

The Delegation of Authority in Public Service: The Study about Partial Delegated Authorities in Public Service Sector from the Regent of District Gresik to the Head of Sub district Manyar

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ABSTRACT

In order to analyze the process of delegation in some public service authorities from the Regent to the Head of sub-district toward the community satisfaction, and factors supporting as well as inhibiting the implementation of the delegation, the study then is conducted by using descriptive-qualitative analysis. The technique of data collection is based on interview, observation and documentation. Furthermore, the data is analyzed using an interactive model of data analysis. Results of the studies show that the delegation process of partial authority in public services from the Regent to the Head of sub-district (*Camat*) has not carried out through a process of identification in which authority will be delegated, the policy making models that tend to be a command model and not based on a strong commitment from the leadership, resulting in a less effective policy to empower district in delivering the public services. The implementation policy of partial authority delegation in public services to the Head of Manyar's Sub district has not run effectively, because of the policy interpretation stage, the establishment of the implementing organization, and the providing supporting resources and socialization process has not been implemented seriously. However, the policy implementation of partial authority delegation in public service delivery to the Head sub-district in Manyar district can improve the quality of service, in term of place, personnel and activities of services, so it have an impact on the client satisfaction. The supporting factors are smaller than the constraint factors, so that the delegation of partial authority in public services to the Head of Manyar sub-district can not be run effectively yet.

Keywords: Policy, Delegation of authority, Public Service.

INTRODUCTION

The current reforms which are taking place since the middle of 1998 has brought some fundamental changes in the governance practices booth of state and government. One of the most fundamental changes is the changing of the State management system from the centralized system or commonly referred to the structural model by efficiently into the decentralized system or commonly known as the model of local democracy. In accordance with the Law 22 of 1999 on Regional Governance which was later revised into Act No. 32 of 2004, later on the change of decentralization is manifested in Indonesia. The presence of decentralization and regional autonomy at least driven by two powerful factors: first, the internal factors are driven by various processes in political policy which highly centralized in the new order era. The second, the external factors which are influenced by the international interest in order to boost investment, especially for the high cost efficiency as a result of corruption and long bureaucratic chain.

The Law No. 22 of 1999 which was later revised into Act No. 32 of 2004 on Local Government, not only bring a change in the paradigm of public service but also in the sub-district institutional, namely from the territorial units into the regional units. As a consequence of these changes, the sub-district is no longer running the de-concentration affairs while the Head of sub-district is no longer the head of the territorial as regulated in Law Number 5 of 1974 on the Principles of Local Administration. Currently *camat* and sub-district levels are called as Regional Apparatus Working Units (SKPD) which considers as the extension of the Regent/Mayor. Therefore, all control to *Camat* and sub district activities entirely under the supervision of the Regent / Mayor. Governance practice in many districts in Indonesia, shows that all authorities remain in the Regent and do not be delegated to the sub-district level. Even for the authority to handle some public services which should be brought closer to the local community (such as a business license, crowds permit, population, cleaning maintenance, and others) are all in the Regent.

Therefore, Regional autonomy creates new centralization at the local level which centred on the Regent. It is, as stated by experts that "the era of centralization has been replaced by decentralization, it was only to change the form of local displacement original from vertical centralization at the national level to the elite mass centralization at the local level". This means that centralization is greatly reduced in the context of

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relationship between the national and regional. However, it forms a new centralized area which centred on the head both Regents and Mayors. In addition, the real ground condition shows that regional autonomy is only replace the power position from Jakarta to the district / city while the authority itself stop in the centre of the district / city which many of them are not decentralized to the down line units. In connection with the description above, in order to strengthen governance in the district as well as to provide fast service to the community about all problems in governance, peace and order, community development and social welfare, the Government of District Gresik establish a policy that stipulated in Decree of Gresik Regent No. 83 year 2001 on Delegated Partially Authority To the Head of Sub-districts/*Camat* in Gresik.

