



## Analysis of Human Resources and Coordination of the Effectiveness of Supervision of Building Permit Services (IMB) at the Maros Regency Spatial and Housing Agency

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### **Abstract**

This study aims to explain the support of human resource factors and coordination of the effectiveness of supervision of Building Permit services (IMB) at the Maros Regency Spatial Planning and Housing Office. This study uses a qualitative approach in the form of a descriptive survey to describe the information obtained in connection with the implementation of the supervision of IMB services at the Department of Spatial and Housing of Maros Regency. The population in this study were all employees including honorary staff at the Department of Spatial Planning and Housing in Maros Regency, amounting to 52 people, and the community as many as 50 people. The results of this study indicate that HR personnel and coordination of the supervision of IMB services are still not good. because the ability of the apparatus is still low, and discipline and awareness are also low. While coordination has not been going well between work units even though coordination with related agencies has been running as it should.

**Keywords:** *Human Resources; Coordination; Effectiveness*

### **Introduction**

One form of the policy is Building Permit (IMB) which aims to provide facilities in the licensing process and legal certainty for the community, besides this regulation also accommodates various regulations that directly provide preventive and repressive preventive measures against service deviations making it difficult for the community to obtain services. Thus, if government policies regarding the implementation of development are not regulated by the IMB, it will result in the emergence of illegal buildings, and the use of uncontrolled spatial planning so that it disrupts the beauty of the city (Efridawati & Nasution, 2013; Mustafa, 2016).

Human resources are not available either quality or still lacking and not according to needs so they are not able to move the potential of the organization to be able to achieve the goals set (Barney & Wright, 1998; Daley, 2012).

Better coordination between work units will be able to realize the effectiveness of services that are expected to be professionally carried out by the implementing apparatus (Insani, 2020). At present, coordination between capable work units between related agencies has not been carried out properly so that there are weaknesses in providing information about the community who need good services managed at the Maros Regency Spatial Planning and Settlement Office and the reality seen in the field.

Although HR and work procedures have been implemented well, but without the support of good community participation, the effectiveness of services will not be realized well (Renwick, D. (2000; Van De Voorde & Beijer, 2015; Nurdin et al., 2020) The fact that community awareness is still not low, also becomes an obstacle to the provision of IMB services, which is still not good due to lack of knowledge about IMB and lack of understanding of IMB management procedures according to the actual rules (Suparman, 2017).

In other words, the weakness of supervision of the management of IMB at the Department of Spatial Planning and settlements, causes currently the delivery of IMB services to the community tends to be slow because according to the rules no later than 1 week after the application is submitted IMB can be issued, but the reality is that there are people who look after the IMB 2 to 3 weeks before the IMB permit is regulated.

The factors above cause the current delivery of IMB services can not be effective, so that community satisfaction can not be realized, therefore it is necessary to conduct a study as a reason for researchers to see the effectiveness of supervision of IMB services in Maros Regency. The effectiveness of public services is a comprehensive study of services that achieve community service satisfaction. This concept is one of the determinants for knowing the form of government policy towards public organizations. Effectiveness is the implementation of achieving organizational goals through the application of administrative management to produce input (output) and output (output) (Crawford & Bryce, 2003).

This study aims to explain the support of human resource factors and coordination of the effectiveness of supervision of Building Permit (IMB) services at the Maros Regency Spatial Planning and Housing Office.

## **Methods**

This study uses a qualitative approach in the form of a descriptive survey to describe the information obtained relating to the implementation of the supervision of IMB services at the Department of Spatial and Housing of Maros Regency. This research was carried out in Maros Regency, precisely in the Department of Spatial Planning and Housing of Maros Regency.

The population in this study were all employees including honorary staff in the Department of Spatial Planning and Housing of Maros Regency, amounting to 52 people, and as many as 50 people who had and temporarily administered the IMB because they were considered to better understand the IMB service process. The 50 people are considered to represent the party who has managed and temporarily IMB.

