



Increasing Role of the Front Guard in Building Licensing Services in Building Management Information System

* DWI PUTRANTO RIAU, ¹ RIDHO HARTA, ¹ BAMBANG AGUS DIANA

¹Universitas Terbuka, Bandung, Indonesia

Correspondance author: dwiputranto@ecampus.ut.ac.id*

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Abstract

This study aims to solve the Building Management Information System service problem by the Guard Bureaucrats in issuing Building Permits and Building operability Certificates, which emphasize digital and integrated services with OSS. The implementation of SIMBG after PP 16 of 2021 regarding buildings brings the problem of frontline services that are not yet ready. The limited capacity and resources of DPMPSTP that issue permits and Technical Offices that recommend PBG and SLF technicalities need to improve coordination and be prepared, and many District/City Governments have not drafted regional regulations on PBG levies. The research method uses descriptive qualitative. Collecting data through in-depth interviews and secondary data. Data analysis uses data analysis techniques of data reduction, data presentation, and conclusion. This research resulted in a strategy to improve the performance of the front-line bureaucrats in SIMBG services by increasing limited institutional resources and capacity.

Keywords: Front Guard; Building Management Information System (SIMBG); Building Permit (PBG); The Building Operability Certificate (SLF)

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Introduction

Building permits by Law No. 11 of 2020 concerning Job Creation, Law No. 28 of 2002, and Government Regulation No. 16 of 2021 concerning Buildings regulates the implementation of permits through the Building Management Information System (SIMBG)(Anonymus, 2021). SIMBG governs the implementation of licensing process procedures integrated with Single Windows Operation (OSS). Since the enactment of Law Number 28 of 2002 concerning Buildings and in line with Law Number 23 of 2014 concerning Regional Government, Regency/City. Governments have the responsibility for the orderly and reliable management of buildings, especially in administering Building Construction Permits (IMB) and Certificates. Feasibility of Building Functions (SLF). With the issuance of Law Number 11 of 2020 concerning Job Creation as one of the improvements to the investment ecosystem and business activities, namely the simplification of the basic requirements for business licensing, including building approvals and function-worthy certificates (Situngkir, 2021).

Building Management Information System (SIMBG) is a Web-based electronic system used to implement PBG, SLF, SBKKBG, RTB, and BG data collection accompanied by information related to building

management. Especially for PBG and SLF applications made through the Online Single Submission (OSS) application, SIMBG is used as an application for PBG and SLF services in fulfilling business licensing commitments. In administering building permits, the frontline bureaucrats in managing building permits are customer service, who doubles as licensing operators at DPMPSTP. In the Technical Office for Buildings, they are Building Supervisors and SIMBG operators. The performance of policy implementation is influenced by four factors, namely: (i) The policy itself is related to the quality and typology of the implemented policy and the typology of the implemented policy; (ii) the capacity of the mandated organization to implement the policy; (iii) the quality of human resources for the apparatus in charge of implementing policies; and (iv) the conditions of the social, economic, and political environment in which the policy is implemented. (Michael Lipsky, 1980; O'toole, 1986).

The ambiguity of policy objectives was conveyed by Pressman and Wildavsky (1973) and Van Horn and Van Meter (1976) quoted in Hill (2003:267). This expert said that a policy implementer often has to work in complex situations and is full of uncertainty due to the unclear formulation of the goals they must achieve (Purwanto, Erwan A, dan S.D, 2012a). In addition to operational implementation, if the performance of a policy involves more than one institution, the potential for different interpretations of the policy objectives will become even more significant and lead to complexities such as (i) communication difficulties; (ii) coordination problems; (iii) and conflicts related to different interpretations of policy objectives (Maynard-Moody, Steve, Michael Musheno, 1990; Purwanto, Erwan A, dan S.D, 2012). In interpreting policy objectives and communication between institutions, dealing directly with the community in applying for permits, ensuring that policy outputs are utilized by the target group correctly is the task of the frontline bureaucrats. In the development of SIMBG services to date, most district/city governments do not yet have regulations for PBG levies as the basis for leading-level bureaucrats in implementing policies for PBG licensing services and PAD income for district/city governments, according to the circular of Minister of Home Affairs Regulation 01'1/5976/SJ dated 21 October 2021 that the PBG levy of Rp. 0, until now, there is no Perda on PBG Retribution. Also included are implementing regulations regarding SLF and implementation funds for the Secretariat of the Expert Professional Team (TPA) from the Public and the Technical Professional Team (TPT) from the Technical Service.