MATERIALS AND METHODS

The success achievement from the strategy in empowering sub district units by delegating most of Regents authority to sub-district in the public service depends on how the policy is formulated and how the delegation is implemented. Therefore, in order to formulate appropriate strategies to achieve positive results which later on give an impact to people's satisfaction, it is necessary to identify factors that supporting and inhabiting the implementation of delegated authorities to the head of sub district in the public service.

In accordance with the background that has been expressed earlier, the research questions that will be examined are the following: A) How is the process of delegating partial authorities in public service from the Regent to *Camat* in sub district Manyar Gresik?, B) How is the implementation of the policy about delegating partial authorities in public service from the Regent to *Camat* in sub district Manyar Gresik?, C) How does the impact of the policy implementation in of delegating partial authorities in public service toward the users satisfaction in sub district Manyar Gresik? D) What factors that support and hinder the implementation of the delegating partial authorities in public service from the Regent to *Camat* in sub district Manyar Gresik?.

Decentralization and Delegation of Authority as a policy Choice

Dye [1] argued that "Public Policy is whatever Governments choose to do or not to do". The definition of public policy implies that: (1) Created by governmental agencies, and (2) represents options that should be done or not done by the government. Public policy is whatever choices made or not made by the government, including the option to decentralization and delegation of authority within the organization / agency. Therefore, decentralization and delegation of authority is a policy choice.

The concept of decentralization in general, can be categorized into two main perspectives, namely the perspective of political decentralization and administrative decentralization. One of the fundamental differences of these two perspectives lies in the formulation of the definition of decentralization itself. Political decentralization perspective defines decentralization as the devolution of power from the central government to local governments. While administrative decentralization perspective defines decentralization as the delegation of administrative authority of the central government to local governments.

The concept of decentralization and centralization relates to the extent to which the authority is given, to the lower level (decentralization) or maintained at the top of the organization (centralization). The term comes from the view which supported in many countries that the organization is a centred round circuit. The head of the organization placed on the centre point while the authority networks dispersed out all over the point.

There are several reasons of some organizations centralize or decentralize their authority as mentioned by Gibson and Donnly Cevech Yuan [2]: (1) Managers must be educated to make decisions that accompany the delegation of authority. Cost of training is expensive and can be larger than the counterpart benefits. (2) Many managers are used to making decisions and refusing to delegate authority to subordinates, for the reason that the work of subordinates are less effective and the delegation of authority will lack of control. (3) There is an additional administrative costs, and (4) Decentralization means of duplication of functions, meaning the potential cost of the function and cost of decentralization is greater than the benefit. While the reason for organizations to decentralize authority, namely: (1) A relatively high delegation of authority encourages the development of professional managers. (2) The delegation of authority can help to drive a healthy competitive climate in organization.

The definition of decentralization and regional autonomy actually has their own respective portion. The term is more likely the political autonomy aspect (power of the state), while decentralization is more likely to administrative aspect (aspects of state administration). However, if viewed from the context of the sharing power in practice, the two terms have close link and cannot be separated one to another. This means that when it comes to regional autonomy, it will include the question of how much authority given to conduct the government affairs as the authority given in area households, and vice versa [3].

Discretion is conceptually a step taken by the administrator to resolve a particular case which is not already arranged in a regulatory standard. Discretionary administrative is a flexibility owned by the administrator to make a choice and determine how the policy will be applied. Discretionary administrative is the result of the interaction between politics and administration. Meanwhile, Rourke interprets discretionary

administrative / bureaucratic as an administrator ability to choose between alternatives and deciding how a government policy should be implemented in specific situations.

Thus autonomy create room for the administrator's discretion / local government bureaucrats to interpret the policy from above as well as to solve the problems that arise, including public service issues, the delegation of authority and so on. Therefore, it is just how the administrators / bureaucrats will use the discretion of local government for the purposes of public welfare.

