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STUDY PERMIT OF CIVIL SERVANTS (Study Implementation Study Based Licensing Circular of the Minister of Administrative Reform and Bureaucratic Reform No. 4 of 2013 on Environment Government of Malang

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3 **STUDY PERMIT OF CIVIL SERVANTS (Study Implementation Study Based Licensing Circular of the Minister of Administrative Reform and Bureaucratic Reform No. 4 of 2013 on Environment Government of Malang)**

Mutho' Shobiri, S.STP
Dr. Sri Hartini Jatmikowati, M.Si

Abstract

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This study, entitled "Study Permit Civil Servants (Study Implementation Study Based Licensing Circular of the Minister of Administrative Reform and Bureaucratic Reform No. 4 of 2013 on Environment Government of Malang)". This study discusses the implementation of learning permit after the adoption of the Circular of the Minister of Administrative Reform and Bureaucratic Reform No. 4 of 2013 in the city government of Malang. This study aims to determine Implementation MENPAN 4 RB Circular No. 4 of 2013 on Environment Malang government and supporting factors and obstacles in the implementation of the licensing study Civil Servants in the Government of Malang. this study uses qualitative research approach with descriptive method with data collection techniques used were observation, interviews and documentation. As the informant in obtaining the data is Secretary Regional Employment Board, Head of Education and Training, Head of Sub Technical Functional, Head of sub division Works Agency staffing area of Malang, Staff Education and Training as well as the applicant who filed Study Permit, researchers conducted observations in the Field of Education and training Malang. based on the results of research and discussion, it can be viewed as a whole, that the implementation of the Civil Servants Study Permit based on the Circular of the Minister of Administrative Reform and Bureaucratic Reform No. 4 of 2013 on permit studying in the Civil Service in Malang City Environmental has done well. Can be seen from the procedure of granting license to learn, Communication Policy Study Permit, Apparatus Resources, Disposition and Bureaucratic Structure is good, but it should be an increase in clarity in the terms and conditions of learning permit. factors supporting the granting of study include: Support of Power Available both human resources and equipment resources, support agencies in the Environment Malang because Malang as the city of education, while the inhibiting factor of a policy of granting study is the absence of regulations specifically owned by the City Malang related study permit.

Keyword : Implementation, Study Permit Civil Servants

A. BACKGROUND

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The existence of universities plays an important role in the development of government apparatus resources. Law No. 20 of 2003 on the National Education System confirms that "higher education is the level of education after secondary education which includes Diploma, Bachelor, Master, Specialist and Doctoral programs organized by universities". In the implementation of Civil Servant education to continue the education in travel must obtain a study permit from the appointed institution, in this case the Regional Personnel Board that gives the study permit for civil servants, in the Minister of Home Affairs Regulation No. 34 of 2012 on Giving Study Permit and Increase of Adjustment of Certificate of Civil Servant Certificate in Ministry of Home Affairs Environment, "Permit is Permit granted to civil servants within the Ministry of Home Affairs to attend education in an educational institution", while in the Ministry of Home Affairs Regulation No. 1 of 2008 mentions "The meaning of a Learning Permit is a Permit granted to Civil Servants to attend education at a formal educational institution outside working hours".

Quality or professionalism of the implementation of the Learning Permit is a demand that must be immediately responded. Professionalism of the implementation of the Learning Permit can significantly affect the quality of an agency's apparatus resources. Therefore, constructive efforts in developing Apparatus Resources must be done in a planned, consistent, and sustainable manner thus, the expectation of the availability of professional government apparatus can be achieved. Implementation of SE SEPAN & RB policy No. 4 of 2013 on the provision of Learning Permits and Learning Tasks implemented in the Government of Malang is not going well but there are still problems in the Granting of Learning Permit, in the Circular Letter No. 4 Year 2013 Point 3 letter j That the Study Program in the country that followed has obtained Approval / Accreditation of B at least from the authorized institution with the Policy resulted in Some Public Health Officials such as midwives, nurses, pharmacists many who want to improve their competence by following the education of Midwifery / Nursing Program, while the accreditation of study program Midwifery / Nursing University / High School Health in Malang Accreditation of her average C In addition, many civil servants who want to improve their

