0
	Others	0,0
Type of Service	ID-Card	74,0
	Family Card	19,0
	Building Permit	0,0
	HO Permit	0,0
	Transfer Letter	1,0
	Introduction to Deed	1,0
	Introduction to Marriage	2,0
	Introduction to SKCK	2,0
	Introduction to Jamkesda	0,0
	Other Legalization	1,0

knowing the extent of community satisfaction with PATEN services which was carried out between April and May 2019 to 100 community respondents using PATEN in Bancak District, Semarang Regency. Observation results on the implementation of the Community

Satisfaction Survey in Bancak District obtained the follow table 11, 12, and 13.

$$\begin{aligned} \text{Index value} = & (3,232 \times 0,11) + (3,249 \times 0,11) \\ & + (3,241 \times 0,11) + (3,350 \times \\ & 0,11) + (3,336 \times 0,11) + (3,204 \end{aligned}$$

Table 12. Quality Service Category

CSI Interval Score	CSI Conversion Interval Score	Service Quality	Performance of Service Unit
1,00-1,75	25,0-43,75	D	Not Good
1,76-2,50	47,76-62,50	C	Lack of Good
2,51-3,25	62,51-81,25	B	Good
3,26-4,00	81,26-100,00	A	Very Good

Table 13. Average Score and Customer Satisfaction Index (CSI), 2019

No	Service Elements	Average Score	CSI
1.	Terms of Service	3,232	
	Service Speed		
	Service Product Suitability		
	Ability of Service Officers		
	Courtesy and Friendliness of Officers		
	Availability of Service Notices		
	Handling complaints about the use of the Service		
	Terms of Service		
2.	Service Procedure	3,249	81,053
3.	Service Speed	3,241	
4.	Service Fee Fairness	3,350	
5.	Service Product Suitability	3,336	
6.	Service Product Suitability	3,204	
7.	Courtesy and Friendliness of Officers	3,214	
8.	Availability of Service Notices	3,218	
9.	Handling complaints about the use of the Service	3,185	
Average of Satisfaction Index for services		3,242	

$$\begin{aligned}
 & \times 0,11) + (3,214 \times 0,11) + \\
 & (3,218 \times 0,11) + (3,185 \times 0,11) \\
 & = 3,242
 \end{aligned}$$

- 1 CSI after converted
= Index value x base value
= 3,242 x 25
= 81,053
- 2 Service Quality B (Good)
- 3 PATEN Performance is good

The quality of public services is a benchmark for determining how public

service performance in a public service provider institution. Regarding the quality of public services according to the opinion of Articleon (2010: 132) stated that quality is basically a word that carries a relatively abstract meaning. Quality can be used to assess or determine the level of adjustment of a thing to the requirements or its specifications are fulfilled, meaning that the quality of a thing in question can be said to be good. Conversely, if the requirements are not fulfilled, it can be said that it is

theoretically not good, the purpose of public service is basically to satisfy the community.

The government is in fact very aware of the objective reality of the district government, either directly or indirectly, had released various policies as a follow-up to efforts to carry out public service activities such as PATEN. PATEN is a management innovation in the context of bringing closer, easier, and accelerating administrative services for licensing/non-licensing at the district level, especially for districts which are far from regency/city offices and difficult to reach due to geographical conditions and inadequate road infrastructure, such as the Bancak District office, Semarang Regency.

In this research, researchers can obtain results on the data presentation as with the formulation of problems including PATEN in the Bancak district which have been organized with good quality and based on community satisfaction survey guidelines (Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 2017) with 100 community respondents using PATEN with the Consumers Satisfaction Index CSI is 81.053 in other words, the quality of service is Good (B) with a satisfactory category.

CONCLUSION

Based on theoretical studies, research results and discussion in the title of community satisfaction to PATEN in Bancak District, the researcher provides the following conclusions:

1. PATEN in Bancak District, Semarang Regency are organized with B (Good) service quality and implemented according to applicable laws and regulations.
2. In the application of PATEN, there are 3 (three) requirements that must be fulfilled, they are: (a) substance

requirements, (b) Administrative requirements, and (c) technical requirements. Meanwhile, the Bancak district in implementing the three requirements is an obstacle that the head of district as an office holder must strive for, the recipient of the delegation of part of the regent's authority. The efforts made by Bancak District in overcoming obstacles in the application of PATEN, including:

a. Substantive Requirements

The limited authority delegated by the regent to district head, the Bancak district government has coordinated with the Semarang regency administration so that the head district's authority, especially in the field of licensing services, is increased so that the community does not have to come to the regency to take care of their needs.

b. Administrative Requirements

The Bancak district government has prepared a standard operational procedure (SOP), proposed ISO to get assistance to improve quality more thoroughly, and clarify the details of staff duties to better support PATEN.

c. Technical Requirements

The Bancak district government has proposed the construction of an office building and it was realized by the Semarang Regency Government in 2017, proposed a PATEN backdrop and was realized in 2018, proposed an additional operational cost for PATEN activities, as well as a proposal for additional front office officers through outsourcing.

3. People satisfaction in Bancak district, Semarang Regency according to survey results with criteria and benchmarks for its achievement based on 9 elements of service in the Customer satisfaction index (Permen PAN and RB of the

Republic of Indonesia Number 14 of 2014) with good service performance and service quality category B, and average of satisfaction index with service 3.242. The value of the Customer satisfaction index after being converted was 81.053, which is satisfactory.

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