



# Strategy For Improving The Quality of Public Services In Permit Management in Article 4 of Law Number 25 of 2009 Concerning Public Service

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**Abstract:** Problems arise in improving the quality of public service delivery regarding rental transport licensing at the East Seram-Maluku Regency Transportation Service, which are still hampered by a lack of human resources in providing good service, accompanied by a lack of service infrastructure so that the licensing implementation system cannot work properly. as well as a lack of supervision of public transportation activities on the highway so that it is not orderly in providing services to the community. This writing is motivated by the existence of problems, namely related to strategies to improve the quality of public services in Licensing Management at the East Seram Regency Transportation Agency, then procedures for improving the quality of public service delivery in Licensing Management at the East Seram Regency Transportation Agency, as well as the inhibiting factors for improving the quality of public service delivery and management Licensing at the East Seram Regency Transportation Department. The type of research carried out by this author is qualitative descriptive research. The data collection technique used in this study was obtained through the Library Studies and Field Studies conducted by interviews and observations. And analyzed qualitatively by combining library research and field research.

**Keywords:** Public Services, Rental Transportation, Licensing

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## 1. Introduction

The Basic Principles of Public Service in Indonesia encompass several principles of public administration as stipulated in Article 4 of Law Number 25 of 2009 Concerning Public Service. Among these, in section (l), is the principle of speed, ease, and affordability. The existence of these principles is expected to facilitate the implementation of public service that is fast, easy, and affordable for the public. The presence of the principles of speed, ease, and affordability should ideally ensure the ease of public services, particularly in the context of business permits and administration, which are comprehensively monitored by the government, addressing all aspects that could impede service delivery.

The concept of general welfare may be challenging to formulate and explicitly describe, but it can be depicted as a situation or condition in society where tangible elements are widely found. The fulfillment of material and spiritual needs is achieved through fair and equitable services in the areas of development and infrastructure. Public service is also inseparable from the existence of ethics in its execution process. Public service ethics, like business ethics and medical ethics, is applied ethics, specifically applied in the field of public service. The administration of public services is carried out by the government, with its frontline being the state apparatus. In addition to the state apparatus, public services are also organized by the private sector, although private sector involvement is always regulated and controlled by the government.

The existence of actions based on ethics will result in good governance within society. Good governance is a system that enables the effective and efficient mechanism of state governance by maintaining constructive synergy between the government, the private sector, and the community.<sup>1</sup> Thus, the existence of good governance in government administration will have positive impacts on the bureaucratic system. It is known that bureaucracy is a system of governance carried out by civil servants based on laws and regulations. Bureaucracy is an organizational structure depicted with a hierarchy where positions are appointed or designated, and lines of responsibility and authority are regulated by rules. Every decision requires justification, and references are needed to understand policies, with their approval determined by mandates beyond the structure of the organization itself.

Weber's perspective on bureaucracy is considered an ideal type because, in its pure form, it does not exist in society. Formal organizations that exist in society only approximate the ideal type to varying degrees. The author provides an opinion on the definition of bureaucracy, which is a model of organization within government entities that includes tasks and responsibilities carried out according to one's duties and expertise in specific areas. Bureaucracy is also seen as an organizational framework within society aimed at balancing order and ideally providing benefits to the community.

Bureaucracy is a type of organization designed to accomplish administrative tasks by systematically coordinating the work of many organization members. Individuals working in government bureaucracy operate in a professional manner. They are appointed and paid to hold their positions in government institutions, with duties assigned by their superiors. The selection of bureaucratic personnel is typically based on the skills and abilities of individuals to perform specific tasks.<sup>2</sup> The implementation of bureaucracy is what enables the country to develop and dominate some of its colonies. The strength of the administration and rules enforced in the government of Britain is attributed to the permanence of significant positions that carry out their duties with discipline and impersonality.<sup>3</sup>

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<sup>1</sup> Sedarmayanti. 2019. *Reformasi Administrasi, Reformasi Birokrasi Dan Kepemimpinan Masa Depan* (Mewujudkan Pelayanan Prima Dan Pemerintahan Yang Baik). Bandung: PT. Refika Aditama. Hlm. 67.

<sup>2</sup> M. Mas'ud Said, 2007, *Birokrasi Dinegara Birokratis*, Malang: UMM Press, Hlm. 1.

<sup>3</sup> *Ibid.*, Hlm. 2.

As a provider of public services, bureaucracy must be able to carry out its duties and authority effectively. Ideally, public services aim to provide satisfaction to the community, but this is often enjoyed only by a select few with political positions or power. The unevenness in services provided by certain government officials becomes a source of resentment for the civilian population who lack any specific status. This represents a behavioral gap exhibited by some government officials in serving the public.

