

Evaluation of One Stop Integrated Service of Employment Placement and Protection Programs of Gianyar Regency - Bali

Abdul Wahab Samad, Muchlis R. Ludin, Billy Tunas, James Tangkudung

Abstract— *Telugu This study is aim to evaluate the one stop integrated service of employment placement and protection programs of Gianyar Regency Bali that the local government run on one stop integrated service in one place. The one stop integrated service is an advance public services on license, legal document related to identity, immigration document, health condition for migrant worker and others documents in recent years. This research is done by observation, interview and documentation with Discrepancy Evaluation Model method. The method is to evaluate design, installation, process and the Implementation of the program of placement and protection of Indonesian migrant worker against the role of local government in Bali on one stop integrated services. The conclusion of this study indicates that there is a gap in discrepancy at 15,82% from the target to be achieved.*

Keywords— *one stop integrated service, license, document identity, health condition, discrepancy evaluation model*

INTRODUCTION

At this moment, the issue of public service was being the challenge that shows never stop to be encouraged. The challenge of human resource management facing an opportunity in enhance a regulation the proceed the utility of the existing human resource in effective and efisien way to achieve the goals for all aspects in the government services, in particular providing excellent service to the Society. This study aim to promote to change of paradigm for placement and protection of Indonesian migrant worker not for "object" as commodity that increase the nation foreign exchange but as "subject" to have a choice to do placement and protection as Indonesia migrant worker. From the above new paradigm the local government to setting up and regulate the process of one – stop integrated service in human resource management.

According to Pantzalis (2009), human resources require physical and intellectual skills as well as the abilities needed to carry out tasks effectively and productively obtained through education and training. Due to effective of carry out task, Ulrich (2013) said that In encouraging human resources, the most importance things in contributing to the enormous innovation and integration of human resource is performance management. Professionals play a number of important roles in achieving organizational performance

management to clear establish, namely: (1) performance standards, (2) process of performance assessment, (3) providing feedback, (4) good performance in rewarding and recognizing of equity; transparency, and meaningfulness, (5) providing and receiving feedback skills in teaching employee and line managers. (6) changing strategic demands by adapting performance standards, (7) fairly and timely way in dealing with non-performance aspects.

The professionalism of human resources, Ulrich (2009) mention that HR has shifted from the work relationship that is carried out by negotiating the terms and conditions of work into recruitment, compensation, training and organizational development for the expertise one has in providing added value to the company's success as a business partner.

Meanwhile, Truss (2012) stated It is interesting to compare the scope of Human Resource activities with the latest framework and influence on Human Resource activities are believed to have to be possessed by Human Resource Managers by showing expertise, namely: (1) Design of organization (2) Development of organization, (3) Planning of talent and resourcing, (4) Development of tallent and learning, (5) Performance and reward, (6) Employee engagement, (7) Relations of employee, (8) Service and information delivery (9) Insights and solutions strategy, (10) Function of managing the Human Resource and leading.

Related to the strategy in developing human resources, Wilkins and Carolin (2013) put forward several typical strategies that can be used a strategy driven by (1) a user or customer class, (2) market type of category, (3) technology of know-how, (4) sales or marketing methods, (5) distribution methods, (6) a natural resources, (7) size or growth.

In implementing a strategy, performance is a determining factor. According to. Hall (2008). At present time, there are failures in realizing the performance of human resources. There are 3 (three) main reasons: (1) there is no human resource as reliable human capital from year to year, (2) expected results are a human capital system and not a world class program, (3) currently the model - human resource development models are misguided in achieving the expected business results.

Hall (2008) mention that it requires 3 (three) critical conditions that determine high achievement in running the

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organization performance which is the center of the company's competency in competing, namely; (1) teams of executive that work effectively, (2) the expected results are able to deliver by the leaders, (3) A very decisive key position in the organization.