The application of the sample is determined by stratified random sampling. To determine the size of the sample refers to the Krejciek scale where if the population (S) = 102 people, then the sample (N) is 80 people with details:

$$\begin{aligned} \text{Employee} &= 52 / 102 \times 80 = 41 \text{ People} \\ \text{People} &= 52 / 102 \times 80 = 39 \text{ People} \end{aligned}$$

Data collection techniques are questionnaires, interviews, observation, and documentation. The data analysis technique used is adjusted to the needs of the presentation of the data on the results of the study to be discussed by making tables arranged based on the details of the tables used. Draw conclusions from each table. Describe qualitatively according to the needs of the table explanation discussed.

## Results

### Human Resources

To carry out the supervision of the IMB (Building Permit Services), the human resources of the apparatus are crucial. If the HR apparatus supports in terms of ability, skills, discipline and awareness, then the implementation of IMB supervision will be carried out properly, on the contrary, if the HR apparatus lacks support, the implementation of IMB supervision cannot take place properly and smoothly.

From the research, it is known that the ability of human resources of the Office of Spatial Planning and Housing Office of Maros Regency is still not good so that the service and supervision process of IMB has not yet taken place and the quality of human resources is low the apparatus is good, as shown in table 1.

**Table 1. HR Capability of Maros Regency Spatial Planning and Housing Agency**

No	Answer Category	Frequency (F)	Percentage (%)
1	Supporting/High	12	29,27
2	Less Supporting/moderate support	16	39,02
3	Not Supporting/low	13	31,71
4	Total	41	100,00

Source: Primary Data, 2019

The ability of human resources of the Office of Spatial Planning and Housing Office of Maros Regency when viewed from the results of IMB services that have so far been carried out is basically still lacking or low as seen from: (1) The service has not been carried out optimally and in accordance with the mechanisms and procedures that have been set, (2) Public complaints about the IMB service process that increases (3) Service time that exceeds the predetermined time standard.

These three factors indicate that the ability of human resources of the Office of Spatial Planning and Housing Office of Maros Regency is still low so that it affects the improvement of the quality of IMB services.

Research conducted at the Office of Spatial Planning and Housing of Maros Regency shows that is one of the factors that influence the ability of human resources of the Office of Spatial Planning and Housing Office of Maros Regency is that formal education is still low. Of the 41 officers, as many as 6 people have formal education at SLTP (Junior School), 22 are SLTA (High School) students, 10 are undergraduate (S1) and 3 are postgraduate students (S2). Considering that the basic tasks of IMB services are quite complex and complicated with good understanding and knowledge of all officials, the formal

educational background at the level of junior and senior high school does not yet support the improvement of the quality of formal education services that can affect the ability of officials in carrying out their main tasks. In addition, officials who have a formal undergraduate education background are still inaccurate in placement and not in accordance with the basic education they have, such as the social department placed in the budget department and the economic department placed in a section not related to financial management so that it affects its capacity to carry out its main tasks. The low formal education background is not matched by an increase in the ability of education and technical special training related to the main tasks of each apparatus in the work unit.

And interviews are known to be seen from the background of formal education HR Maros Regency Spatial Planning and Housing officials are basically still low and do not support the quality of service that is about to be realized. Given the increasingly developed technology and the greater public demand for excellent service, of course, formal education at the level of junior and senior high school will not be able to keep up with the pace of development because it has an impact on the increasingly complex implementation of tasks carried out in each work unit. Efforts to improve the human resource capabilities of the Maros Regency Spatial Planning and Housing Agency apparatus should have been carried out through enhancing the capabilities of the Maros Regency Spatial Planning and Housing Agency officials' human resources should have been done through improving formal education and implementing technical education and training related to the main tasks, but due to the limited allocation of funds for the development and improvement of HR capabilities has caused the efforts carried out to be suboptimal and not according to need.

Based on this, it is known that judging from the background of formal education and the implementation of education and training, it seems that it still lacks the ability of employees to carry out their duties. From the results of the management of the questionnaire (apparatus), it appears that from 41 people who were given a questionnaire as many as 43.90 percent of respondents responded less supportive, 24, 71 percent answered not supporting and only 31.71 percent gave regard supporting.