Decentralization and Public Service

Etymologically the term public service is derived from the word service and public. The term of service, it can simply be defined as doing something for someone else. In Indonesian Master of Dictionary, explained that service is an effort to serve the needs of others. While serving is to help, to prepare and take care what the person needs.

In New Public Management (NPM), the practice of public service is based on rational economic considerations. Community as the users is positioned as a customer while the government acts as a steering market. The heart of the NPM paradigm is divided into three main points, namely related to the dimension of Disaggregation/Decentralization, Competition and Privatization. Conceptually New Public Management paradigm is preferred for improving government performance in public services to be more effective, efficient and affordable. Later on it leads the new paradigm, namely "The New Paradigm of Public Service, which is a synergy between the Old Public Administration and New Public Management paradigm". In this paradigm, the approach looks to the community as citizens with their rights and obligations, not as a customer. According to this approach the public service should be done democratically, strategically and rationally on the basis of politics, economics, and organization. Thus, later on conducted by emphasizing on the dialogue within service providers and users to get the service agreement, consider the service users as citizens with the rights and obligations attached, responsive to the needs of citizens, pay attention to the rules that have been agreed each other, apply discretion and accountability, has a strong motivation to serve and contribute well.

The quality of service can be viewed from different perspectives. From the perspective of consumers, the quality of service is always associated with something good / excellent. Through the perspective of service quality product-based, then the quality of service can be defined as a specific function, with variables of different measurement in assessing quality in accordance with the characteristics of the product concern. Quality of service from the point of user-based is something desired by the customer or achieves the level of conformity to customer desires. Meanwhile, when viewed from the value-based, quality of service is a connection between the function satisfactions with the price.

One of the facts to measure the success goal in providing a prime quality service is highly dependent on the level of customers' satisfaction that served. Therefore, the core of quality management is customer satisfaction itself. Satisfaction is defined as: "the level of a personal's feelings after comparing the performance/results that perceived to the expectations" [4].

The policy of decentralization in public services is an important strategy to improve the quality/performance of public services. The implementation of both decentralization and regional autonomy policies aim to make the provision of public services become more effective and efficient. This can happen due to the following considerations: (1) Through autonomy, hierarchy optimization will occur in the delivery of services resulted from the provision of public services by agencies that have positions closer to the people, so that strategic decisions can be made more easily. (2) The adjustment to the needs and conditions at the local level. (3) Increasing the management of the existing infrastructure through budgetary allocations in accordance with the requirements and conditions that exist in the region. (4) There is an increasing competition in the provision of services between government units and later encourage government units to improve innovation. (5) Can create more people-oriented bureaucracy [5].

The Policy of Partial Authority Delegation in Public Service To Sub-district

As described earlier that decentralization or delegation of authority to the lower levels is a policy choice. From managerial point of view, the policy of partial authority delegation in public service from Regent to Sub-district, is actually a managerial policy. Whereas, looking from the forms of policy, this policy called a redistributive policy. Thus, in briefly that policy of partial authority delegation in public service from Regent to Sub-district can be caaled as a managerial redistributive policy.

The presence of the sub-district government system in Indonesia has been a while even older than the age of the Indonesian Republic. The position of sub-districts began to change substantially with the release of Law No. 18 in 1965, previously the sub-district is considered as de-concentration, later on it becomes one of the decentralization units. It is stated in Article 2 (1) Determined that the area of Indonesia consists of three levels: Level Regional I (Province / *Kotaraya*), Level Regional II (District / *Kabupaten*; Municipality / *Kotamadya*), and the Regional Level III (Sub district / *Kecamatan*; Township / *Kotapraja*) [6].

Regarding the hierarchy of local government, sub district is located in a very strategic position between the district and the village. This strategic position creates the need for the sub-district to maintain two ways of communication and interaction simultaneously. Sub-district when dealing with the district in community forum positioned itself as a speaker for villagers/rural community interests in its territory. While the sub-district when dealing with the villagers functions as facilitators and provide maximum public services while absorbing the growing aspirations of the people to be processed and then fought back on behalf of the villagers when confronted with the district.