The quality of human resources for vanguard bureaucrats who implement SIMBG, namely Customer Service at DPMPSTP and Supervisors and SIMBG operators in the Technical Office of Buildings, still do not fully understand the SIMBG regulations because the application is still new and the local government budget constraints in improving the quality and competence of officers. Based on information from an informant from the Technical Office for Building, the Competency improvement program was only included in the SIMBG webinar held by the Ministry of Home Affairs and the Ministry of Public Works and Public Housing. The conditions of the social, economic, and political environment in supporting the implementation of SIMBG in districts/cities in Indonesia have not fully understood the management of PBG and SLF Licensing. So far, those who have often understood SIMBG are housing developers in managing PBG and SLF because of the requirements for housing loans from the Government that must be met. Research conducted by Darma (2022) in its implementation in the field still found problems. Community satisfaction with the SIMBG system can be measured by system quality, information quality, service quality, and community benefit. This study aims to determine the relationship between system quality, information quality, service quality, and perceived usefulness to applicant satisfaction. The weakest indicators of each of these dimensions indicate the need for improvement to improve the implementation of the SIMBG system.(Rizky et al., 2022). Meanwhile, this study aims to determine the role of the Front Guard in Building Services through SIMBG, which is still in the early stages of preparing the Regency/City Government to prepare Legislation and other Resources.

PBG and SLF licensing performance in Regency/City Governments in Indonesia after Law No. 01 of 2020 concerning Job Creation and PP No. 16 of 2021 concerning Buildings, there are still many District/City Governments that have not implemented SIMBG. From the data on the Status of Utilization of PBG and SLF through SIMBG at the National level (514 Kab/city) of the Ministry of PUPR in 2022, as many as 27,770 incoming PBG application files, which are by administrative/technical rules at the BG Technical Service, namely 17,776 and PBG published in the Licensing Service, namely 4.133. As many as 6,324 SLF applications were verified for the complete 2041 documents with the process at the BG 3,264 Technical Service and 580 Licensing Services, and 439 papers of the building operability certificate (SLF) were issued. Meanwhile, in East Java Province, out of 38 districts/cities in East Java, researchers only conducted research in 4 communities/cities; the process of issuing PBG was still manual and did not apply SIMBG and 173 SLF issuances using SIMBG. From the problems above, this research is expected to be able to overcome by providing solutions by carrying out a Strategy to Improve the Performance of Front Guard Bureaucrats in SIMBG. Formulation of the problem: 1) What

is the role of frontline bureaucrats in improving the performance of building permits using the SIMBG application?; 2) Research Objectives is Review and analyze the role of frontline bureaucrats in improving the performance of building permits using the SIMBG application.

Research Method

The research methods should elaborate on the technique utilized in addressing the issues, including the analysis method. The research method used is descriptive qualitative/quasi-qualitative (Bungin, 2020). Data that is in the form of words and not a series of numbers is obtained in various ways, namely observation, interviews, document digests, or in other ways which are usually processed before they are ready to be used, but the qualitative analysis still uses words, which are generally arranged into text that is written in the text. expanded. (Miles, 1992: 15-16). Primary data studies through data collection techniques by interviewing SIMBG officers in five districts/cities of East Java and secondary data studies through data collected through websites, social media, presentation materials, and others.