competence by following the education of Computer study program, while accreditation Prodi Computer University in Malang Accreditation of majority C. Based on these problems, the authors are interested to conduct research with title, Permit for Civil Servant Learning. (Study Implementation Circular Letter Minister of Administrative Reform and State Minister of Bureaucracy No. 4 of 2013 in Malang City Government Environment "as the title of this paper, feels important to do Research On the basis of the consideration that the more complex issues that must be handled by the Regional Personnel Agency related to the granting of a Learning Permit to Civil Servants in the Environment Government of Malang

B. LITERATURE REVIEW

Policy Implementation

An implementation of the policy is a matter to be implemented if the policy already has provisions or not to run. According to Anderson in Purwanto (2012: 22) states that: Implementation seen as "administration of the law in which various actors, organizations, procedures, and techniques work together to put adopted policies into effect in an effort to attain policies or program goals" in this understanding, Implementation is interpreted as legal management (because the policy has been legalized) by mobilizing all available resources so that the policy can achieve or realize its objectives. The focus of policy implementation is to understand what actually happens after a program is declared effective in order to impact and reach the target in mind, the stage of policy implementation can be characterized and differentiated from the policy-making stage. Policymaking on the one hand is a process that has a logical bottom up in the sense of the process begins with the exploitation of aspirations, request support from the community. While the implementation of policy on the other side diadalamnya have top down logic, in the sense of decreasing the alternative policy yag abstract or macro into concrete or micro action.

Regarding the implementation of Nugroho's policy (2014: 657), "interpreted as a way for a policy to achieve its goals". While Edward III in Panji Santoso (2012: 41) states that "the implementation of the policy is: is the stage of policing making the establishment of police". As for the understanding of the implementation of public policy Winarno cites the opinion of van Meij and van Horn in Kridawati (2013: 175) defines "Implementation of public policy as actions undertaken by public organizations directed to achieve the goals set in previous decisions. This action involves attempting to change the decision of the decision into a specific operational action (time) action or order to continue the business effort to achieve change change. "From this understanding, it can be understood that the implementation of public policy can be interpreted as an activity of completion or execution of a public policy which has been established / agreed with the use of means (tools) to achieve the policy objectives. Thus, in the process of public policy, policy implementation is a practical and distinguished step from a policy formulation that can be viewed as a theoretical stage. Kridawati, (2013: 174) argues that "Public policy implementation is the process of executing the concept into operational technical rules and programs of activities undertaken after the policy is set / approved. Policy implementation activities lie between policy formulation and policy evaluation ". Edwards III Model. In Kridawati (2011: 217) states that variables that greatly affect the success of the Implementation of the Policy are (1) Communication (communication); (2) Resources (resources or resources); (3) Disposition or Attitude (attitude) (4) Bureaucratic structure (executing bureaucratic structure).

Permission to Study Civil Servants

Definition of Study Permit According to East Java Governor's Regulation No. 71 of 2011 on Learning Permits And Adjustments Exam Appellate For Civil Servants In East Java Provincial Government Environment, the meaning of study permit is "permission given by authorized officials to civil servants who meet Requirement to attend academic education, vocation and profession to an accredited educational institution on the initiative of the civil servant concerned ". In the Circular Letter of Quota & RB Number 4 Year 2013 the provision of the following learning permits:

- a. Civil servants who have had a working period of at least 1 (one) year from the date of appointment as civil servant;
- b. Obtain written permission from authorized officers;
- c. Not abandoning the duties of his position, excluded the nature of the education being followed, the civil servant may abandon the position of part of the working time by permission of the agency's chairman;
- d. The element of assessment of the implementation of work in the past 1 (one) year is at least of good value;
- e. Not being disciplined in moderate or severe discipline;
- f. Never violates the code of ethics of middle or heavy civil servants;

- g. Not currently undergoing a temporary termination as a civil servant;
- h. The education that will be pursued can support the implementation of office duties on organizational units;
- i. The cost of education is borne by the civil servant concerned;
- j. The study program in the country to be followed has obtained minimum approval / accreditation B from the authorized institution;
- k. Civil servants are not entitled to demand the adjustment of a diploma to a higher rank unless there is a formation.