At the present time, the main function of the local government has shifted from the promoter of development into public servant. In line with these changes, it is proper if sub-district is well positioned as one of the units that provide services directly to the public for a simple type of service, easy, fast and without high technical requirements.

In order to maintain the function of sub-district as expected, there are four factors as follows: (1) the legitimate authority. (2) Funding (budget) is sufficient to sustain the authority. (3) Infrastructures or equipment and technologies that is adequate to sustain the course authority. (4) Human Resources (HR) with sufficient capacity to carry out the authority that belongs [7].

Some of the benefits arising from the delegated authority of the district/*Kotamadya* to the sub-districts, among others, are: (1) Lowering the local government expenses in the service provision / delivery which already taken over by the sub-district as the delegation. (2) The local government does not need to establish bigger institutions, so it can save the budget. (3) The allocation and distribution of the budget more evenly throughout the area so that it can be a stimulant for equitable development and economic growth. (4) As a vehicle for empowering the sub-district functions.

The delegated of partial authority from Regents / Mayors to the Head of sub-district / *Camat* is not merely giving authority to the district legalization, but rather aimed at improving the effectiveness and efficiency of public services and the use of public funds as well as facilities effectively and efficiently.

In the process of authority delegation from Regents to the Head of sub-districts, it includes the steps in the process of formulation / policy making of authority delegation, the actors involved and the bargaining position for the decision making in the policy formulation process.

The policy implementation is a process of activities performed after the setting up and approved legitimized policy launch. As stated by Mazmanian and Sabatier [8], policy implementation is all events and activities that arose after the policy guidelines go publicly and socialized to community. Thus, including all efforts to manage the administration process as well as causing serious/real impact on society.

In the implementation of the policy, there are three pillars activities, namely: 1) Organizations: Creation or realignment of resources, units and methods to make the program run. 2) Interpretation: Interpreting the program in order to plan and place correctly at the same time accepted and implemented. 3) Application: Routine provision of services, development or other equipment adapted to the purpose or program [9].

While, the objective of impact assessment is to show how a policy or program is working or not working to meet the policy objectives / programs proposed by the government. Regarding to this point, Langbein said that there are four dimensions that impact is important to note, that: (1) time. (2) The difference between actual and expected impacts, and (4) Type of impact [10].

The focus of impact analysis in the implementation of the delegated authority in public service to the sub-district is the satisfaction of clients toward the service. This means assessing whether the delegated authority in public service to the Head of sub-district produce the expected impact, such as increasing people's satisfaction of the client. The dimension examined here is the difference between actual and expected impacts. This means assessing the gap between the services expected by the users / clients (expected service) and the service perceived by the users of the service (perceived service), as a measurement of the level of the users' satisfaction to the quality of service and performance of service providers.

To determine the level of service user's satisfaction, the used of basic measurement of citizen satisfaction index developed by the Ministry of Administrative Reform, as stated in the Ministry of Administrative Reform Number: KEP/25/M.PAN/2/2004 on Guidelines for Preparation General Public Satisfaction Index.

Factors that influence (supporting and inhabiting factors) the implementation of delegated authority in public service to the sub-district, arrive from two environments, namely: (1) the sub-district internal institutions, and (2) the external environment of sub-district institutions.

RESEARCH METHODS

Type of this research is descriptive research, namely: a study that aims to accurately depict an individual, the state/condition, or the symptoms of a particular group or to determine the frequency either the frequency of spreading symptom or a certain relationship between one another symptoms in the community [11]. The similar research is usually done without a hypothesis which has been rigorously formulated. There is such a condition

when the used of a hypothetical statement is important but not statistically tested [12]. Therefore, this study will present the research results and analysis by describing in specific, detailed and accurate information on the subject of this research. Meanwhile, the approach used in this study is a qualitative approach.