Regarding the performance, Dean and Ackerman Anderson (2010) state; successful transformation and successful breakthroughs require decisive attention to three important parts: (1) content, (2) people, and (3) process. Content refers to how organizations need to change themselves, such as changing strategies, structures, processes, technology, products, services, work practices, including changing systems, and so on. Content refers to real aspects of the organization that will accompany change, which can only be observed if we see it from the outside. The word "person" refers to the dynamics of change in humans, including behavior, skills, emotions, mindset, culture, motivation, communication, involvement, relationships, and politics. The situation of people is seen to be less real, subtle in terms of the dynamics of mind, mind and feelings that are owned to always redesign, implement, support, or experience and accept change. This process refers to how content and people make changes as planned, designed from the start, and implemented. In other words, this process shows decision making and actions that will result in good implementation of the content or content and results of work per person.

Because of its dynamic nature, market growth causes most leaders to take actions that are in line with the market, read trends in their changing environment from the market, then create new business strategies (content) to respond with appropriate action. They make a big step in changing the way organizations are structured and running it to meet new business strategies. However, many of us have not seen all the determinants of change in our organization, and because of that, the actions taken do not bring far enough to the changes needed. We often don't see the full scope of the role of "people" in the changes needed to get the business results we need, and leave opportunities without taking breakthroughs.

For the cause of change the driver of change model by Dean and Ackerman Anderson (2010) explains what drives change, especially transformational change. This model explains four determinants that are close to traditional leaders change that are the focus of many people. This model illustrates the need for change to be a catalyst in dynamic movements in the environment through the establishment of new requirements for achieving organizational success in the market. Customer needs become catalyzing which is important in establishing a new business strategy, which then requires changes in the organization for them to carry out. This is related to changes in structure, systems, business processes, or technology (content). If this causes a significant change in the organization, then the organizational culture must also be changed according to the way people carry out company activities, by fully benefiting from organizational change effectively and implementing new business strategies. cultural change encourages the need for a second change, namely the way of thinking in the behavior of leaders and staffs. This model shows that what drives organizational

change, moves from what happens externally and impersonally (environment, market, organization) to what is happening internally and personally (culture and mindset).

The transformation that occurs as a demand for change cannot be separated from culture. Regarding change and culture, Hofstede in French (2010) summarizes this idea in classical culture which is seen as a collective programming of thoughts that distinguishes members from one group or category with another person or group. In some cultures, what is called collective programming takes place through socialization - the process by which people (groups or organizations) transmit values from one generation to another. According to Tayeb in French (2010), culture is define as values of historically that evolved, including attitudes and meanings of values that are shared and influenced by material and non-material ways of life. Culture as historical values develops, attitudes and meanings learned and shared by community members and affect materially and non-materially in their way of life.

According to Ahlstrom and Brutton (2010), the cultural has broad impact on the organization. For example, it is effects of culture and culture it self affect all aspects of management of a company which are not limited to strategy, hiring, paying / promotion, evaluation of organization and performance.

According to Ingham (2007), the approach is based on the fundamental strengths of culture, which are needed to be able to move that guide the management of human capital according to the needs influenced by 3 (three) principles namely; (1) Focus on the needed of talent at every level for each job, by developing the tools and processes needed, which can identify, reward and maintain a high level of work performance, (2) Help each worker understand and focus on their abilities , keep in the position of need, and set their limits. (3) Develop the ability of managers who are very exceptional and provide leadership that can identify and develop talents and build capacity to take leadership.

In approaching these principles, Ingham (2007) points out, the mental model that was made as a previous reference as a dynamic system. These systems are formed from inter-connection relationships between the parts that are interconnected in circulation - for example A change can affect B and B can affect change A.

Briefly, it can be stated, a cyber-formed system, all negatively received feedback is referred to as deviation. The following is a statement about the differences in the targets set and the feedback received that is contradictory when compared to the cyber system that has been compiled and detected, which then leads to the conclusion to return the system to the target that is in accordance with previously set.

A dynamic system as the control system helps so that the human capital management system stays close to the state of balance or moves between the human capital of different countries in a balance that is in accordance with the needs of each country. the same more complex pattern is that the human capital movement between countries in its development lies in equilibrium that is formed when



positive feedback is given or strengthens the relationship between non-linear elements. This can mean that as a system can make a deviant state into a balanced state, positive feedback can act to support, strengthen and accelerate the movement away from the human capital of a country.