In the implementation of the process of provision of Civil Servant License Permits there are conditions that must be completed and this requirement contained in article 5 of the Minister of Home Affairs Regulation No. 34 of 2012 include:

- a. civil servant who is not a Civil Service Candidate
- b. Every element of the assessment of the implementation of work within the past 1 (one) year is good;
- c. Education conducted by public or private education institutions accredited by the Ministry of National Education;
- d. The field of education followed should support the implementation of the task;
- e. Education costs borne by the civil servant concerned;
- f. Education is followed outside working hours and does not interfere with daily work / duties; and
- g. Not being serving a disciplinary punishment of civil servants.

The learning permit process given to Civil Servants can be reached through the following mechanisms and procedures:

- a. The employee asks for advice or input in writing to the Regional Personnel Board regarding the Department to be pursued by including the Program Curriculum (the Education Program Brochure);
- b. Regional Personnel Board informed about study program / department of University / University accredited by National Accreditation Board of Higher Education;
- c. Apply to the intended School / University / Educational Institution;
- d. Applying for a Learning Permit to the Mayor of Malang through the Regional Personnel Board;
- e. Applications for a Learning Permit are considered by Baperjakat through the Regional Board of Personnel;
- f. Receipt of Letter of Study Permit through the relevant Regional Government Work Unit;
- g. Once completed the education must prepare a report and attached a photocopy of Certificate of Passed / Certificate 2 (two) copies to the Mayor through the Regional Personnel Board

C. RESEARCH METHODS

In accordance with the formulation of problems and research objectives in the set is to draw a description and explanation of the granting of licenses for civil servants in the Government of Malang, the classification of this study according to the level of explanation pertained descriptive-qualitative research. Descriptive research is intended to explore and clarify about a social phenomenon or reality (Singarimbun & Efendy, 1989). Other opinions by Hyman in noble counseling (1989: 29): "... Descriptive Research Objectives To describe precisely certain Individual traits, Circumstances, Symptoms, or Groups." Another View of the Purpose of Descriptive Research by J. Rahmat 2005: 25): "Descriptive Descriptions aimed at (1) Gathering Actual Information In detail describing existing symptoms, (2) identifying problems or checking the prevailing Conditions and Practices (3) making comparisons or Evaluations" Qualitative Research Approach is the choice of our research because Qualitative research is more emphasis on giving meaning and quality depth to a phenomenon.

Research Focus

The authors set the focus of the research is the Implementation Policy Granting Permit for Civil Servants Based on Letter's of MENPAN & RB Number 4 Year 2013 about Provision of Learning Tasks and Permits Learning. Where Implementation policy related to the License to Study Civil Servants in Malang City Government Environment with Research Focus:

1. Mechanism and Procedure in Giving Permit to Study in Malang City Government Environment
2. Supporting and inhibiting factors in the Permit Process

Learning Civil Servants in Malang City Government

And carried out by approach based on Policy Implentation criteria using several indicators such as:

1. Procedures
2. Communication;
3. Resources;
4. Attitude of the implementor
5. The bureaucratic structure of the implementer

D. DATA ANALYSIS TECHNIQUE

According Sugiyono (2012: 245), "data analysis is an activity after data from all respondents or other sources collected". So through this data analysis technique, the data obtained in the study is collected, then categorized and sorted out in accordance with the purposes of research, then the data is analyzed by connecting with theories and concepts as well as the situation in the field to then ¹³ own conclusions as research. According to miles and huberman in silalahi (2012: 339) states the analysis activity consists of three activities that occur simultaneously, namely data reduction, data presentation, and conclusion. The steps taken by observer ¹⁶ analyzing the data in this study are as follows:

1. **Data reduction**
It is a selection process, focusing attention on rudimentary, abstracting, and transforming coarse data arising from written records in the field. The data in the field is written in the form of a description and then summarized, in the selected matters relating to the focus of research and given a more systematic arrangement that is more easily controlled
2. **Presentation of data**
That is a set of organized information that gives the possibility of drawing conclusions and taking action. Presenting the data in a table, map, chart, structure to the data obtained in the field to facilitate in understanding it
3. **Drawing Conclusions**
That is the final stage in data analysis. This stage is done when data collection activities are performed, a qualitative analyzer begins to search for the meaning of objects taking note of regularities, patterns, explanations, possible configurations, causal paths, and proportions. At first the conclusions were not yet clear, but later increased in detail.