The focus of this research is as follows: a) The process of delegated authority in public service, viewed from the technical team building, inventory the delegated authorities, discussion and policy setting of delegated authority, and policy changes, b) Implementation of delegated authority in public service policy, viewed of interpretation of the policy, the implementing organization policies, support resources (human, financial, infrastructure), implementation / application of public service delegation of authority policy (socialization policy, public service delivery, performance in public service delivery), c) Impact of the implementation of the public service delegation of authority the satisfaction of the users of the service, viewed from the service (convenience and environmental safety), service workers (clarity, discipline, responsibility, ability, courtesy and friendliness of the service personnel), service activities (procedures, requirements, speed, fairness, reasonableness of service, and certainty of cost and schedule service), d) factors supporting and inhibiting the implementation of public service delegation of authority, the views of the supporting factors (supporting factors of the internal and external institutional district), and the inhibitory factor (factor inhibited from internal and external sub-district institutional environment)

The research is conducted in sub-district Manyar, District of Gresik. Sub-district Manyar itself has an almost similar regional characteristics and potential from District of Gresik. Moreover, it has a complex targets and objects for public service in accordance with the characteristics and potential of the region. Demanding to the complexity of the type of public service provided, sub-district Manyar is an area which is experiencing physical and social development of the economy and culture of the people, so that will bring the excess to changes in the demand for public services.

Data collected in this study consists of the following two types of data: Primary data includes data on the delegation of authority of public services, the implementation of the delegated authority of public services policy, the impact of the implementation of the public service delegation of authority to the satisfaction of the clients, and factors that support and hinder the implementation of the public service delegation of authority. Secondary data that includes data about the description of the location of the study, and data on focused research.

Determination of sample / informants in this study using the technique of "purposive sampling", ie determine the data source / informant with judgment and purpose. And techniques "Snowball sampling" which is a technique of sampling data sources / informants, who at first few in number, longer time to be greater, like the snowball is rolling, the far greater [13]. First informant as the primary data source in this study is the Head of Organization and Management of the Regional Secretariat of Gresik who could open the door to a whole field broadly to identify and provide guidance / advice for determining the next informant.

Data collection in the field, do the steps in accordance with the processes and procedures in the study, which is entering the study site, a relationship with the subject of research and collecting the data. To obtain the necessary research data, the researchers conducted several interviews techniques such as In-depth interviews, observation, and documentation. The data was analysed by descriptive analysis.

RESULTS AND DISCUSSION

The Process of Partial Authority Delegation in Public Services

The process of delegated authority in public services to the Head of sub district is centered on the following dimensions: (1) The establishment of a technical team. (2) Inventory for delegated authority. (3) The discussion and determination of a delegated authority, and (4) changes in policy.

1. Technical Team Building

According to the documents at the Organization and Governance of the Secretariat District Gresik, stipulated that the establishment of the Autonomous Region in Gresik District is based on the Decree number 38 A 2000 on Regional Autonomy Team in District Gresik, which was set up on August 2, 2000. The Team Autonomy of District Gresik is divided into three areas, namely: (1) Field Organization, and Personnel Management (2) Financial Sector, and (3) of Facilities, Infrastructure and Documentation.

From the shelf, that in the framework of the implementation of regional autonomy under Law No. 22 of 1999 and Law No. 25 of 1999, the government of District Gresik formed an ad hoc committee that Team Autonomous Region, as well as the technical team in the framework of the policy formulation process in partial delegated authority from the Regent to the Head of sub-district.

2. The Inventory of Delegated Authority

The step of inventory partial delegated authority from the Regents to the Head of sub-district, carried out by two approaches, namely the approach to the sub district as a delegated and will receive the SKPD while the district level as the side that would give up some authority.