Regarding the organizational performance of a country's human capital, Galavan, Murray, and Markides (2008) state that, on the demand side, the community and politicians are far more demanding an increase in performance (government). They expect the performance of the government to be formally present where they are needed and not only present but only they are required to act in a manner that is based on the provisions of the applicable regulations. At present time, the public and politicians demand the capacity of policy makers to decide, design, and take the actions needed and achieve results that can be delivered to the public. Communities and politicians hope that the results of the programs that have been achieved to the best international standards can be matched. They expect government officials to run responsive programs, and produce performance in a way that is fast, flexible, efficient, and innovative - in a corridor that is considered good, cost-effective, in accordance with the demands of governance and public accountability requirements, and is truly appropriate with the values of an independent public service. If in running the program there is a deep conflict between the parties who play an important role, then the task of managers is responsible for resolving it without sacrificing the goals to be achieved.

Galavan, Murray, and Markides (2008) argue that there are three main focuses of management responsibility, namely providing public services, giving wise advice, and guaranteeing and maintaining the values that they have before. Providing efficient, high-quality services is simple enough to be approved as a goal. The challenge lies in the implementation.

At the heart of the modern reform movement in public management there has been a simple shift in public service references. Developing from public service in the post-negotiation period of development in state activities and provision of funds, the public can choose from related tax permits, office needs for each permit given and compensation for large government. This position is more acute and more interesting than taking ideology. Current demand is excellence in services offered compared to the requirements of the private sector standards at no additional cost. The pattern often found in competitive markets, in the private sector, must be approved in the public domain. Every citizen has become a consumer in this sense is society. The consequence is the need for public services, in the same way as commercial services. Maintaining efficiency that demands industrialization of service provision is based largely on information technology and computerized systems and this is related to organizational change and skills. At the same time, access, approval, speed, and conversation are needed to meet expectations for quality. And the need is how to do all this in a service with unchanging tax costs - how to system engineering, develop new technologies and skills, and configure new services that can save costs per unit of service provided.

In the end the challenge to manage the provision of public services is in a way that is positively related to national competitiveness. Interaction between government institutions, regulations and public services, although it has little influence on national competitiveness, requires great attention. Annual reports of competitiveness draw attention, popular perceptions of interdependence with pressure on those working in government, public infrastructure, and the provision of public services as important components of collective competitiveness. These considerations effectively introduce market power and management considerations about the challenges of public services; the influence of public services and costs on the quality of the company's products, which must compete in the global market. Competition in the global market is largely determined by variations in the provision of public services at the national level. In this way, business permit planning management and licensing regulations for the construction of new business premises are an important component in national competitiveness such as provision, cost, and quality of infrastructure and legal services, intellectual property, and personal freedom factors.

Galavan, Murray, and Markides (2008) suggest later that the general tradition of bureaucrats is one dimension in shaping service skills. Bureaucrats through extended services in various functions and departments are formed in a very diverse service experience that prepares them for various obligations and tasks that encourage so many requirements as policy advice. In providing services that require a lifetime, it is also given capabilities with informal networks that are extended through information networks, influence, and power in a flexible and responsive manner. Senior public management professionalism is a strategic priority for public service. One of the inherent dilemmas universally found in previous periods in the transition period was driven by the fear generated in some old people on the basis of the skills they possessed, which were obtained explicitly. The dilemma is whether to maintain their traditions, or how to encourage them towards professionalism. Fundamental public service values are generally agreed upon in democracy in the Western world.

Values also support government institutions and are important for the legitimacy of the state. If the legitimacy is threatened, the country is threatened. If the legitimacy is lost, the country is lost. There are many dramatic examples of the consequences of these losses for any country that is a state institution that is considered legitimate for the risk of their failure. It is also to remember that the loss of legitimacy can weaken such as the spread of cancer. An unfair and mismanaged tax system invites citizens to overthrow it. Injustice in the provision of public services leads to the presence of the state as a partisan and invites alienation and decay of civil society. Clear, opaque, convoluted management of subversive laws, passing, special relationships, or neglect or omission of small-scale corruption. As an interesting example of a small thread in a whole cloth, just like the value of public services, it has the

risk of revealing all the fabric or public services of the government which are service values which are at the heart of the mandate of strategic management.