The data analysis technique used in this study is descriptive research as proposed by Sugiyono (2003), where the aim is to analyze the data by describing or describing the data that has been collected as it is without using the analysis that is usually put forward based on statistical analysis techniques (RACHMAN, 2018). The phenomenon to be studied is the problem of frontline bureaucrats in implementing building permits for the transition period of the latest regulations in improving the performance of building permits. Problem phenomena will be described systematically, factually, and accurately.

Results and Discussion

Building Permit Policy

The development of building permits by Law No. 11 of 2020 concerning Job Creation and Government Regulation No. 16 of 2021 concerning Buildings is carried out online with all processes digitally. This process is through the Building Management Information System (SIMBG). Management information system (SIMBG) is a WEB-based information system used to process building management activities. The role of frontline bureaucrats in the Licensing Service is to verify the completeness of documents, fill in levies by the Technical Service, submit SKRD, verify proof of levy payment, submit SSRD, approve the issuance of PBG to submit PBG to the applicant. Meanwhile, in the SIMBG application workflow for issuing SLF, the role of vanguard bureaucrats, namely building supervisors, is to clarify the administration and development schedule, inspect the lower structure of the building, straightforward and not simple, basement structure inspection, upload a statement of function feasibility, inspection testing; upper design, approval of SLF issuance and submission of SLF documents.

The development of building legislation regulations as the focus of the task of frontline bureaucrats in facilitating building permits is still waiting for the development of each district/city area. Meanwhile, the implementation of PBG licensing follows the circular of Permendagri number: 011/59/6/SJ dated October 21, 2021, regarding the Acceleration of Preparation of Basic Requirements for Business Licensing Regulations, Implementation of Building Approval Services, and Building Approval Fees, as well as Retribution for the Use of Foreign Workers (Gubernur, 2021). and PP 16 of 2021 concerning Buildings for SLF implementation. The latest developments regarding the Building Approval levy (PBG) that have been implemented in Indonesia from 33 provinces, only 29 regions have provided information according to the data from the Ministry of Home Affairs in 2021 according to Table 1 below:

Table 1
Evaluation Status of Raperda PBG at the National Level

No	Status	Number of Regions	(%)
1	Regional financial evaluation has been completed	25	4.86
2	In the Process of Regional Financial Evaluation	36	7.00
3	In Submitting Evaluation	20	3.89
4	Haven't Submitted an Evaluation of the Raperda	433	84.24
	Total	514	100

Source: Kemendagri, January 24, 2022

Based on data from the Ministry of Home Affairs on January 22, 2022, of the 100 regencies/cities proposed for the PBG levy, 22 regencies/cities have submitted the PBG Raperda, seven regencies/cities have completed evaluations, 12 evaluation processes, three submissions, and 78 regencies/cities have not submitted proposals. The proposal for priority areas for PBG completion is based on the results of the joint

breakfast with the Coordinating Ministry for the Economy and the results of the Ministry of Home Affairs' working visits to Central Java and DIY Provinces with 101 regencies/cities as priority areas spread across 24 provinces in Indonesia. Of the proposed Regency/City priority districts, 23 regions have submitted the Draft Regional Regulation on PBG to the Ministry of Home Affairs, 7 of which have completed the Draft Regional Regulation on PBG. After the use of the SIMBG application, according to interviews with informants in several East Java Regency/City Governments, it is still not ready because the implementing regulations for PBG and SLF are still not, namely in Probolinggo City, Madiun City, Kediri City, and Malang City, still in the process of preparing the draft Raperda at the executive. At the same time, the Gresik Regency Government has finished the discussion and waiting for an evaluation from East Java Province and only the approval from DPRD. Details of the explanation can be seen in Table 2 below:

Table 2
Development of PBG and SLF Regulations in 5 Regencies/Cities of East Java Province

No	Regency/City Government	PBG Retribution Regulation	Implementing Rules
1	Gresik Regency	there is	-
2	Probolinggo City	process	-
3	Madiun City	process	-
4	Kediri City	Process	-
5	Malang City	Process	-