In essence, public service should implement the best and prime services for the community. In the public sector, excellent service can be described as follows:<sup>4</sup>

1. Good service from the government to customers/service users.
2. Excellent service exists when there are service standards.
3. Excellent service exceeds or meets the standards. In the absence of standards, the best service can be provided, service that approaches what is considered standard, and service performed to the maximum.
4. Customers are the public in the broadest sense, both external and internal communities

Public service quality, theoretically, has the fundamental goal of satisfying the public. To achieve this satisfaction, excellent service quality is demanded, reflected in Transparency, Accountability, Conditionality, Participatory, Equal Rights, and a Balance of Rights and Obligations.<sup>5</sup> With the implementation of several measures in providing good services to the community, the author believes that in practice, it has not fully reflected the efforts made by the government in public service, especially concerning transparency. Here, transparency is considered an ambiguous term. Regarding equal rights, the author objects to the term, as in practice, there is still a significant differentiation in the treatment of the public in the process of public service. This situation is akin to the activities aimed at improving the quality of public services carried out by the Transportation Office of East Seram-Maluku, where issues persist in the implementation of public services related to rental transport permits, necessitating a strategy to enhance the quality of administration.

Based on the initial observations made by the author, issues arise in improving the quality of public service administration for rental transport permits at the Transportation Office of East Seram-Maluku. These issues are hindered by a lack of human resources to provide effective services, coupled with insufficient service infrastructure. As a result, the permit system cannot function properly. There is also a lack of supervision over public transportation activities on the roads, leading to disorderly service to the public. Such issues should be a primary concern that needs to be addressed by the Transportation Office of East Seram-Maluku to enhance public service. This can be achieved by reallocating the budget, seeking contributions from relevant parties, or collaborating with related departments to implement improvements in the quality of human resources.

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<sup>4</sup> M. Agus Santoso. 2014. *Hukum Moral dan Keadilan Sebuah Kajian Filsafat Hukum*. Cetakan Ke-2. Jakarta: Kencana. Hlm. 249.

<sup>5</sup> Lijan Poltak Sinamba. Dkk. 2019, *Reformasi Pelayanan Publik, Teori, Kebijakan, Dan Implementasi*. Jakarta: Bumi Aksara. Hlm. 6.

Therefore, considering the aforementioned issues, what needs special attention from the Transportation Office of East Seram-Maluku is to prioritize the implementation of Good Governance, which is crucial for the sustainability of a government's governance framework. The importance of implementing Good Governance has gained widespread recognition in several countries since the 1980s. In Indonesia, the concept of Good Governance became more prominent around the 1990s, emerging as an important discourse in various discussions, debates, research, and seminars within the government, private business, and community, including academic circles. Good Governance is viewed as a new paradigm and a characteristic that should be present in public administration systems.

From the description of the issues above, there are several problems addressed in the research conducted by the author. These include determining the strategies for improving the quality of public services in the management of permits at the Transportation Office of East Seram-Maluku Regency. Additionally, the research explores the procedures for enhancing the quality of public service administration in the permit management process at the Transportation Office of East Seram-Maluku Regency. Lastly, the study investigates the factors hindering the improvement of the quality of public service administration and permit management at the Transportation Office of East Seram-Maluku Regency?

## **2. Method**

This research is a qualitative descriptive study, chosen to present systematic, factual, and accurate data regarding the facts observed in the field. The qualitative descriptive research aims to examine the Strategies for Improving the Quality of Public Service Administration in Permit Management at the Transportation Office of East Seram-Maluku Regency. Data collection techniques used in this study were obtained through Library Research and Field Study conducted through interviews and observations. The data were qualitatively analyzed by combining literature research and field research. Field research was conducted to obtain primary data through interviews with respondents, providing a comprehensive overview of the issues at hand.

## **3. Discussion**

### **3.1. Strategies for Improving the Quality of Public Services in Permit Management at the Transportation Office of East Seram-Maluku Regency**

Public services are regulated by Law No. 25 of 2009 concerning Public Services. This regulation is intended to provide legal certainty in the relationship between the public and service providers in public services. Public service strategies are a form of service that must be carried out by the government as a manifestation of its concern for the community. Public services also serve as a function where a government operates according to its duties and as a representation of governance, both at the central and regional levels. The success or failure of governance depends on the provision of services to the public.<sup>6</sup> Hence, the strategy applied is to provide services in accordance with the

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<sup>6</sup> Marnawati, dkk, Strategi Peningkatan Kinerja Pelayanan Publik Pada Kantor Kecamatan Bengalon Kabupaten Kutai Timur, *Prediksi*, Vol. 21, No. 1, Hlm. 8.

laws and regulations, aiming to satisfy the public as service recipients at a satisfactory level. This reflects the government's commitment to ensuring that public sector areas are able to satisfy the community as their primary goal.