**Table 2. Support for Formal Education and Technical Training for the Capability of Human Resources of the Spatial Planning and Housing Agency of Maros Regency**

No	Answer Category	Frequency (F)	Percentage (%)
1	Supporting	13	31.71
2	Less Supporting	18	43.90
3	Not Supporting	10	24.39
4	Total	41	100,00

Source: Primary Data, 2019

From the respondents 'answers, it is known that formal education and the implementation of technical training in accordance with the field of tasks of the HR personnel of the apparatus have not contributed to the improvement of the apparatus' ability in the IMB service process at the Spatial and Housing Office of Maros Regency.

In connection with the implementation of supervision, the low ability of human resources of the apparatus requires more multiply supervision, because if the implementation of supervision is not carried out properly in every system and service procedure, it will result in services not in accordance with the established mechanism so that it affects the quality of services produced.

In addition to the ability factor, in relation to the human resources of the apparatus in the IMB service at the Maros Regency Spatial Planning and Housing Office, a high level of discipline is needed and all elements of the service so that the implementation can take place according to the time and criteria previously set.

Research conducted shows that the level of discipline of human resources in carrying out service tasks is basically still low, so the service process has not been able to be carried out properly and effectively. The low discipline of the apparatus can be seen from the IMB service process that did not take place in accordance with established time criteria. HR personnel leave the office without the knowledge or permission of superiors for no apparent reason. Opportunity prematurely and late for work. Procrastinate even though the work can be completed on the same day.

The four factors above indicate the low discipline of human resources of the Maros Regency Spatial Planning and Housing Department in IMB services so that the quality of service has not been realized properly and is in accordance with the general service standards that have been applied.

From the questionnaire distributed to the public it also showed the level of discipline of the authorities, because of the 39 respondents as many as: 46.15 percent answered undisciplined, 25.64 percent answered less disciplined and only 28.21 percent gave disciplinary responses, as shown in the table.

**Table 3. Human Resources Discipline of the Maros Regency Spatial Planning and Settlement Office in IMB services**

No	Answer Category	Frequency (F)	Percentage (%)
1	Disciplined	11	28,21
2	Less Disciplined	10	25,64
3	Not Disciplined	18	46,15
	Total	39	100,00

Source: Primary Data, 2019

Interviews with the community revealed that one of the factors that caused the quality of IMB services at the Maros Regency Spatial Planning and Housing Office was still low was that the discipline of the apparatus was low, so that during peak hours some were not in the service areas, especially HR who was in the front office that should always ready to provide services to the community. If the apparatus is not in place the community is forced to wait longer to be able to obtain services so that other activities in the service area are also delayed because of work mechanisms that are interrelated with one another.

The information and information obtained from the aforementioned community show that the level of discipline of the apparatus is still low so that it requires good attention from the leadership, especially the apparatus that directly confronts the community's customers. From the research and information revealed from the public, it also shows that the implementation of the supervision of IMB services is still low, causing services not to be carried out in accordance with the time specified.

From interviews, it was found that the disciplinary factor of the apparatus was a serious problem that now had to be dealt with quickly if it wanted to create a quality service. The number of officers

leaving the room for no apparent reason, the amount of time spent just gathering and talking about things that are not related to the implementation of the main task is the daily apparatus that is far from disciplinary attitude. This is also due to the lack of direct supervisor supervision in each work unit so that employees are free to carry out their wishes even though it basically violates work discipline.

One factor that indicates that the discipline of the apparatus is low in carrying out its main tasks is the level of violations committed by the apparatus is quite high. The data collected revealed that the average disciplinary violations of the apparatus for each year increased by 20 to 27 percent, especially minor violations and moderate violations: Seeing the conditions should be strictly enforced disciplinary rules for employees who violate discipline by providing sanctions in accordance with violations he does.

It is known that giving sanctions to officials who violate the rules of discipline has not been implemented properly, because of the questionnaires distributed to the authorities it is seen that 41 officers as many as 51.22 percent of respondents responded less done, 34.15 percent answered done, and 14.63 percent answered not done.