Source: BG 5 Technical Office, Regency/City of East Java Province, 2022

The status of PBG implementation through SIMBG in priority areas is as follows: 1. From 9,112 PBG submissions, only 230 PBGs have been issued (2.52%), and nine applications were rejected (0.10%). There are still 8,873 PBG (97.89%) in process. 2. as many as 24 regencies/cities. The details of the explanation can be seen in Table 3 below:

Table 3
Status of PBG Implementation through SIMBG

No	Service	Process	Number of Permits	(%)
1	BG Technical Service	The completeness of document	7362	80.79
		Konsultation	916	10.05
		Retribution	231	2.54
		Payment	364	3.99
		Payment Validation	0	0.00
2	Licensing Service	Rice	230	2.52
		Rejected	9	0.10
		Total Permit Applications	9.112	

Source: www.simbg.pu.ac.id (Ditjen Cipta Karya, Kemen PUPR), 2022.

The process of accelerating the issuance of PBG is essential to be followed by SIMBG account owners, namely Technical Service Accounts (Head of Technical Service accounts, Supervisor accounts (Kabid/Kasi), operator accounts); PTSP official account (head of technical service account, supervisor account (head of the service), operator account) and applicant's account. The status of utilization of PBG and SLF at the National level (514 districts/cities) can be seen in Tables 4 and 5 below:

Table 4
PBG Utilization Status

PBG Application	Process Technical Service		Office Licensing Service		Rejected	
	Completeness of Payment	Consultation	Retribution	Payment	Validation	Rise
27.770	17.633	4.224	612	1.107	2	4.133

Source: www.simbg.pu.ac.id (Ditjen Cipta Karya, Kemen PUPR), 2022.

Table 5
SLF Utilization Status

Application SLF	Verification of Completeness	Technical Service	Licensing Service	submitted
6324	2041	3264	580	439

Source: www.simbg.pu.ac.id (Ditjen Cipta Karya, Kemen PUPR), 2022.

Table 6
Issuance of PBG and SLF Post SIMBG enforced August 1, 2022 in 5 Regencies/Cities of East Java Province

No	Pemda Kab/Kota	PBG	SLF
1	Gresik Regency	Manual	170
2	Probolinggo City	Waiting for local regulations	1
3	Madiun City	On (Retribution Rp.0)	2 (DPMPSTP)
4	Kediri City	Waiting for local regulations	-
5	Malang City	Application process	Application process

Source: 5 Technical Office, Regency/City of East Java Province, 2022

Capacity Building for SIMBG Organizing Organizations

O'Toole (1986) stated that the performance of policy implementation is influenced by organizational capacity. Organizational capacity According to Lusthaus et al. (2002: 9): "Organizational capacity is the ability of an organization to use its resources to perform"; organizational capacity is the organization's ability to use all its resources to produce the best. In Lusthaus et al. (2002: 9), organizational capacity consists of several aspects: a. Strategic Leadership; b. Organizational Structure; c. Human Resources; d. Finance; e. Programs/Services; f. Infrastructure; g. Management Process; h. Inter-organizational linkages (Relations between organizations) (Bandung et al., n.d.). Opinions of Lusthaus (2002) and Goggin et al. (1990) regarding organizational capacity have similarities in terms of organizational structure, work mechanism or inter-organizational coordination, HR, and finance. Rondinelli and Cheema (1983:28) identify four factors affecting implementation performance: a. Environmental conditions; b. inter-organizational relationships; c. Resources and characters of implementing agencies (Rondinelli, DA, J.R. Nellis, 1983). Improved performance of the implementation of building licensing policies, namely PBG and SLF, is influenced by organizational capacity consisting of communication, bureaucratic structure, resources, and external factors of public support through the commitment of corporate leaders (Riau & Yuswadi, 2014) and implementation of licensing policies for building utilization in the regions (Riau, 2019). Increasing organizational capacity, one of which is the competence of frontline bureaucrats in PBG and SLF licensing, is a priority for the DPMPSTP organization and the Technical Office for Buildings to improve so that the licensing process is in line with the targeted SOP (Boardman & Sundquist, 2009).