Strategies for improving the quality of public services can be carried out by improving service quality management, which involves minimizing the gap between the level of service provided by the organization and the expectations and desires of customers (service users). There are three types of policies, and their formulation and implementation require different levels of government involvement: Protective regulatory policy, competitive regulatory policy, and distributive regulatory policy.<sup>7</sup> Public participation manifested in participatory planning can bring substantive benefits, where public decisions made will provide a sense of satisfaction and strong public support for a development process. Community involvement in determining public policies that can provide strategic value for the community itself is one of the essential conditions in public development efforts.<sup>8</sup>

The strategy of planning, formulation, and making public policies with a participatory planning approach is highly strategic. It serves as the fundamental essence in summarizing and articulating public aspirations as the main driving force in every policy-determining process. According to Friedmann, the participatory approach is a political process to achieve collective agreement through negotiation or deliberation activities among all development stakeholders.<sup>9</sup>

Thus, in the context of improving the quality of public services, a strategy is undoubtedly needed. This is related to the vision, mission, goals, targets, policy direction, programs, and activities of the local government outlined in the Strategic Plan document (Renstra). The concept of strategy is a concept that needs to be understood and applied by every manager or leader. Strategy is a terminology widely used by profit-oriented organizations and has, over time, been adopted by other public organizations, both in the government bureaucracy sector and among voluntary organizations.

In enhancing the strategy for the quality of public services, every government institution in Indonesia has its own strategy tailored to the needs implemented for the benefit of the public. One government institution that implements a strategy to improve the quality of public services is the Transportation Office of East Seram-Maluku Regency. In ensuring the quality improvement of public services, the Transportation Office of East Seram-Maluku Regency implements strategies in line with its main objectives:<sup>10</sup>

- a. Integrity: Always be honest and fair in providing services and maintain cleanliness in the work environment.
- b. Innovative: Constantly seek changes to improve the quality of service.

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<sup>7</sup> George Frederickson. 1987. *Administrasi Negara Baru*. Jakarta: LP3ES. Hlm 41.

<sup>8</sup> Lijan Poltak Sinamba. Dkk, *op.cit.*, Hlm. 38.

<sup>9</sup> Muhammad Agus Yusof Dan Rusman Ghazali. 2004. Otonomi Daerah, Partisipasi Dan Good Governance, *Jurnal Ilmu Sosial Dan Politik*, LABSOSPOL FISIP UNHAS, Hlm. 5-6.

<sup>10</sup> Dinas Perhubungan Kabupaten Seram Bagian Timur. Diakses Pada Tanggal 14 Juli 2023 Pukul 06.12. Dari: perhubungan <https://dishub.serambagianmurkab.go.id/profil-dinas/>

- c. Solution-oriented: Always strive to provide convenience in service.
- d. Competent: Continuously learn and develop capacity.
- e. Organized: Work according to procedures for the benefit of the organization and the community.
- f. Transparent: Always prioritize open and accountable services.
- g. Trustworthy: Always uphold the trust given.

The main goal of improving public services, as outlined in the points above, is a form of policy implemented by the Transportation Office of East Seram-Maluku Regency to provide maximum and excellent services to the community. One of the public services provided by the Transportation Office to the people of East Seram is to ensure ease in the licensing process, both for route permits and freight transport permits. To provide optimal service, the Transportation Office of East Seram-Maluku Regency has a specific strategy for improving the quality of public services in the licensing process. This strategy, as revealed in an interview conducted by the author, includes the following:<sup>11</sup>

“The strategy we implement every year is to conduct socialization or visit vehicle owners to process all vehicle licenses, whether they are used for public services (rental transportation) or freight transport.”

As per the interview conducted by the author with the Head of the Transportation Office of East Seram Regency mentioned above, the strategy of conducting socialization and directly visiting the community sector is a highly strategic policy. It provides knowledge to the public that obtaining route permits or freight transport permits is essential for ensuring the certainty of the vehicles used in their business. In addition, the strategies implemented by the Transportation Office of East Seram Regency are as follows:<sup>12</sup>

- a. Core Strategy: This strategy determines the goals of a system and public organization.
- b. Consequence Strategy: This strategy determines the incentives built into the public system.
- c. Customer Strategy: This strategy primarily focuses on accountability.
- d. Control Strategy: This strategy determines where the power to make decisions is placed.

Other than that, other strategies devised by the Transportation Office of East Seram-Maluku Regency to enhance public services are as follows: <sup>13</sup>

“In principle, the East Seram Regency Government has taken persuasive steps by enacting local regulations to enhance the quality of public services in licensing management. We have provided standard operational procedures, but that is not

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<sup>11</sup> Interview with the Head of the Department of Transportation of East Seram Regency. Mr. Drs. M. Ramli Kilwarany, on July 12, 2023.

<sup>12</sup> Interview with the Head of the Traffic and Transportation Division of the Department of Transportation of East Seram Regency. Mr. Hasanudin Vanath, ST, on July 12, 2023.

<sup>13</sup> Interview with the Secretary of the Department of Transportation of East Seram Regency. Mr. M. Iksan Keliwooy, S. Sos, on July 23, 2023.

enough. It is even better to improve the quality of civil servants to provide better services.”

Fundamentally, the enhancement of excellent public services is inseparable from progress in increasingly sophisticated technology, which, of course, necessitates the improvement of the human resources among civil servants. As indicated in the above interview results, this is a specific strategy for improving public services in the Transportation Office of East Seram-Maluku Regency. This is because low human resource capacity among civil servants will affect service quality. Hence, the local government must continue conducting training sessions, allocating special budgets to achieve the intended objectives.