3. Discussion and Decision of Policy.

Discussion of governmental affairs authority that will be delegated to the *Camat*/sub-district held in the forum of coordination meeting with Regional Apparatus Working Units (SKPD) facilitated by the Team Regional Autonomy. The coordination meeting was held in three times, first coordination meeting namely is a closed meeting (only inventory the powers of government affairs that may delegated to the sub-district) because it involves only a technical team by some heads of departments and the both two leaders. While in the second coordination meeting and the third are full or plenary session meeting (held discussion / debate decision or order the authority delegated to the district / sub-district) because it involves the technical team and the entire SKPD in Gresik.

From the research and discussion about the process of delegated authority in public service to the sub-district Manyar Gresik, the minor propositions can be compiled as follows:

Minor Proposition 1:

“ The policy formulation of partial authority delegation in public services to the Sub-district that implemented through the good process, namely: the establishment of technical team, the inventory of authority that will be delegated, the discussion and determination of policy that is based on a strong commitment to realize the sub-district as a community service center and as a service node for Integrated Service Agency at office / district level, will produce effective policies”

Implementation of the Delegated Authority in Public Services to the *Camat* / Head of sub district

According to the focus of the research that the dimensions or aspects that were examined or seen in the implementation of the policy of delegated authority in public service includes the interpretation of the policy (the first step of the process of policy implementation, which outlines, create derivative rules or that derive the policy becomes operational), the implementing organization policies (as policy implementer of Delegated Authority from Regents To Some Head of Sub districts), support resources (including human resources, finance or budget and infrastructure), the implementation or application of the delegation of authority policy (including socialization policy, public service delivery and performance in public service delivery).

From the results of the research and discussion on the implementation of partial delegated authority in public service policy from Regents to the Head of Sub strict Manyar, the minor propositions can be compiled as follows:

Minor Proposition 2:

"The implementation of partial authority delegation in public services to the Head of Sub-district that is through the good process, namely: policy interpretation, establishment of implementing organization, providing supporting resources and the implementation / application of the policy will work effectively'.

Impact of Policy Implementation on Community Satisfaction

Assessment of the environmental comfort, if judged by the number of the value / average score is about 3.70 which is the category of "good / comfortable". While the assessment of the security services, that all said "good / safe".

Based on the informants' assessment againts the factors associated with service personnel, namely the clarity of service officers, discipline, and responsibility, all the factors are considered to be good. Similarly to the capability, courtesy and hospitality of service officers, in general was also rated well by informants.

Based on the informants assessment againts the factors related to service activities, which consist of: procedures, service requirements, fairness in obtaining the services, the reasonableness of service charges and service fees certainty, is generally considered good. Meanwhile the factor of speed of service and services schedule certainty declared as less in average.

User ratings services to the public service in the District Manyar, shows that public service in good category. This means that the delegation of public services authority to the Manyar sub-district have a positive impact on community satisfaction. When viewed from the service dimension, the aspect of the place of services received the highest ratings, while aspects of officers and services get a balanced assessment.

From the research results and discussion on the impact of the policy implementation of the public service delegated authority to the community satisfaction, propositions can be compiled as follows:

Minor Proposition 3:

'The policy implementation of the public service delegated authority to the Head of Sub-district that can improve the quality of service, namely: place of services, service officers and service activities, will have any impact on the users or clients satisfaction.'

Supporting and Inhibiting Factors in the Implementation of Delegated Authority in Public Service to the Head of Sub-district

To find out the factors supporting the implementation of the public service delegated authority to the sub-district, viewed from two dimensions, the first is internal aspect / dimension (infrastructure, office or place of

service to the community with adequate and accessible community, district officials committed to improving the quality of public services, education and work experience and dedication of sub district officials were good), and the second dimension / aspect is external (any policy or regulations that underlies in delegated authority to the Head of sub-district and administrative services integrated, the support of village government officials and the community users, and the last is the support of the businesses and companies that exist in the Manyar sub-district).