Increasing Human Resources for Frontline Bureaucrats

The duties of frontline bureaucrats as policy implementers are a. interpreting the policy objectives; b. carrying out inter-institutional communication; c. interacting with target groups or communities who apply for permits (Purwanto, Erwan A, dan S.D, 2012a). The role of frontline bureaucrats in facing challenges in issuing PBG and SLF through SIMBG is to run the process according to the SOP and satisfy the applicant. The problems that must be solved are (i) as officers who directly deal with the target group, they face erratic and complex situations (Michael Lipsky, 1980); (ii) interpreting directly the policy objectives in the field, which will determine the failure or success of the program; (iii) managing the flow of communication from top to bottom or from the government to the community or vice versa (Kim, 2010); (iv) managing and maintaining the coordination between institutions involved (Monjoy, 1984). The role and duties of the Front Guard Bureaucrats in licensing buildings in the Regency/City are still minimal, as said by the Head of the Public Housing, Settlement, and Environmental Office of Temanggung Regency. The number of human resources is limited, while other resources are appropriate.

According to Erwan AP (2012:168), socialization can be done in various ways: (i) face-to-face; (ii) through print media in leaflets, announcements, stickers, pamphlets, advertorials, and so on; (iii) through electronic media such as TV and Radio containing material as the one on print media or other forms of packaging, lectures, short films, and others; and (iv) internet media in the form of websites, Facebook, Instagram, Twitter, and others. According to Kim (2010:17), as stated by Prottas (1979), there are three typologies of frontline bureaucrats in the delivery of policy information: (i) Suppress information bureaucrats. Frontline bureaucrats withhold some information. They do not explain in detail matters relating to the target group's rights such as free services and transfers; (ii) Provide inadequate information bureaucrats; (iii) Provide supportive information bureaucrats, which are the ideal frontline bureaucrats, namely those who provide adequate, accurate, and fair information to the public who are the target group of policies. Several factors affect types 1 and 2, namely low-income levels that encourage them to do rent-seeking; inadequate level of education, and pressures that make bureaucrats have to cover up some information. The success of socialization is also influenced by discourse, namely the authority taken by officials or policy implementers in the field because the

policy guidelines do not regulate the problems these officials and implementers face. Discretion is the dominant factor in the success of socialization. The delivery of information by bureaucratic apparatus must be carried out flexibly, not rigidly, as stipulated in the policy document (Purwanto, Erwan A, dan S.D, 2012a). The dissertation should be supported by experts, namely Heckman, Smith, & Taber (1996); Kaiser (1999); Carrington (2005). According to Kim (2010:15): street-level bureaucrats exercise indispensable discretion because of this unique work condition, which requires them to deal with complicated and unpredictable human beings every day. (Kim, 2010). Frontline bureaucrats are given the freedom to provide information to target groups in their way. It is desirable to allow street-level bureaucrats to choose the type of information to give to each client since they are an expert on the subject matter, and they know their clients' situations the best.