In addition to the strategies already implemented, there are several strategies that the Transportation Office of East Seram-Maluku Regency can undertake to provide excellent public services related to route permits and freight transport licenses. These include developing a reliable and trustworthy service system that is accessible to the wider community. The public expects integrated public services that are not hindered by organizational boundaries and bureaucratic authority limitations. The business world requires interactive information and support from the government to respond quickly to market changes and global competition challenges. The smooth flow of information to support relationships with state institutions and stimulate public participation is a crucial factor in forming good state policies. Therefore, public services must be transparent, trustworthy, and accessible to the general public through communication and information networks. This strategy encompasses several targets as follows:

- a. Establishment of information and public service portals that can integrate the management systems and processes of relevant government agencies, ensuring that users do not feel organizational and authority barriers within the government. This target will be reinforced with policies on the obligation of government agencies and autonomous local governments to provide information and public services online.
- b. Formation of supporting organizational networks (back office) bridging the aforementioned information and public service portals with sites and information processing systems related to the management systems and processes in relevant agencies. This target includes the development of policies for the utilization and exchange of information between central and regional government agencies.
- c. Standardization of electronic document management systems and information security systems to ensure the smoothness and reliability of information transactions between the above organizations.
- d. Holistic restructuring of government and autonomous local government systems and processes.
- e. Optimal utilization of information technology.
- f. Enhanced involvement of the business sector and the development of the telecommunications and information technology industry.
- g. Development of human resource capacity, both in government and autonomous local governments, accompanied by an increase in e-literacy among the public.

h. Systematic development implementation through realistic and structured stages.

Strategically, the strategies implemented by the Department of Transportation of East Seram Regency for excellent public service adhere to the principles of good governance as a means for the department to achieve effective and accountable governance. This involves fostering a synergistic relationship with the wider community through activities such as socialization and direct engagement with segments of the population who have not yet registered for route permits or transport of goods permits. In theory, good governance is a process that orients governance toward the equitable distribution of power and authority across all segments of society. This allows every element of the community to influence decisions and policies related to public life, as well as contribute to political, economic, social, and cultural development efforts. In such a governance system, the government can be attuned to the aspirations of the people, articulating them in every government and development activity.

Therefore, in implementing good governance in the public sector, specifically in the process of managing transportation business permits at the Department of Transportation of Seram Bagian Timur Regency, the government has understood and applied management principles to the community. Thus, the strategies that have been implemented as efforts to improve administrative discipline have been effective, although there are still some problems that need to be addressed.

### **3.2. Procedures for Improving the Quality of Public Service Delivery in Licensing Management at the Department of Transportation of East Seram- Maluku Region**

The procedures in structuring the institutional governance of a state, especially in developing countries, cannot escape the condition of dependence on other countries or global institutions that have interests in the balance and resilience of the global economic system. Strategic areas that should be a concern for the government in creating competitiveness include: regional infrastructure affairs, basic education, public health, the productive capacity of local communities, trade, and so on. The impact of these developments is that the government, along with society, will play an increasingly significant role in building prosperity and socio-economic well-being. The core of the review of the challenges of globalization as an external factor is that the form of local government institutions is now due for a reevaluation, refinement, and redirection towards more open, flexible, lean, efficient, rational, and decentralized organizational forms.<sup>14</sup>

In the public service module, there are three essential elements in public services, namely the Service provider organization (organizer), which is the local government, the Service recipient (community), which includes individuals, communities, or organizations with interests, and Satisfaction provided and/or received by the service recipient (community). The service provider organization refers to the government, which holds a strong position as a regulator and as a monopolist service provider. It tends to be static in delivering services since the services are needed or required by individuals, the community, or organizations with interests. The service recipients are individuals, communities, or

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<sup>14</sup> Sedarmayanti. 2009. *Reformasi Administrasi Publik, Reformasi Birokrasi, Dan Kepemimpinan Masa Depan*. Bnadung: Refika Aditama. Hlm. 322.



organizations with interests or needs for services. In essence, they may lack bargaining power or may not be in an equal position to receive services, thus lacking access to quality services.

The current condition of society has experienced dynamic development, and the improving quality of life is an indication of the empowerment experienced by the community. In this context, it means that people are becoming more aware of their rights and responsibilities as citizens in living within a community, nation, and state. The community is becoming more assertive in presenting demands, desires, and aspirations to the government.<sup>15</sup>

The implementation of public services as a form of government responsibility in providing services to the community must still follow the procedures established by policymakers. The government's commitment to existing policies must be applicable to the community as the primary goal of public services. Procedures in public services, especially those related to route permit services or cargo transport permits, have their own process flow, as seen in the licensing procedures at the Department of Transportation of Seram Bagian Timur Regency. This process begins with the application and concludes with the submission of the permit documents, indicating that the documentation service has been completed by the Department of Transportation of Seram Bagian Timur.

