

The Hydrodynamic Technology Center Dilemma Becomes A Public Service Agency

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Abstract

The purpose of this study is to analyze the readiness of the Hydrodynamic Technology Unit (BTH) becomes a Public Service Agency (BLU). The research method used is a qualitative comparative method with a case study approach. Research data collection techniques with interviews, observations and document review. Respondents in this study were Head of Administration Sub-Section, Head of Technical Facilities and Technology merit Services, Human and Resources Coordinator, Treasurer and State Property (BMN) Officer. The results showed that BTH is a non tax revenue (PNBP) work unit that provides hydrodynamic technology services to the public. BTH has industrial-scale testing facilities so that the performance of PNBP revenues can continue to be improved. BTH has annual PNBP income of around Rp. 5 billion. The results related to the findings of the 3 requirements to become Public Service Agency (BLU), BTH according to the substantive and technical requirements meet the requirements to be proposed as Public Service Agency (BLU), but the administrative requirements have not fulfilled it to be proposed as Public Service Agency (BLU) because non tax revenue (PNBP) income is less than the required minimum of Rp. 15 billion per year.

Keywords: Theory of Enterprise, Stakeholders, BTH, Public Service Agency (BLU)

INTRODUCTION

Indonesia as an archipelago and one that has the 4th longest coastline in the world, requires a national maritime industry that plays a role in supporting the economy, especially in the sea transportation sector in the form of ships, commercial vessels, passenger ships, fishing boats and fast patrol boats. These vessels are needed to ensure connectivity, logistics distribution and gas oil exploration activities and other marine resources. In line with the government's vision and mission in the maritime and marine highway programs, it is necessary to support the independence of the shipyard industry and the existence of research institutions for research and development design and innovation in ship design and floating building facilities. The Hydrodynamics Technology Unit (BTH) is a research and development design and ship design research institute.

BTH is a work unit of government agency that provides industrial scale hydrodynamic technology research and testing services with 3 flagship programs namely transportation, defense and energy. BTH from the three flagship focus programs, have an important role especially in terms of testing ship models and offshore buildings. Model testing process is one of the important stages for design verification before the construction of a ship or offshore building in real.

BTH as an echelon III work unit, has a budget that comes from the APBN (state budget) and PNBPN (non tax revenue). The total budget for 2018 is Rp. 15,858,995,000, where the APBN budget is 85% and the PNBPN budget is 15%. The APBN budget of 45% is intended for salaries and employee benefits, the remaining 40% is used to finance DIPAs (financed by the state) Research and other office services. The small budget per year makes it difficult for BTH to carry out its main duties and functions in the field of research and testing of hydrodynamic technology.

Increased revenue from BLU PNBPN (non tax revenue) which is prospective to encourage PNBPN work units to change their forms from ordinary work units to BLU. BLU is expected to be able to improve financial performance and improve the quality of service to the community. The government wants to make BLU customer oriented and outcome oriented. Customer oriented makes the organization sensitive to customer needs so that the products / services produced and sold are able to give satisfaction to customers. Oriented outcomes where the organization is managed to achieve results as expected. The formation of BLU was intended to increase the role of the government in providing services to the community.

One effort that can be done to maximize tasks and functions and increase PNBPN income is to change the PNBPN work unit to BLU. BTH by becoming BLU will have the advantage of flexibility in financial management, human resources and asset utilization. BLU PNBPN is one type of APBN revenue whose contribution from year to year is increasing. The contribution of BLU in the APBN from 2005 to 2017 is 25.71% (BLU Ministry of Finance).

LITERATURE REVIEW

Enterprise Theory

Establishing bureaucracy is a thought and movement to develop a government that has the spirit and enthusiasm of entrepreneurs. An important feature of government entrepreneurs is its ability to use existing resources efficiently, innovatively and responsively to the needs of the community (Osborne & Gaebler (2016)). Basically, public sector companies have characteristics that are different from private companies, so the management system that is applied is relatively different.

The formation of the BLU is a government effort to transfer the responsibilities of public services from traditional government institutions to modern. Modern government institutions use market-oriented mechanisms to achieve public policy goals and act as substitutes for government institutions. Unlike ordinary government agencies, government agencies that become BLU have the aim of creating finance for the government, which can attract costs in return for services provided even though BLU is not profit oriented in principle. Tuanakotta (1986: 179) states that enterprise theory views companies as social institutions that operate for the benefit of many groups. Changes are made with the intention of finding new or developed ways in the use of resources and capabilities with a view to increasing the company's ability to provide value to stakeholders.