This part is about the discussion. The incomplete understanding of the target group about the policy is as follows: 1. Preliminary information results in the target group not being actively involved in implementing policies/programs as stated by Heckman and Smith (2004) quoted in Kim (2010:17); 2. Submission of inadequate information is a misunderstanding or misinformation. Front guard bureaucrats cannot convey policy messages properly to target groups because of complex language, lack of precise media in delivering information, one-way traffic, lack of dialogue, and others. Implementers need to be given the authority to make discretion to anticipate unexpected conditions in the field (Maynard-Moody et al., 1990), as well as Lipsky (1980: 13-14). Street-level bureaucrats have considerable discretion in determining the nature, amount, and quality of benefits and sanctions provided by their agencies (Anggraini et al., 2020). The discussion for bureaucrats at the forefront of PBG and SLF licensing is how to inform applicants about the rules for the building implementation process by applicable regulations and who do not have the authority to make strategic decisions. Administrative implementation, which is an implementation where various activities carried out by frontline bureaucrats in distributing policy outputs to target groups only need to follow the SOPs that have been determined. Problems will arise if the reality does not match the existing SOPs. First, two options follow the SOP, but the implementation cannot be carried out optimally because the truth is very different from the current SOP. Second, deviating from the SOP so that policy implementation can achieve optimal results but with the risk of being legally blamed if deviations from the SOP are not able to achieve better results (Erwan AP, 2012: 183) (Purwanto, Erwan A, and S.D, 2012a). SOPs which generally already exist in the SIMBG application need to be implemented by vanguard bureaucrats and also need to be detailed by DPMPSTP and the Technical Office for Buildings. Frontline bureaucrats in making innovations are expressed by Handler 1986 quoted by (Moody et al., 1990: 1) who said: street-level workers are an important source of innovation, yet most of them have little formal authority to make programmatic decisions. Their good ideas are often ignored by those who hold higher positions. An approach can be taken to measure the performance of frontline bureaucrats about the implementation of policies/programs. The measurements are as follows: 1. The extent to which the frontline bureaucratic apparatus supports organizational goals that are mandated to implement a policy. Contribution to the achievement of organizational goals by: (i) mapping the bureaucrat's position in the overall organizational constellation; (ii) identify the duties of bureaucrats in implementing a policy; (iii) identify the implementation of the tasks assigned to him; and (iv) compare achievement with the assigned task load. 2. Assessing whether the achievement of the work carried out meets the principles of good governance. There are three outputs in the study of public services to measure the performance of public services, namely (i) the process approach, (ii) an output approach, and (iii) a process and output approach.

Improved Interaction Performance of Frontline Bureaucrats with the External Environment

External environmental conditions that affect the performance of building licensing through the use of SIMBG become a priority in improving the quality of SIMBG Public services. By Permenpan RB no 20 of 2020, which aims to improve the quality of public services according to the needs and expectations of the community (Blijleven & van Hulst, 2021). The targets to be achieved through this program are: 1) Improve the quality of public services to the community (transparent, fast, precise, simple, affordable, and have certainty); 2) Increase the number of service units that obtain international service standards; 3) Increasing the community satisfaction index in the implementation of public services. (Deddy Mulyadi, n.d.).

To realize quality public information services, there needs to be a synergy between the Related Offices with standardization of services or SOPs, which generally already exist in Figures 1 and 2 above, and must be implemented by Supervisors and SIMBG operators as frontline bureaucrats in serving the public (public and private).

According to Prasetyantoko (2008) that to improve performance, it is necessary to apply the principles of good governance (accountability, transparency, and participation) (Prasetyantoko, 2008). while Mardiasmo (2002) accountability is the obligation of the trustee to provide accountability, present, report, and disclose all activities and activities that are his responsibility to the trustee who has the right and authority to ask for such accountability (Mardiasmo, 2002). In public services, accountability must be accountable, both to the public and to superiors/leaders of service units of government institutions, by the provisions of laws and regulations. The poor performance of public services is partly due to accountability in implementing public services (Kepmenpan No.26/KEP/M.PAN/2/2004). Therefore, the implementation of shared services must be accountable to the public. In addition to accountability, transparency is also one of the factors that affect the performance of public service organizations. Transparency can be interpreted as the implementation of tasks and activities that guarantee access or freedom for everyone to obtain information about government administration. Information about policies, the process of making and implementing them, as well as the results that have been achieved, can be accessed or obtained by the public reasonably and openly (Mardiasmo, 2002).