In the process of obtaining permits for the transportation business, both route permits and freight transport permits, the steps must follow the permit processing procedures. In this permit processing process, applicants are required to submit several documents to obtain the permit according to their application. The permit for operating rental transportation in the region of Kabupaten Seram Bagian Timur is submitted by private national businesses and cooperatives, with specific qualifications for providing rental transportation services.<sup>16</sup> Serta mencantumkan beberapa persyaratan, antara lain sebagai berikut:

- a. Having a Tax Identification Number
- b. Possessing the company's articles of association for applicants in the form of a business entity, cooperative articles of association for cooperative applicants
- c. Having a company domicile certificate
- d. Possessing a business location permit
- e. Statement of readiness to provide vehicle storage facilities.

From these requirements, the business license is submitted to the Regent of Seram Bagian Timur, both for the central office and branch offices, by authorizing the Department of Transportation to provide public services, namely the application for a taxi business license, which is issued by the authorized official no later than 14 (fourteen) working days after the complete application is received. In the licensing process, it is not solely the relevant party, in this case, the transportation department, directly issuing the

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<sup>15</sup> Kamaruddin Sellang. 2009. *Strategi Dalam Peningkatan Kualitas Pelayanan Publik Dimensi, Konsep, Indikator dan Implementasinya*. Pasuruan: CV. Penerbit Qjara Media. Hlm. 38-39.

<sup>16</sup> Pasal 6 Peraturan Bupati Seram Bagian Timur Nomor 8 Tahun 2017 Tentang Penyelenggaraan Izin Angkutan Sewa Tidak Dalam Trayek Pada Daerah Kabupaten Seram Bagian Timur.

business license as requested. However, there is a vulnerable time in the licensing process, namely the issuance or rejection of the taxi business license, which is granted by the authorized official no later than 14 (fourteen) working days after the complete application is received. Meanwhile, the rejection of the taxi business license application is provided in writing with accompanying reasons for rejection.<sup>17</sup>

After the licensing process is completed, rental transportation business owners who have obtained the transportation business license are required to:<sup>18</sup>

1. Fulfill the obligations stipulated in the transportation business license
2. Conduct rental transportation business activities no later than 6 months from the issuance of the transportation business license
3. Report business activities annually to the official who issued the transportation business license
4. Report any changes in company ownership or company domicile.

After completing the licensing process, the rental transportation business operators are required to pay the stipulated retribution fees according to the portion set by the local government of Seram Bagian Timur Regency. One of these fees is related to the route permit, which applies to individuals or entities providing transportation services on specific routes entirely within the territory of Seram Bagian Timur Regency. The principles and objectives in determining the retribution fee are based on the goal of covering some or all of the costs of issuing the route permit. The costs include the issuance of permits, continuous monitoring and control of business activities in the field, law enforcement, administration, and the negative impact of granting the permit.<sup>19</sup>

After the issuance of the permit is completed, there are retribution fees applicable to route permit holders. The fees are determined based on the qualifications of the types of rental transportation vehicles, as outlined in the table below:

**Tariff Retribution Amount Table**

NO.	JENIS KENDARAAN	KAPASITAS DAYA ANGKUT	TARIF (Rp)
1.	Public Passenger Car	Up to 8 Seats	Rp.200.000/year
2.	Small Bus	9 to 18 seats	Rp.250.000/ year
3.	Medium Bus (3/4)	19 to 29 seats	Rp.300.000/ year
4.	Large Bus	30 seats and above	Rp.350.000/ year
5.	Incidental Permit (2 Weeks)		Rp.25.000/one way trip jalan

<sup>17</sup> Pasal 10 Peraturan Bupati Seram Bagian Timur Nomor 8 Tahun 2017 Tentang Penyelenggaraan Izin Angkutan Sewa Tidak Dalam Trayek Pada Daerah Kabupaten Seram Bagian Timur.

<sup>18</sup> Pasal 11 Peraturan Bupati Seram Bagian Timur Nomor 8 Tahun 2017 Tentang Penyelenggaraan Izin Angkutan Sewa Tidak Dalam Trayek Pada Daerah Kabupaten Seram Bagian Timur.

<sup>19</sup> Pasal 3 Peraturan Daerah Seram Bagian Timur Nomor 06 Tahun 2012 Tentang Retribusi Izin Trayek.

**Sumber:** Article 8 of Regional Regulation of Seram Bagian Timur Number 06 of 2012 Concerning Route Permit Retribution.