Samad, (2018) the placement and protection programs for Indonesian migrant workers background for collaboration with job training institutions is low, the constraints faced in relation to increasing competence and qualifications are mastery of English as one of the reasons why the program through a one-stop integrated service submitted to the district / municipal government. The result of the evaluation of one stop integrated program is not reaches of optimal target which is an activities need to strengthen the role of the state in regency or city. This result indicate the need to provide organization service performance that are popularized to be met in the placement and protection of migrant workers services.

Inherent with Mediawati, (2017) mention program has achieved the targets contained in the evaluation of the program of one stop integrated service in Jakarta has been implemented with the result is good criteria. These organization and service performance are provide good service for document of identity for Indonesian migrant workers.

But the research of Ali, et all., (2016) is different, the term of quality and accessibility of one stop service differ with 1) the quality of service have a significant effect in the one stop service (PTSP) of BKPM in term to the loyalty of investors. It is conclusion the better of the service provided to the investor will be more satisfied them. The dimation of quality of service is composed: tangibles, responsiveness, assurance, empathy and reliability; 2) investors loyalty influenced significantly by accessibility, the better and easier accessibility will increase investor loyalty in the one stop integrated services of PTSP. The dimensions of accessibility comprises: service procedures; availability of information and location. increasing on quality of service is confirmed that it will increase satisfaction of the public. Pane, et. all., (2018) mention that regarding to quality of service the performance management of public services through one stop integrated service system is basically shows that the various types of public services measured by services in one place. The system of one stop integrated service performance is to provides several advantages such as: public do not need to contact distant to increase quality of service without unnesesary cost for the service that ocasionally as a charity, easily contactable agencies for the service that provide by phone, transparency for the costs and proedures of services, increase the realization of integration in public services on one place and unnecessary levies of clerk. The condition of the municifal bureaucratic reform of One-Stop Service for investment and Integrated Licensing Service and all the problems in Makassar will be able to improve their quality by effective bureaucracy empowering the role as well as providing a public participation, especially in terms of social control supervision as a central of development bureaucracy.

Sihombing (2016), agree that one stop integrated service is a government innovation, reform, reinventing and revitalization on public service delivery to citizen. It is the totally one and whole heartedly actions based on good local governance in public service delivery toward reform and e-

government. But Chairudding (2017), furthermore suggest that the one stop integrated service should give priority to improve the performance management services in the whole aspects of the citizen, such as responsiveness, and assurance dimensions and other service factors on reliability to improve service quality.

Nur., et.all, (2014) , also suggest that it need to formulate a number of factors that influence the successful implementation of innovation programs such as Pinrang district on one stop integrated service programs. The program of one stop service should provide by: 1) Legal basis of program that it support by local regulation or decree of the Bupati regulations as apart regulation from the Act or Decree that the regulation of government a policy related, 2) It need to provided a representative office and complete infrastructure and other facilities including human resources support. 3) vision and mission of the one stop integrated service is the way in public service for achieving organizational goals, especially in the field of licensing services. 4) The leadership should need to manage all of its resources into the success factors and to communicate to public, need leadership ability in supporting innovation programs with a number of relevant agencies and other stakeholders that it conducted in Pinrang district. 5) It need a high commitment of all members of the organization to learn continously and work hard and consistently to bring a key to the success of the innovation program at least a minimum service standards operating procedures. 6) It need to put that transparency and accountability as an important factor. Ranging from the beginning such as planning, organizing, implementation and assessment of innovation programs to carried out the whole process of innovation programs, so that at the end it can be minimized chances of corruption and collusion. 7) It need full support from the local community participation in supporting the creation of a public environment on licensing service that undertaken by the local government.