E. DISCUSSION

Analysis of Research Results

Implementation of Granting of Permit for Learning Civil Servants in Malang City Government Environment based on Circular Letter of Menpan & RB Number 4 Year 2013 About Permission Learning. Implementation of the learning permit is implemented based on the Minister of Manpower & RB Letter Number 4 of 2013 on the Study Permit has been implemented by the Regional Personnel Board of Malang since the convention has been set, since the regulation ¹⁷ has been established, the Regional Personnel Board of Malang form the Operational Standards and Procedures to respond to the change of Policy So far, in the provision of study permit has been good and has been implemented by the apparatus who process the learning permit, in the mechanism of the process of granting permission to learn the apparatus already apply services in accordance with the Service Standards.

1. Understanding of Procedure of learning permit also can be understood by Civil Servant in Malang City environment which will propose Permit to study as well as in every SKPD already know the requirement in submission of study permit so that from the applicant have been explained by Head of General Sub Division of each SKPD Before the applicant submits the file to the Regional Personnel Board, but in the

Procedure of Learning Permit there are some obstacles from the applicant as well as the lack of file, the Terms do not meet the requirements and the accreditation is not in accordance with the provisions.

2. The change of study permit after the release of the Minister of Relation & RB Number 4 of 2013 has many impacts, especially related to the provisions in the application of study permit and other problems that arise which must be resolved, such as:
 - 1). The study program in the country to be followed has received approval / accreditation of at least B from the authorized institution;
 - 2). Before undertaking lessons and lectures, civil servants must apply for a study permit;
3. For civil servants who conduct lectures or lessons must report the progress of Education at most once a year;

Conditions of college status minimum accreditation B of the authorized institution has a very significant impact, especially for the position of Functional Nurse and Midwife who will increase their Competence higher level. Universities in Malang City especially study program of Nursing and Midwifery Accreditation status of study program from DIKTI assessed C, this matter causing many permit of Learning Permit can not in Process. The provision on this accreditation caused the lack of formation requirement on the functional position of Nursing and Midwifery residing in Malang City, to fulfill the requirement especially the Functional Nursing and Midwifery then hence that must be taken is to follow the lecture at the college that the program is Minimal B, the study program is in Outside Malang City but with various considerations required if following lectures outside the city of Malang is feared that the schedule of lectures clashing with Tupoksi embedded by the employee, therefore to give permission to study outside the city of Malang must complete the requirements with the direct approval of the Secretary of the region Through a staff review submitted by the head of the Agency.

While based on the approach of Edward III Model, the results obtained analysis of things as follows:

1. Communication

The communication concept of policy implementation generally analyzes whether messages sent by policy communicators are acceptable and well understood by policy communicants. If the message is fully received, then the communication is called effective. In the development of communication policy today states that communication is called effective when the message of the policy objectives submitted by the communicator not only can be accepted clearly, but also affect and implemented by the communicant.

Communication plays a very important role in the success of a policy including the policy of Study Permit for Civil Servants with the issuance of Circular Letter of Minister of Manpower & RB Number 4 of 2013 on the Study Permit As stated by Edward III that the decision of the policy and its orders must be forwarded to the right people and communicated clearly and accurately to be understood quickly by the implementer. Edward III further notes that some of the things that encourage inconsistent communication and cause adverse impacts on policy implementation, such as the transmission performed, the level of consistency, and the level of clarity of communication.