The tariff rate for businesses holding a route permit is determined by the volume of cargo calculated based on the number of seats or passenger seating capacity. The retribution amount is for a period of 1 (one) takwim year or as determined otherwise by the Regent of Seram Bagian Timur according to the usage rights contract. In case the obligated retribution is not paid on time or is underpaid, an administrative sanction in the form of interest at a rate of 2% (two percent) per month of the outstanding retribution not paid or underpaid will be imposed and collected using the STRD (Regional Treasury Service).<sup>20</sup> The payment of the retribution amount by business operators will be made for the duration of the valid contract with a permit term of 5 (five) Takwim years. It is stipulated that every year, business operators are required to register according to the provisions of the prevailing laws and regulations.<sup>21</sup>

The provisions related to the procedures for licensing rental transport businesses with the annual retribution fee in the Seram Bagian Timur Regency region, include the volume of the community that has route permit businesses, as can be seen in the data below:

**Table of Urban Transportation - Route Permits**

Company Name	Trayek / Line	Route Code Number	Vehicle Number	Validity Period of Route Permit	Decision Date
PO. HAZRIN	SESAR	R1	DE 1743 BU	12 JUNI 2022	12 JUNE 2021
PO. HAZRIN	SESAR	R1	DE 226 BU	12 JUNI 2022	12 JUNE 2021
PO. WAWI	JEMBATAN BASAH	R3	DE 1665 BU	20 MEI 2022	20 MAY 2021
PO. ALWI	SESAR	R1	DE 1529 BU	4 JULI 2022	4 JULY 2021
PO. RUSLAN	SESAR	R1	DE 1618 BU	15 JULI 2022	15 JULY 2021
PO. SANTI	SESAR	R1	DE 324 KU	06 MEI 2022	06 MAY 2021
PO. SANTI	BANGGOI	R3	DE 399 JU	06 MEI 2022	06 MAY 2021
PO. HAIDA	SESAR	R1	DE 1597 BU	28 MEI 2022	28 MAY 2021
PO. HAIDA	SESAR	R1	DE 1674 BU	28 MEI 2022	28 MAY 2021
PO. HAIDA	SESAR	R1	DE 1753 BU	28 MEI 2022	28 MAY 2021
PO. PELLU	SESAR	R1	DE 1688 BU	15 MEI 2022	15 MAY 2021
PO. AISA	SESAR	R1	DE 1701 BU	26 JUNI 2022	26 JUNE 2021

<sup>20</sup> Pasal 14 Peraturan Daerah Seram Bagian Timur Nomor 06 Tahun 2012 Tentang Retribusi Izin Trayek.

<sup>21</sup> Pasal 15 Peraturan Daerah Seram Bagian Timur Nomor 06 Tahun 2012 Tentang Retribusi Izin Trayek.

PO. SAMSUDIN	SESAR	R1	DE 1791 BU	4 JULI 2022	4 JULY 2021
PO. RITA	SESAR	R1	DE 1835 BU	02 JULI 2022	02 JULY 2021
PO. SANTI	SESAR	R1	DE 1724 LU	08 JULI 2022	08 JULY 2021

**Sumber:** Dinas Perhubungan Kabupaten Seram Bagian Timur Year 2022

From the total number of city transport data with licensed route permits for rental transport in the Seram Bagian Timur Regency area, it is a manifestation of the real work carried out by the Department of Transportation to improve the quality of public service in the licensing process. This tangible work is accomplished by following the procedures, as outlined in the interviews conducted by the author, as follows: <sup>22</sup>

“The procedure conducted by the Department of Transportation of Seram Bagian Timur Regency to improve the quality of permit management involves collaboration with the police, particularly the traffic police, to check the completeness of public and goods vehicle licenses. This is necessary because many vehicle owners neglect the renewal of their licenses, and some of them have expired licenses.”

The procedure carried out by the Department of Transportation of Seram Bagian Timur Regency, as revealed in the above interview, is an initial step to educate the public, especially those involved in transportation services, to promptly apply for licensing. The swiping process assisted by the police is an effort to enhance the quality of public services related to licensing. This requires active participation and self-awareness from business owners to fulfill the obligations set by the government according to applicable policies. In addition to this procedure, in improving public services, the government through the transportation department has procedures to enhance the quality of public services, including efforts such as:<sup>23</sup>

- a. Revitalization, restructuring, and deregulation in public service
- b. Enhancement of professionalism among public service officials
- c. Corporatization of public service units
- d. Development and utilization of Electronic-Government (E-Government) for public service agencies
- e. Increased community participation in public service
- f. Recognition and sanctions for public service units.

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<sup>22</sup> Interview with the Head of the Department of Transportation of East Seram Regency. Mr. Drs. M. R. Kilwarany, on July 12, 2023.

<sup>23</sup> Interview with the Secretary of the Department of Transportation of East Seram Regency. Mr. M. Iksan Keliwooy, S.Sos, on July 23, 2023.

In addition, the manifestation of the many roles of bureaucratic officials in improving public service procedures at the Transportation Office of Seram Bagian Timur Regency is by implementing procedures to enhance licensing services as follows:<sup>24</sup>

“The procedure carried out by the Department of Transportation of Seram Bagian Timur Regency in improving the quality of permit management involves two elements, namely:

a. Control Elements

Control elements include preparing the flow and chart of SOP in the process of licensing services, such as licensing requirements, service duration, registration, database readiness, and signing until the license is approved.

b. Supervision Elements

Supervision elements by the Transportation Agency team involve field supervision and enforcement to assess the readiness and completeness of transportation, including licensing and eligibility, as well as the orderliness of transportation according to the regulations set by the transportation agency.”