Inhibiting factor is also seen from two dimensions / aspects of the internal institutional districts (unavailability of technical guides that influence attitudes and behaviors of executive officers in the district in implementing the partial delegated authority in public services policy, lack of supporting resources, lack of guidance and coaching for sub-district officers, and the last is the lack of socialization to service users and community).

From the research and discussion againts the supporting and inhibiting factors in the implementation of delegated authority in public services, propositions can be compiled as follows:

Minor Proposition 4:

'The supporting factor in the form of strength and opportunities can be enlarged while inhibiting factors in the form of weakness and threats can be minimized, thus the supporting factors is greater than the inhibiting factors, the implementation of the delegated Authority in public service to head of sub-district will be run effectively'.

Major Proposition and Reconstruction Model of Partial Delegated Authority in Public Services to Sub-District

Based on the discussion of the research results and minor propositions as previously described, the major propositions can be compiled as follows:

Major Proposition:

'Policy of delegated authority in public service to the head of sub-district that formulated through the good and proper process, based on strong commitment to make sub-districts as a community service center and as service nude for an integrated service official at the Sub-district level, and then implemented in a good process, with the supporting factors greater than inhibiting factors will be able to run effectively in order to improve the quality of service and satisfaction '.

Departing from the propositions that have been outlined in advance, it can be prepared a reconstruction model of delegation of partial authority in public services to the sub-district, as in Figure 1 below.