In term formulation of innovation program of one stop service, Ansari. K, et. all (2017), conclude that 1) the significant positive effect on the quality of service having impact of the direct policy on formulation and evaluation of policies, while on the quality of service on the other side have a positif impact of the implementation of with no significant effectedly; 2) the significant positive effect on public satisfaction having impact of the direct policy on formulation and evaluation of policies, but the other side the implementation of policies of formulation and evaluation having negative effect on public satisfaction; 3) the significant positive impact on public satisfaction direct to quality of the service; and 4) the significant positive effect on public satisfaction having indirect policy of formulation and evaluation of policies through quality of service, while policy implementation of formulation and evaluation program having negative impact on public satisfaction indirectly through service quality.



OBJECTIVES

The purpose of the study is to enhancing the design of the one stop integrated service (LSTA), installation of the one stop integrated service LSTA, process of the one stop integrated service (LSTA) and implementations of services of the one stop integrated service (LSTA) on the employment placement and protection programs for Indonesian migrant worker in Gianyar – Bali.

RESEARCH METHODOLOGY

The methodology of this study is the discrepancy evaluation model to see the standard and program performance as two major components. To know the gap between standard and performance of the design and implementation of the program by uses four of five stages of evaluation of Discrepancy Evaluation Model that shown below.

Table 1

Evaluation Concepts and Evaluation Criteria

Evaluation Stage	Evaluation Aspects	Evaluation Criteria's
Design	Employment placement and protection programs of Indonesian migrant workers who are submitted to the Gianyar local government through a one stop service	In accordance with Decree of Bupati of Gianyar regency regulation on the needs of programs and activities of placement and protection of Indonesian migrant workers, an irregularities that occur in the implementation of placement and protection of Indonesian labor migrants that it can be minimized.
Installation	Employment Placement and protection program of Indonesian migrant workers who are submitted to the Gianyar local government through a one stop service	To provide a solutions that need to be increase performance in the standard of permanent procedures to examine the required societies by using the guidelines referring to the Indonesian migrant worker for placement and protection programs related to the basic targets of placement and protection of Indonesian migrant workers in Gianyar regency – Bali.
Process	Employment placement and protection programs of Indonesian migrant workers who are submitted to the Gianyar local government through a one stop service	By coordination function and human resource development function that can produce more efficient and effective output or better services to do implementation of service function for the placement and protection programs of Indonesian migrant workers in Gianyar regency – Bali,
Implementation	Employment placement and protection programs of Indonesian migrant workers who are submitted to the Gianyar local government through a one stop service	In during pre-placement, placement and post-placement and to improve the timeliness of the services provided in the new system by seeing the achievement of the Indonesian migrant workers goals in the placement and protection programs of Indonesian migrant workers during pre-placement.

DISCUSSION

The research of Samad (2018), consistently to Ulrich (2013), mention that in the last 50 years in the terms and conditions of work to personnel specialists who have expertise in human resource practices like recruiting, compensation, training, and organizational development have moved to deliver value to bussiness success, in industrial relations where they negotiate to business partnership. The professionalism of human resources that Ulrich (2009) mention about the HR shifted from the work relationship that is carried out by negotiating the terms and conditions of work into recruitment, compensation, training and organizational development for the expertise one has in providing added value to the company's success as a business partner. In the service of the modern reform movement in public management according to Galavan, Murray, and Markides (2008),

there has been a simple shift in public service references. Developing from public service in the post-negotiation period of development in state activities and provision of funds, the public can choose from related tax permits, office needs for each permit given and compensation for large government.

In the services of placement and protection of Indonesian migrant worker in one stop integrated service, shows that this position is more acute and more interesting than taking ideology. Current demand is excellence in services offered compared to the requirements of the private sector standards at no additional cost or even zero cost. The pattern often found in LSA Gianyar Bali must be approved in the public domain. Every citizen has become a consumer in this



sense is society. The consequence is the need for public services, in the same way as commercial services in every institution under jurisdiction of Bupati that join in one – stop integrated service. Maintaining efficiency that demands of migrant worker placement service provision is based largely on information technology and computerized systems and this is related to organizational change and skills. At the same time, access, approval, speed, and conversation are needed to meet expectations for quality. And the need is how to do all this in a service with unchanging tax costs - how to system flow, develop newservices and skills, and configure new services that can save costs per unit of service provided.