Submission of changes related to the rules and procedures of granting a study permit, the Regional Personnel Board in this case the Education and Training as the Permit to do Socialization and circulate the Letter to each SKPD related to the Change of Learning Permit Process in accordance with SE Menpan & RB Number 4 of 2013 regarding the permit Learning, the form of socialization is done through the Socialization of Employment Regulations conducted on August 24, 2015 which is followed by all Heads of General Sub-Section SKPD Malang and on preemptive debriefing activities for Civil Service Candidates who will perform Prajabatan Training, this is done so that the process of study permit Can be understood by all civil servants in Malang City Government Environment.

2. Transmission Dimension

The issuance of the policy of the Ministerial Circular Letter number 4 of 2013 is aimed to restore the provision of study permits for civil servants so that with the provisions contained in the policy civil servants can be more orderly and improve competence in accredited universities, to achieve these goals then The target group must understand carefully the intent and purpose.

Submission of information about policy changes Licensing Learning Permit It is quite Optimal but there is a need for further policy on the problems that occur as well as lack of understanding of policies related to delay Submission of learning if this. It is known from the Civil Servants who take care of the Learning Permit is still less understood about the policy change Procedure Permit Learning conducted by Menpan. Whereas the resistance to the policy changes is very important to change the mindset of civil servants who have a perception that the learning permit is done at the time will do

learning on Education Level which will be taken, whereas in Permendagri Number 34 of 2012 stated that the granting of study permit on When civil servants will carry out education. This can be seen from the process of filing a study permit for civil servants in urban municipal government who take care of study permit has been done learning. Thus it can be said that the communication between the Regional Personnel Board of Malang with civil servants within the city of Malang is not in accordance with the expected in socialize Policy in Management Permit for Civil Service Students in Malang City Government need a re-emphasis associated with the Proposal License.

3. Communication Clarity Dimensions

If the policy is to be implemented as it should, then the implementation instructions should be clear so that it is easily understood by the implementor, the target group or any other party in need. Unclear implementation of a policy may occur because there are certain parties who may not like or disagree on the implementation of a policy that has been established or feared will harm and disappoint one of the parties. The uncertainty in communicating may also be because they have the freedom to impose their own views on policy implementation, views that may be different from the views of their superiors or views that should be their reference.

The clarity of understanding of this policy caused many problems amongst the nurses, midwives and Civil Servants who did not have a study permit, as we made some observations, we met some civil servants who asked for clarification regarding the changes to the provisions of the study program accreditation. By the Implementor in this case the Training Division gives explanation as clear as possible and explained about the applicable provisions, even from the nurse and the midwife carries a letter containing MOU cooperation on accreditation of Ministry of Ministry of Health with Ministry of Education, but Head of Education and Training give understanding to the midwife and the applicant On Akitasi used is the Accreditation of the National Accreditation Board of University (BAN-PT).

Based on the results of observation and interviews with informants can be seen that Clarity Communication information about policy changes Pemeberian Permit Learning in general It is quite clear, if any Employees who have obstacles related to the provisions and requirements can be explained directly in consultation with the Head of Training Sector so the problem can be immediately diselaekalkan.

4. Dimensions of Communication Consistency.

Consistency dimension is required so that the policy adopted is not confusing and does not cause inconsistency by policy implementers, policy goals, and interested parties. Consistency here implies that the implementation of the policy will be effective if the implementing order is consistent and clear and unshakable whether it is related to position, interests or Kolution, corruption Nepotisme (KKN). This consistency is related to the attitude, perception, and response of the executing officers in understanding clearly and correctly the regulations imple¹⁴nted.

In addition, the consistency of policy implementation will be effective if the implementation order is consistent and clear. This consistency is related to attitudes, perceptions and responses of the implementing officers in understanding the clarity and correctness of the guidelines implemented. The level of effectiveness of policy implementation depends on the consistency and clarity of the implementation order. Nevertheless, although the orders conveyed to the implementers of the policy have an element of clarity, but if the order is contradictory then the command will make it difficult for the executor of the policy to carry out its duties properly. In addition, inconsistent policy implementation orders will encourage the implementers to take very loose measures in the interpretation and implementation of policies.