Both of these elements above are actions that must be interconnected to realize safe control in implementing public service policies. The control element provides steps in the licensing process for rental transportation businesses, while the supervision element involves direct actions by the Transportation Agency, conducting field inspections. This ensures that every member of the public, as well as business operators who have not registered their business licenses, can be addressed by registering their businesses according to their purposes.

Subsequently, the procedure for improving the quality of public services is carried out through the development and utilization of E-Government for public service agencies. In line with the information technology development program in Indonesia, within the government sector, as an application for empowering state apparatus, the government enhances and develops the implementation of E-Government in all government organizations, both at the central and regional levels, especially in agencies that provide services to the public. This allows for the rapid, accurate, and secure access and utilization of data and information by the public and other users.

Therefore, service standards can be a tool to enhance the accountability of service providers to the public. Thus, the public can measure to what extent service providers can fulfill their obligations to provide public services according to the established standards. The Department of Transportation, as a government agency overseeing the licensing of rental transportation businesses, should be able to implement procedures that have been undertaken while still considering the interests of the public as the main goal and applying good governance principles. The principles applied in the theory of good governance reflect that the procedures implemented by the Department of Transportation of Seram Bagian Timur Regency in improving the quality of public service

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<sup>24</sup> Interview with the Head of the Traffic and Transportation Division of the Department of Transportation of East Seram Regency, Mr. Mustafa Bugis, S. Pel, on July 23, 2023.

delivery, especially related to rental transportation permits, represent good government policies for the benefit of the broader community in the Seram Bagian Timur Regency.

### 3.3. Factors Inhibiting the Improvement of the Quality of Public Services and Permit Management in the Department of Transportation of Seram Bagian Timur Regency, Maluku

Contextualizing bureaucratic services is crucial in every formulation and establishment of public policies. This is expected to prevent the continuation of deviations in bureaucratic services. Bureaucracy must be shielded from designs by parties that disregard public interests to turn it into a power center. Because such a situation is highly dangerous and poses a threat to the potential of the community. To understand some of the issues that are often a public complaint regarding government bureaucracy services by officials, among them can be mentioned:<sup>25</sup>

- a. Slowing down the process of permit issuance.
- b. Seeking various excuses, such as incomplete supporting documents, delayed submission of applications, and similar excuses.
- c. Citing the reason of being busy with other tasks.
- d. Difficult to contact.
- e. Continuously delaying by using phrases like currently in process.

The improvement of the civil service system must be a priority; after all, the civil service determines the life or death of public activities, as they must navigate through permits and government regulations.<sup>26</sup> Furthermore, there are five indicators of public service: reliability, marked by the provision of accurate and correct services; tangibles, characterized by the adequate provision of human and other resources; responsiveness, marked by a willingness to serve consumers quickly; assurance, marked by attention to ethics and morality in providing services; and empathy, marked by a willingness to understand the desires and needs of consumers.<sup>27</sup> From these indicators, the current institutional conditions of government administration are vulnerable to problems in their implementation. The issues include:

- a. Weakness of the information system in the region, as it has not fully utilized information technology, including establishing networking collaboration.
- b. The lack of implementation of an accountability system has led to the increasing prevalence of abuse of authority in the region, resulting in inefficiency, leaks/corruption, collusion, and nepotism, which harm the state. There is a tendency for regional leaders to be sectorally selfish, meaning they are too focused on the interests of their respective regions.

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<sup>25</sup> S.P Siagian. 1996. *Patalogi Birokrasi*. Jakarta: Bumi Aksara. Hlm. 39.

<sup>26</sup> Arif Budiman dan PH. Quars Van Ufford. 1998. *Krisis Tersembunyi Dalam Pembangunan Birokrasi Dalam Negera Berkembang*. Jakarta: Gramedia. Hlm. 39.

<sup>27</sup> Lijan Poltak Sinamba. Dkk. *Op.cit.,.* Hlm. 7.

- c. Weakness of human resources in the regional apparatus, still influenced by bureaucratic systems, as there is a lack of a culture/spirit of creative and innovative entrepreneurship.
- d. The inadequacy of public administration education in meeting the needs/expectations of the community.

Authority and power, at the implementation stage, are interpreted differently by each region and tend to be interpreted according to the desires of each region. Based on the research conducted by the author at the Department of Transportation of Seram Bagian Timur Regency, facts were found about the tendency for regional organizations to be too large and less based on real needs in the respective regions. Various considerations used in decision-making in institutional arrangement often tend to be more politically nuanced than rational, objective, effective, and efficient considerations. This tendency has implications for the significant expansion of regional organizations, affecting the inefficiency of budget allocation in each region.