Public Service Agency

Republic of Indonesia Government Regulation Number 23 of 2005 concerning Financial Management of Public Service Agencies in article 1 paragraph 1, stated that the Public Service Agency is "government agency established to provide services to the public in the form of providing goods and / or services sold without prioritizing seeking profit and in carrying out its activities based on the principles of efficiency and productivity ". The purpose of the BLU establishment is to improve services to the public in order to promote public welfare and to educate the lives of the nation by providing flexibility in financial management based on economic principles and productivity, and the application of sound business practices.

Requirements for Establishing a Public Service Agency

To be designated as a BLU work unit, an organization or unit that manages PNPB must meet the following substantive, technical and administrative requirements:

1. Substantive requirements

The government agency's work unit proposed to become a BLU must carry out public services related to:

- Provision of public goods and / or services
- Management of certain areas / regions for the purpose of improving the economy of the community or public services
- Management of special funds in order to improve the economy and / or service to the community

2. Technical requirements

The government agency's work unit must meet the following technical requirements:

- Service performance in the field of basic tasks and functions is feasible to be managed and improved its achievements through BLU as recommended by the minister / head of the institution / head of SKPD in accordance with their authority
- The financial performance of the work unit of the agency concerned is healthy as indicated in the proposed document for the stipulation of BLU.

3. Administrative requirements

The government agency concerned can present all documents as follows:

- Statement of ability to improve service, financial and benefit performance for the community
- Governance patterns
- Business strategic plan

- Principal financial statements
- Minimum service standards and
- Final audit report or statement willing to be independently audited.

Determination and Revocation of BLU

Determination of government agencies to implement the Public Service Agency Financial Management Pattern is carried out by the Minister of Finance / governor / regent / mayor.

There are two types of assignments, as follows:

1. BLU status is full.

The determination of full BLU applies to government agencies that have fulfilled all aspects of the proposed requirements to become BLU, namely substantive, technical and administrative requirements.

2. Status of BLU gradually.

The establishment of BLU is gradually applicable to government agencies that are only able to fulfill substantive and technical requirements. While administrative requirements have not been satisfactorily met. BLU status is gradually valid for a maximum of three (3) years.

Revocation of the Public Service Agency Financial Management Pattern will expire if:

1. Government agencies (BLU) have not fulfilled substantive, technical and / or administrative requirements. Revocation is done by the Minister of Finance / governor / regent / mayor in accordance with their authority or based on a proposal from the Minister / head of the institution / head of the SKPD in accordance with their authority.
2. Change the status of BLU to become a legal entity with separated state assets (equivalent to BUMN). Revocation is carried out based on the stipulation of statutory regulations.

RESEARCH METHODS

The approach used in this study is a qualitative approach that is a research approach with descriptive exposure that attempts to describe a phenomenon, event, event that is happening now, where the researcher tries to photograph the events and events that are the focus of his attention and then elaborated. Qualitative research is intended to make facts easy to understand and if possible can generate new hypotheses (according to the model). In essence, qualitative research is based on the concept of "going exploring" which involves in-depth and case-oriented studies of single cases and a number of cases (Chariri, 2009).

Types of Research

This type of research uses a case study research method. Case studies are used to examine the condition of BTH in preparation for becoming a BLU. The primary data in this study is to use interview techniques, observation and document collection. The data obtained is then analyzed to get conclusions. The conclusion of this case study is only valid in BTH because each case has its own uniqueness or has different characteristics from the case in other places.

Location and Research Design

This research is located in BPPT Surabaya BTH which is a testing and research laboratory in the field of hydrodynamics. The research design uses qualitative methods with a case study approach to comparative studies. A comparative study was carried out to compare theories (legislation) with cases found in the research location.

Source and Technical Data Collection

The main data sources in this study are semi-structured interviews because they have the ability to capture further information and the behavior of the interviewees (Yin, 2009). Data collection techniques with observation, interviews and document review. Respondents in this interview are Kasie. Technical Facilities and Technology Services, Head of TU Subdivision, PUI Manager. Interviews are conducted at the BTH office during working hours.