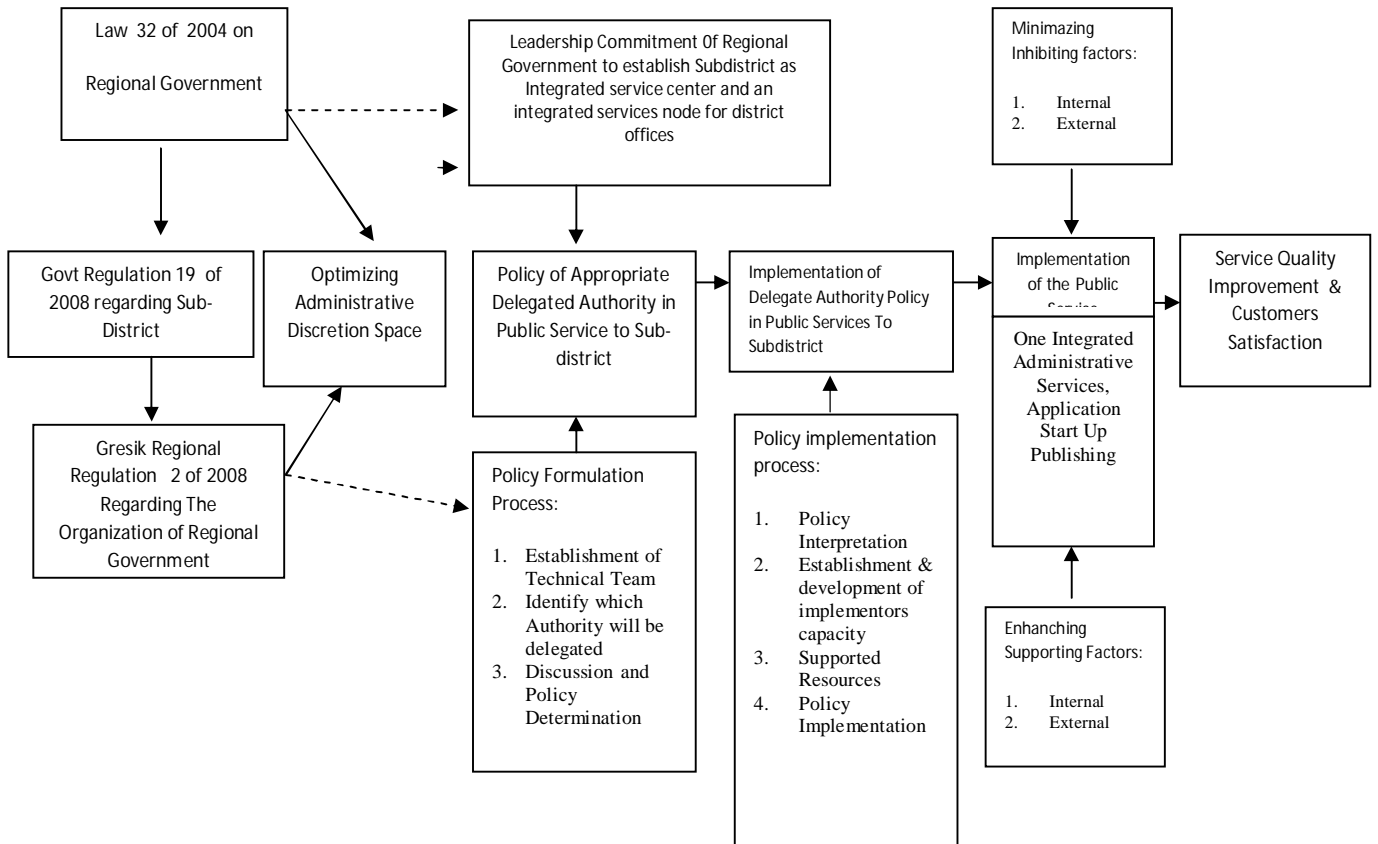


Figure 1 Prepared A Reconstruction Model Of Delegation Of Partial Authority In Public Services To The Sub-District

CONCLUSION

Based on the discussion and research as refers to the purpose of the study, the conclusion can be formulated as follows:

1. The process of public service delegated authority policy to the *Camat* / sub district that is not based on the commitment of Regents policy will result in a less effective delegated authority to enable sub district in carrying out its function as a public service provider. Policy of delegated authority in public service shows that the number / size of the authority delegated to the *Camat* / sub-district is relatively small compared with the authority held by the Government of Gresik.
2. The implementation of policy of delegated authority in public service to the *Camat* / Head of sub district Manyar does not run effectively. This is due to unfulfilled preconditions of implementation, among others, the lack of rules / guidelines for implementation, capacity building implementing agencies, support resources, especially human resources and adequate budget, coordination and dissemination to the public.
3. Policy of delegated authority in public service to the *Camat* / Head of sub district to encourage the willingness and capability / capacity of the sub district Manyar to improve quality of public services in accordance with the principles of the public services delivery, which can be expressed in terms of the arrangement of services venue, structuring and arrangement service personnel activities. 4) Factors supporting the institutions of the sub district in the form of internal power (strength) is relatively small then less able to overcome resistance from within / weakness and the resistance of the external challenges (threats) is less able to seize opportunities. So the implementation of policy of delegated authority in public service to the *Camat* / Head of sub district Manyar running less effective.

SUGGESTION

As a result of the research, the suggestions presented by the writer in the following recommendations:

- 1) There needs to be commitment and affirmation of local government leadership (Regents and Chairman of Parliament/DPRD) to define the implementation of the Integrated Administrative Services District, in order to realize the sub district as a community service center and a node for the body integrated services in the district.,
- 2) Immediately held a change of Gresik Regent Decree No. 83 Year 2001 on Delegated Authority To the Head of sub district In Some Gresik regencies, adapted to the prevailing laws and regulations as well as the vision and mission of the sub district as a center for community service and community service node in jurisdiction,
- 3) Immediately held the strengthening capacity / capability of sub district (personnel, organizational / institutional and system) more intensive and supported with adequate resources so that sub districts can perform their tasks and functions that are expected to be effective and efficient,
- 4) Factors are very dominant in the form of resource is the support of human resources, budget and infrastructure. In order to streamline the implementation of the policy in delegated authority, it is a strategy that can be taken which is to increase support in the form of power factor (strength) and opportunities while minimize disincentives in the form of weakness and challenges/ threats. At the last, it can support a larger factor that supporting than the limiting one.

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