**Table 4. Imposing sanctions for employees who violate the Work Discipline at the Department of Spatial and Housing of Maros Regency**

No	Answer Category	Frequency (F)	Percentage (%)
1	Implemented	14	34,15
2	Less Implemented	21	51,22
3	Not Implemented	6	14,63
	Total	41	100,00

Source: Primary Data, 2019

Research conducted shows that sanctions to officers who violate discipline are lacking because so far those that have received serious attention from leaders are officials who violate disciplinary rules that are categorized as severe, while those categorized as mild or moderate do not receive any sanctions. This caused the authorities to feel unburdened by sanctions even though he basically violated discipline rules repeatedly.

The description shows that the implementation of supervision of personnel HR in the IMB service has not been carried out properly causing increased discipline violations and sanctions for officials who violate discipline have not been carried out in accordance with applicable regulations.

### *Coordination*

One of the actions that basically can support the implementation of the supervision of IMB services is coordinating actions in the form of efforts to harmonize and harmonize activities between work units, between officials and between related agencies. Good coordination will be able to minimize violations and will be able to improve the effectiveness of the implementation of basic tasks so that it is expected to be able to improve the quality of IMB services at the Spatial and Housing Office of Maros Regency.

Research conducted shows that the implementation of IMB service coordination at the Spatial Planning and Housing Office of Maros Regency has not been carried out properly, effectively, and efficiently. This is known because of the overlapping service processes that often occur, in addition to the filing of documents and the handling of IMB application files is often late in one place so that it affects the file processing process at other work units.

The results of the questionnaire processing also showed that the majority of respondents thought that coordination between work units had not been carried out properly. Of the 41 officers who were given the questionnaire, some 60.98 percent answered poorly, 29.27 percent answered well, and 9.76 percent responded poorly. More clearly can be seen in table.

**Table 5. Coordination Between Work Units of IMB Services at the Maros Regency Spatial Planning and Housing Agency**

No	Answer Category	Frequency (F)	Percentage (%)
1	Implemented	12	29,27
2	Less Implemented	25	60,98
3	Not Implemented	4	9,76
	Total	41	100,00

Source: Primary Data, 2019

From interviews, it was revealed that the implementation of coordination between work units in the IMB service of the Maros Regency Spatial Planning and Housing Office has not been carried out properly and effectively so that it appears that in addition to the slow service process carried out among employees often there is a misunderstanding in processing permit application files. These conditions cause overlapping in the handling of files that are managed so as to slow down the tasks followed by other work.

From the research it is known that one of the factors so that the implementation of IMB service coordination has not been carried out effectively and efficiently is because communication between employees has not been going well, whereas to carry out coordination, communication is important to be carried out openly and transparently so that each work unit and apparatus understands their respective functions and authorities in IMB services. Communication that has not been running as it should is because employees do not understand the importance of communication in the implementation of the main tasks of service. If communication goes well, any difficulties in the service process will be solved quickly to support the smooth service.

In the framework of IMB services, it is also important to coordinate externally, especially in coordination with related institutions. From the research conducted, it shows that the coordination with related agencies has been going well, although it must be further improved. From the questionnaire circulated it was known that most of the responses to coordination had been going well, as many as 78.05 percent responded to coordination well, 19.51 percent answered poorly, and only 2.44 percent considered coordination was not done well, as shown in table.

**Table 6. Implementation of coordination with related agencies/work units/agencies in the IMB services of the Maros Regency Spatial Planning and Housing Agency**

No	Answer Category	Frequency (F)	Percentage (%)
1	Implemented	32	78,05
2	Less Implemented	8	19,51
3	Not IMplemented	1	2,44
	Total	41	100,00

Source: Primary Data, 2019

Interviews with informants revealed that coordination with related agencies and work units in the IMB service process was important in view of the close relationship with the success of development and spatial planning in Maros Regency. With good coordination, the work programs of the work units and related agencies will be integrated with the conditions and situation of the IMB to be issued so that there is no overlap in the implementation of development in Maros Regency.

### **Conclusion**

HR personnel and the implementation of coordination of supervision of IMB services are still not good, because the ability of the apparatus is still low, and discipline and awareness are also low. While coordination has not been going well between work units even though coordination with related agencies has been running as it should. It is necessary to increase the capability of the HR human resources through enhancing formal education and implementing technical training and optimizing the implementation of coordination between work units through increasing the role of communication.

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