Berdasarkan hasil wawancara dan Observations during conducting the research can be concluded that the Consistency Dimension (consistency) conducted by the Implementor in this case the Employees of the Regional Personnel Agency can apply the Policy related to the Consent of Learning Permit with consistent with applicable provisions.

Resource

The availability of resources is very important because of the limitations on available resources, resources, time, and policy formulation that are based solely on one of the small number of sources and gives the community respond in its own way. ¹²⁹ political policy made Not getting the impact as expected. According to Edward III in Widodo (2010: 98) that these resources include human resources, budget resources, and equipment resources and authority resources. In accordance with the focus of research, the analysis of resources focused on human resources.

¹¹ according to Edward III the discussion on human resources / staff is not just talking about magnitude only. Because the success of policy implementation is also strongly influenced by the ability (quality) of the

executing staff. Based on this, Edward III suggests two principal points in analyzing the resources needed for the implementation of public policy, ie, analyzing the size and skills.

According to the data is known that for human resources who are in the Field of Training Personnel of Malang City Region amounted to 8 (eight) people perceived is sufficient to perform services, in addition to quality, educational background is adequate to perform excellent service. Especially in terms of speed and accuracy in processing the granting of study permits.

Thus it can be said that for human resources as one of the variables that determine the success of the implementation of the Policy Learning Permit in quantity and Quality is in accordance with the expected.

Disposition Factors

The disposition or attitude here is the attitude of the implementers who support the implementation of a defined policy. The attitude of the policy implementer is a factor that has consequences in the implementation of the policy. If the implementers are good about a policy, in this case there is support they are likely to implement the policy as desired by the policymakers and vice versa if the conduct or perspective of the implementers is different from the policymakers then the process of implementing a policy becomes more difficult.

Edward III says that a good or positive attitude of executives to a policy signifies an endorsement that encourages them to fulfill the duties as desired by policymakers. Vice versa, if the behavior or prospective of the implementers is different from the decision makers, in the implementation process of a policy becomes difficult. Dispositions / Attitudes are the characteristics and characteristics possessed by the implementer, such as commitment, honesty, democratic nature, so the attitude of the policy implementer will be very influential in the implementation of the policy. If the implementer of a good attitude then he will be able to run the policy as well as what is desired by policy makers, on the contrary if his attitude does not support the implementation will not be implemented properly.

Based on the results of interviews with informants it can be seen that the loyalty and dedication of the implementation of the policy permit can be accounted for in accordance with the duties and authority given. Giving authority given by the boss can be done with full responsibility, with such attitude then the process of study permit can be implemented properly in accordance with the Service Standards and applicable regulations.

Bureaucratic Structure Factor

The bureaucratic structure is defined as the characteristic characteristics, norms and patterns of relationships that occur over and over again in executive bodies that have potential relationships as well as real with what they have with the implementation of a policy. Edwards III (1980: 125) states that the two sub-variables that give a big influence on bureaucracy are Standard Operating Procedures (SOP) and fragmentation.

SOP is a response arising from the implementor to answer the demands of workers due to lack of time and resources and the willingness of uniformity in complex organizational operations. By using SOPs, implementers can optimize the time available and can serve to uniform the actions of officials within a complex and widespread organization, thereby generating great flexibility and great similarity in the application of rules.

Regarding fragmentation, Edwards III defines fragmentation as "spreading the responsibility of a policy to several different agencies that require coordination". The existence of organizational fragmentation (scattered organization and Complex) can hamper the coordination needed to implement a policy. The absence of good cooperation between the Organization in SKPD will lead to confusion and confusion which will all lead to deviations from the implementation of the policy of the objectives.

According to interviews with informants, existing Standart Operation Prosedure are known and understood and applied in the implementation of Learning Permit activities. Indeed there is fragmentation of the organization because the administrative policy policy Learning Permit process can not be separated from the Role of all SKPD environment Malang City Government. However, the fragmentation of this organization is balanced by the coordination between the Head of Public Sub-Section in SKPD with the Education and Training Sector.

Thus it can be concluded that the bureaucratic structure factor in the Learning Permit process has supported the policy implementation of the policy change.

E. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This study discusses the implementation of the policy of the Minister of Administrative Reform Circular Letter Number 4 of 2013 on the learning permit in Malang City Government environment as well as the supporting factors and obstacles in Implementsai policy, based on the results of research and discussion that has been done then it can be taken as a conclusion following:

1. Implementation of SE SEPAN & RB Policy No. 4 of 2013 on the Study Permit in Malang City Government Environment Implementation of License to study environment Malang city government can

be implemented optimally but still there are some problems that arise with the enactment of regulation about the circular, based on approaches Implementation of Policy in can result as follows:

1). **Procedure of granting a Learning Permit**

Procedures in the provision of study permit have been run well and are in accordance with the Procedure, but there are some civil servants who apply for permits still lacks in the requirements and there are deficiencies in the provisions in accordance with applicable regulations

2). **Communication**

a. **Transmission Dimensions**

Distribution of Communication on Changes in the provision of study permit has been understood and disseminated through socialization, debriefing and distributing written letters with various efforts. The changes on the Permit of Learning Permit through the Circular Letter of Rector & RB number 4 of 2013 can be known and understood by all Civil Servants in Environment of Malang City.

b. **Dimension of Clarity**

Clarity Communication of information on policy changes General License of Learning Permit It is quite clear, but if any Employee who has constraints relating to terms and conditions can be explained directly in consultation with the Head of Education and Training Division so that problems can be dismissed immediately.

c. **Dimension of Consistency.**

Consistency (consistency) conducted by the Implementor in this case the Employees of the Regional Personnel Agency may apply the Policy related to the Study Permit with a consistent in accordance with applicable provisions

3). **Resources**

Human resources as one of the variables that determine the success of the implementation of the Policy Learning Permit, the quantity and quality of the capacity of Apparatus Resources in the Field of Education and Training of the Regional Personnel Board of Malang in Processing the Learning Permit has been able and in accordance with the provisions and can process the learning permit in accordance with the ability which are owned

4). **Disposition Factors**

In relation to the delivery of the authority given, the Implentor has an attitude of loyalty and dedication to the Policy of Study Permit and able to be accountable in accordance with the Task and authority given. With such an attitude then the process of study permit can be implemented properly in accordance with the Service Standards as well as applicable provisions.

5). **Bureaucratic Structure Factor**

SOPs are already known and understood and applied in the implementation of Learning Permit activities. Indeed there is fragmentation of the organization because the administrative policy policy Learning Permit process can not be separated from the Role of all SKPD environment Malang City Government. However, the fragmentation of this organization is balanced by the coordination between the Head of Public Sub-Section in SKPD with the Education and Training Sector.

Thus it can be concluded that the bureaucratic structure factor in the Learning Permit process has supported the policy implementation of the policy change.

2. **Supporting Factors and Inhibiting Implementation of License Granting for Civil Servant Employees**

Supporting factors

1). **Support Available Resources**

Human Resources

Human resources are vital organizational assets, therefore their roles and functions can not be replaced, or how much money is prepared, but without professional human resources they all become meaningless.

2). **Equipment Resources**

In the policy on the learning permit does not mention about the means and the infrastructure is determined, however, the facilities and infrastructure are very influential in the process of

learning permit, the observation that we do that the Personnel Agency especially the field of education and training has good facilities and infrastructure so as to support the process of granting permits study well.

3. Support Institutions In Malang City Environment

Good cooperation between SKPD environment Malang city government is very supportive in the process of granting permission to study, Based on the observation of the author note that the relationship between SKPD already well established and mendukung policy permit this study, it is seen from the enthusiasm at the time of socialization of personnel regulations that are present in Activities and always coordinate with the Regional Personnel Board in any problems that occur.

4. Malang City as Education City

Malang City has a mission of making the city of Malang as a city of education, as well as the number of universities in the city of Malang to be an advantage for the Malang city government apparatus to improve the Competence at schools / colleges in the city of Malang

Obstacle factor

The inhibiting factor in the learning permit process is the absence of a regulation that is specifically owned by Malang Municipality related to the study permit, in contrast to other districts / cities that have special policies or regulations that become the reference in the implementation of study permit in the area.

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