Mediawati, (2017) mention program has achieved the targets contained in the evaluation of the program of one stop integrated service in Jakarta has been implemented with the result is good criteria, confirmed that Ulrich (2013) when it discovered in 2007 global findings that the importance of performance management in the contribution of innovation and integration of human resource is very large, suggested that unintentionally, explicitly addresses performance management. Effective human resource professionals in the Gianyar local government play a vital role in delivering the achievement of Indonesian migrant worker placement. Ulrich (2013) divided in first, ensuring that employees understand what performance is expected from them and why, first, human resource professionals effectively. The Indonesian migrant worker in Gianyar LSAs is well prepare to be a professional of human resources before placement. Second, establish a clear process on assessment of performance that it could clear performance measurement tool as apart of protection. This what exactly the LSA of Gianyar regency provided for one stop integrated service. The research of Ali, et all., (2016) in the term of quality and accessibility of one stop service differ with 1) the quality of service have a significant effect in the one stop service in term to the loyalty of investors. It is conclusion the better of the service provided to the investor will be more satisfied them. The dimation of quality of service is composed: tangibles, responsiveness, assurance, empathy and reliability; 2) investors loyalty influenced significantly by accessibility, the better and easier accessibility will increase investor loyalty in the one stop integrated services of PTSP. The dimensions of accessibility comprises: service procedures; availability of information and location. increasing on quality of service is confirmed that it will increase satisfaction of the public. Consistently with Pane, et. all., (2018 mention that regarding to quality of service the performance management of public services through one stop integrated service system is basically shows that the various types of public services measured by services in one place such as document identity, license, passport and etc. The system of one stop integrated service performance is to provides several advantages such as: public do not need to contact distant to increase quality of service without unnesesary cost for the service that ocasionally as a charity, easily contactable agencies for the service that provide by phone, transparency for the costs and proedures of

services, increase the realization of integration in public services on one place and unnecessary levies of clerk. The condition of the municifal bureaucratic reform of One-Stop Service for such as document identity and licensing able to improve their quality by effective bureaucracy empowering the role as well as providing a public participation, especially in terms of social control supervision as a central of development bureaucracy. For this combination may influence the result for discrepancy between standard and performance of One Stop Integrated Service (LSTA) Gianyar's regency.

Sihombing (2016), agree that one stop integrated service is a government innovation, reform, reinventing and revitalization on public service delivery to citizen. It is the totally one and whole heartedly actions based on good local governance in public service delivery toward reform and e-government. This will bring services to be more utilize trough LSTA. Consistently of utilization of human resources from the standpoint of existence of the Indonesian migrant worker, that according to Pantzalis (2009), mention that through education and training that comprises the physical and intellectual skills and capabilities will enable an individual to perform tasks effectively and to be productive as human capital. Consistent of what the one stop integrated servise of LSTA Gianyar's that provide for the Indonesian migrant worker before placement of the candidate of Indonesian migrant worker.

As according to Truss (2012), it requires critical conditions which determine high achievement. Their are the work effectively of executive teams and delivering the achievement of the expected results by the capable leaders. This is confirmed to Nur, et. all, (2014). 1) Legal basis of program that it support by local regulation or decree of the Bupati regulations as apart regulation from the Act or Decree that the the regulation of government a policy related, 2) It need to provided a representative office and complete infrastructure and other facilities including human resources support that determine the whole work as a suggestion to the local government in Gianyar for providing LSTA.