The existence of several issues or obstacles in improving the quality of public service, particularly in the Department of Transportation of Seram Bagian Timur Regency, can be elaborated by the author based on the interview results below.<sup>28</sup>

“The inhibiting factor is the lack of human resources, particularly technical personnel, and insufficient facilities and infrastructure. Therefore, in conducting periodic testing (Uji Kir), the Department of Transportation of Seram Bagian Timur Regency always invites the provincial transportation department to carry out the periodic testing (Uji Kir).”

Based on the above interview results, the lack of human resources will significantly affect the progress of public service implementation. To address this issue, special training should be provided for employees in the Department of Transportation of Seram Bagian Timur Regency, both through regular training and participation in seminars related to their field of work. Additionally, the obstacle of inadequate infrastructure is one of the most complex problems in public service. This obstacle greatly affects the inefficiency of the Department of Transportation of Seram Bagian Timur Regency, particularly in implementing online permit procedures as a manifestation of facilitating the public with excellent public services. Furthermore, inhibiting factors in improving public service implementation include:<sup>29</sup>

“The lack of facilities and infrastructure, in this case, the absence of a testing facility building and incomplete testing equipment, causes delays in public services, especially in the testing section. Consequently, the testing process, which should ideally take 2 (two) days, extends to 1 (one) week due to the insufficient testing equipment at the Department of Transportation of Seram Bagian Timur Regency.”

Infrastructure is crucial in ensuring the quality of good services for the community. Therefore, the local government needs to be sensitive in planning

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<sup>28</sup> Interview with the Head of the Department of Transportation of Seram Bagian Timur Regency, Mr. Drs. M. R. Kilwarany, on July 12, 2023.

<sup>29</sup> Interview with the Head of the Testing Section of Transportation Infrastructure in East Seram Regency, Mr. Basri Sabandar, S. Sos, on July 23, 2023.

infrastructure development activities to enhance excellent services provided by the Department of Transportation (Dishub) of Seram Bagian Timur Regency. Additionally, obstacles frequently faced by Dishub of Seram Bagian Timur Regency in improving public services include:<sup>30</sup>

- a. Insufficient human resources for providing quality services.
- b. Limited service infrastructure, causing the permit execution system to function inadequately.
- c. Inadequate supervision of public transportation activities on the roads, resulting in a lack of order in providing services to the community.

The obstacles that contribute to the suboptimal performance of Dishub in providing services to the community and business entities should be optimized by the government, especially the local and central governments, by allocating funds for service improvement. Thus, many bureaucratic issues have not been entirely resolved, both internally and externally. Internally, various factors such as democracy, decentralization, and internal bureaucracy continue to impact the complexity of issues and efforts to find solutions for the future. Externally, factors like globalization and the information technology revolution will strongly influence the search for alternative policies in the field of state apparatus.<sup>31</sup>

In the face of challenges, organizational theory suggests the need for improvement in the structure, function, appearance of the organization, as well as the behavior of individuals and members within the bureaucracy. By applying organizational theory, the fulfillment of improvements in public service serves as a reference for the implementation of administration to realize the vision of providing good service and fulfilling the trust of the community as the object of service. Therefore, fundamental concepts as the foundation in public service must be executed in accordance with the required regulations. Additionally, issues related to infrastructure and facilities need to be organized to develop progressive concepts, ensuring that obstacles commonly encountered in the process of licensing for rental transportation businesses can be effectively resolved.

#### 4. Conclusion

The strategy of the Department of Transportation of East Seram Regency in improving the quality of public services in permit management involves conducting socialization by visiting vehicle owners to process all vehicle permits, whether they are used for public services (rental transportation) or freight transportation. In addition, the strategies employed include core strategy, consequence strategy, customer strategy, and control strategy. These strategies are implemented as a form of the main objectives in public services, which are cleanliness: innovative, solution-oriented, competent, organized, transparent, and trustworthy.

To enhance the quality of the permit improvement procedures at the Department of Transportation of East Seram Regency, the approach involves conducting swiping with the involvement of the police, particularly the traffic police (Polantas), to inspect the

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<sup>30</sup> Interview with the Secretary of the Department of Transportation of East Seram Regency, Mr. M. Iksan Keliwooy, S. Sos, on July 23, 2023.

<sup>31</sup> Lijan Poltak Sinamba. Dkk. *op.cit.*,. Hlm. 310.



completeness of public and freight vehicle permits. This is done to prevent non-compliance by business operators in obtaining permits. The procedure for improving the quality of public service administration is hindered by actions such as revitalization, restructuring, and deregulation in public service, enhancing the professionalism of public service officials, corporatization of public service units, development and utilization of Electronic-Government (E-Government) for public service agencies, increased community participation in public service, and the provision of awards and sanctions to public service units.

The factors hindering the improvement of the quality of public service administration and permit management in the Department of Transportation of East Seram Regency are attributed to the lack of human resources, inadequate facilities, and infrastructure. Consequently, periodic testing necessitates inviting the provincial transportation department to conduct the required assessments. The challenges faced include insufficient synergy between the local government as the authority responsible for allocating specific budgets to meet human resource needs and enhance facilities and infrastructure that are still insufficient for public services.

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