Therefore, public services must be transparent because the quality of the performance of the public service bureaucracy has broad implications in achieving general welfare. No less important factor influencing the performance of public service organizations is public participation. According to Loina (2003), public participation affects the performance of public service organizations. Public participation is very much needed in government administration because it is the people themselves who best understand their needs. Lijan (2006) said that participatory services could encourage community participation in implementing public services by taking into account the community's aspirations, conditions, and expectations (Lijan, 2006). Therefore, these citizens must be stimulated and assisted in building relationships with the government so that the performance of public service organizations can be improved.(Hupe & Buffat, 2014).

Strategy for Improving the Performance of Frontline Bureaucrats in SIMBG

From the results of the discussion of the PBG and SLF Policies for Buildings, the Organizational Capacity of District/City Governments in general, the HR Bureaucrats are at the forefront of building permits and increasing the interaction of the HR Bureaucrats at the vanguard with the public, a strategy can be drawn up using a SWOT analysis, which can be seen in Table 7 below (Kusumah & Suryana, 2018):

Table 7
SWOT Strategy for Increasing Frontline Bureaucrats in SIMBG

Internal factors	STRENGTHS	WEAKNESS
	1. There is already Law no 11 of 2020 on job creation and PP 16 of 2021 regarding BG 2. SIMBG app is available	1. Understanding / Skills Frontliner SIM has not been mastered 2. There is no Perda on PBG Retribution and Perkada on TPA/TPT
External Factors	THREATS	WT STRATEGY
	1. Public/Private understanding in using the SING application is still limited 2. A large number of PBG/SLF applications	1. Improving the competence of Frontliners regarding SIMBG Information Technology and Building Technicals through Workshops. 2. Completing PBG issuance without levies according to Circular of Permendagri 011/59/6/SJ dated 21 October 2021 and SLF according to PP 16 of 2021.
	OPPORTUNITY	WO STRATEGY
	1. Public Demands for Fast PBG/SLF Issuance 2. More sophisticated technology	1. Utilizing additional Frontliner HR in completing PBG and SLF 2. Completing Perda PBG levies and Perkada and implementing SIMBG by utilizing the latest information technology.
	SO STRATEGY	
	1. Issuance of PBG and SLF by SOPs and laws and regulations 2. Fixing SIMBG weaknesses according to the latest technology.	

Source: Analysis results, 2022

From Table 7, the strategy using the SWOT analysis above can be formulated as follows: 1) Conduct intensive socialization of SIMBG to the public, namely the public and private elements.

1. Increase work intensity to complete PBG and SLF applications; 2) Improving the competence of Frontline Bureaucrats regarding SIMBG Information Technology and Building Technicals through Workshops; 3) Completing the Regional Regulation on PBG Retribution and Regional Head

Regulations concerning the Implementation of PBG and SLF by PP 16 of 2021 (Governor, 2021); 4) Issuance of PBG and SLF by SOPs and laws and regulations; 5) Fixing the weaknesses of the SIMBG application according to the latest technology; 6) Utilizing additional Front Guard Bureaucratic Human Resources (P3K) in completing PBG and SLF; 7) Completing Perda Retirbus PBG and Perkada and implementing SIMBG by utilizing the latest information technology.

Conclusions

From the explanation of the results and discussion above, the following conclusions can be drawn: first, the role of vanguard bureaucrats in implementing building permits is carried out according to existing regulations while waiting for the rules for PBG levies and implementing practices for PBG and SLF; second, increasing the competence of frontline bureaucratic HR is a mandatory requirement in changing the building permit process using the SIMBG application; third, increasing organizational capacity through communication and coordination between the two institutions implementing SIMBG. The role of bureaucratic structure and facilities and infrastructure resources in implementing SIMBG are organizations' priorities, and the strategy taken to improve the Performance of Frontline Bureaucrats in SIMBG is to carry out intensive socialization of SIMBG to the public and Improve the competence of Frontline Bureaucrats regarding SIMBG Information Technology and Building Technicals through Workshops.

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