Dean and Linda Ackerman Anderson (2010) stating that to breakthrough the result of competence and the successful transformation require attention to three critical areas in associated with the performance of the performance at the center of competence, i.e (1) content as a policy impelementation, (2) people as Indonesian migrant worker, and (3) process as serives providing in the service of LSTA. The explanation of the the "policy implementation" are refers to LSTA needs to change, in example are strategy, structure, systems, process, technology, products, services, work practices, and so on. The word content aim to provide undergoing change of the tangible aspects of the organization, they are quite observable and reside in the external world that we can all see. The explanation of "Indonesian migrant worker" are refers to the human dynamics of change in human



resource, such as behaviors, skills, emotions, mindset, culture, motivation, communications, engagement, relationships, and politics. Every candidate of Indonesian migrant worker can be seen as the dynamics of the inner thoughts and feelings of the human being who are redesigning, implementing, supporting, or being impacted by the change. The explanation of “service in integrated” are refers to formulate the content and people changes that be planned for designation, and the implementation. In other words, to produce both the content and people outcomes, it need process to denotes the decisions and actions.

According to Nur., et. all, (2014). It can be formulated as a number of factors that affect the successful implementation of innovation programs such as 1) vision and mission of the one stop integrated service is the way in public service for achieving organizational goals, especially in the field of licensing services, 2) The leadership should need to manage all of its resources into the success factors and to communicate to public, need leadership ability in supporting innovation programs with a number of relevant agencies and other stakeholders that it conducted in Pinrang district. This also influents for placement, employment protection and expansion program of Indonesia migrant worker in LSA Gianyar’s – Bali, 3) It need a high commitment of all members of the organization to learn continuously and work hard and consistently to bring a key to the success of the innovation program at least a minimum service standards operating procedures, 4) It need to put that transparency and accountability as an important factor. Ranging from the beginning such as planning, organizing, implementation and assessment of innovation programs to carried out the whole process of innovation programs, so that at the end it can be minimized chances of corruption and collusion, 5) It need full support from the local community participation in supporting the creation of a public environment on licensing service that undertaken by the local government.

According to Salsbury (2013), in carrying out the role of human capital, he suggests that in developing and preparing the human capital in an activity or program, there are at least three reasons why the development and preparation is required; 1) It can be needing completion for the preparation work that can be done faster with more people, because large-scale human capital projects involve many hands make-lighter work that require multiple actions and as a result togetherness; 2) In increasing per-launch involvement of a limited number of people who can perform the early preparatory work will enhance the quality of the outcome that it need to provide insights, feedback, and help mold the key aspects of a project is a good quality control approach from capable people; 3) The champions is needed and ready to carry enthusiasm to the project in every human capital. In time until after the announcement and the start of a project to enlist and engage champions will create a gap in the process, and require senior management to sell more than necessary. While it is senior management's responsibility to communicate and sell the initiative continuously, having additional champions can have a more

transmissible effect in generating organizational motivation and commitment. This is confirmed that Ansari., et.all (2017), conclude as a condition for policy implementation or program that 1) the significant positive effect on the quality of service having impact of the direct policy on formulation and evaluation of policies, while on the quality of service on the other side have a positif impact of the implementation of with no significant effectedly; 2) the significant positive effect on public satisfaction having impact of the direct policy on formulation and evaluation of policies, but the other side the implementation of policies of formulation and evaluation having negative effect on public satisfaction; 3) the significant positive impact on public satisfaction direct to quality of the service; and 4) the significant positive effect on public satisfaction having indirect policy of formulation and evaluation of policies through quality of service, while policy implementation of formulation and evaluation program having negative impact on public satisfaction indirectly through service quality. The determination of services is provided by the support of human resource in LSTA Gianyar-Bali.

CONCLUSION

The evaluation of discrepancy between the target and performance on the Design, Installation, Implementation Process and Implementation Result of the program for placement and protection of Indonesian migrant worker, especially the results of the implementation of the one stop integrated service, conclude that there are higher expectations of local government and in line with the public of Gianyar Bali goal within 84,18% achievement.

FINDINGS

Based on the research on the evaluation of the Design, Installation, Implementation Process and Implementation Results that it needs to be continued as accordingly to the design one-stop integrated service programs interm to improve the public service. In addition, governance one stop integrated service program with the expected and goal reached of the implementation of the process as mentioned above and has been running with the standards that have been set on the right performance management. For that reason, the recommendation for the program of one-stop integrated service in Gianyar - Bali, the implementation process needs to be continued.

Note

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