Data Analysis Method

Qualitative data analysis according to Moleong (2014: 248) is an effort made by working with data, organizing data, sorting into manageable units, synthesizing them, finding and finding patterns, discovering what is important and what is learned and deciding what that can be told to others. While Miles and Huberman (1992: 20) analyzed qualitative data using an interactive analysis model which mentions three steps in the process of qualitative data analysis, namely:

a. Data Reduction Stage

The data reduction phase is to sort the data obtained from the informants at the research locations that are considered relevant to the research topic, namely BPPT BTH Readiness Analysis to Become a BLU in the Financial Sector and Non-Financial Public Sector Perspective. At this stage data selection is carried out, focusing on simplifying, abstracting and transforming data. Data reduction begins with recapitulation of all data obtained for further classification, so that important data can be chosen that does not deviate from the research topic and is considered to represent answers to research questions, so that a temporary conclusion can be obtained.

b. Data Presentation Stage

This stage is the activity of presenting data previously collected and analyzed. The presentation of data is carried out in a narrative and several tables. Presentation / display is a format for presenting information to readers according to a particular theme. Presentation of data cannot be separated from the purpose of the study.

c. Conclusion Withdrawal

Withdrawal of conclusions raised from the initial stage if supported by valid and consistent evidence when the researcher to the field collects data, the conclusions expressed are credible conclusions. Thus the conclusions produced can answer the formulation of the problem that has been set.

DISCUSSION AND RESULTS

BTH's Profile

The Hydrodynamic Technology Unit (BTH), is one of the work units within the BPPT which at its inception was called the Technical Implementation Unit of the Hydrodynamics Research and Research Unit (UPT BPPH) and was inaugurated by President Soeharto on July 20, 1995. In accordance with the Regulation of the Head of BPPT Number 023 Year 2015 regarding Organization and Work Procedure,

UPT BPPH changed its name to BTH. This name change is in the context of efforts to increase organizational capacity and development of hydrodynamic technology, as well as the need for organizational restructuring. The establishment of a hydrodynamic laboratory is one of the ideas initiated by the State Minister for Research and Technology / Head of the Agency for the Assessment and Application of Technology, Prof. DR. Ing. B.J. Habibie in 1978.

The rationale for the establishment of BTH is to support the national maritime industry, as well as to make the nation independent in mastering science and technology in the marine sector. The facilities owned by this laboratory are part of PUSPIPTEK (Center for the Development of Science and Technology), especially for the development of marine technology in Indonesia. BPPT BTH was built in Surabaya and located in the ITS campus on an area of 9 hectares. Laboratory development began in 1982 with four years of state budget funding, after which construction continued using foreign aid funds which were part of PT PAL Indonesia's 30,000 DWT shipyard development project.

Based on the letter of the State Minister of Research and Technology / Head of BPPT Number: 1168 / M / BPPT / IV / 1986 dated April 21, 1986, the construction of the BTH hydrodynamic laboratory was continued by PT PAL. PT PAL has since 1989 continued the construction of the BPPT BTH hydrodynamic laboratory, with a total investment of facilities and equipment of around Rp. 174 billion. The construction of this project was completed thoroughly in 1993.

The consideration of choosing Surabaya as the construction site of the BPPT Hydrodynamic Laboratory is the existence of the ITS (Sepuluh Nopember Institute of Technology) campus as the center for the development of science and technology in the marine sector, PT PAL Indonesia as the center of the shipping industry in Indonesia and the Indonesian Navy for the eastern part of Indonesia and the center of economic industrial area of eastern Indonesia.

BTH is a technical implementation unit within the BPPT environment which is responsible to the director of the maritime industry engineering technology center and the deputy of engineering and engineering industry.

BTH has the main task of conducting the study, implementation and services of hydrodynamic technology and has the function of planning, implementing, controlling, reporting, maintaining, developing infrastructure and administration of hydrodynamic technology centers. The vision of BTH is to become a center of excellence in engineering and engineering development of independent hydrodynamic and maritime technologies that are globally competitive and provide satisfaction to stakeholders with the mission of carrying out research and technological services, improving services to customers from the aspect of quality and time of submission, enhancing mastery and HR capabilities as well as partnerships with the maritime industry and other related parties. (Perka BPPT No. 23 of 2015).

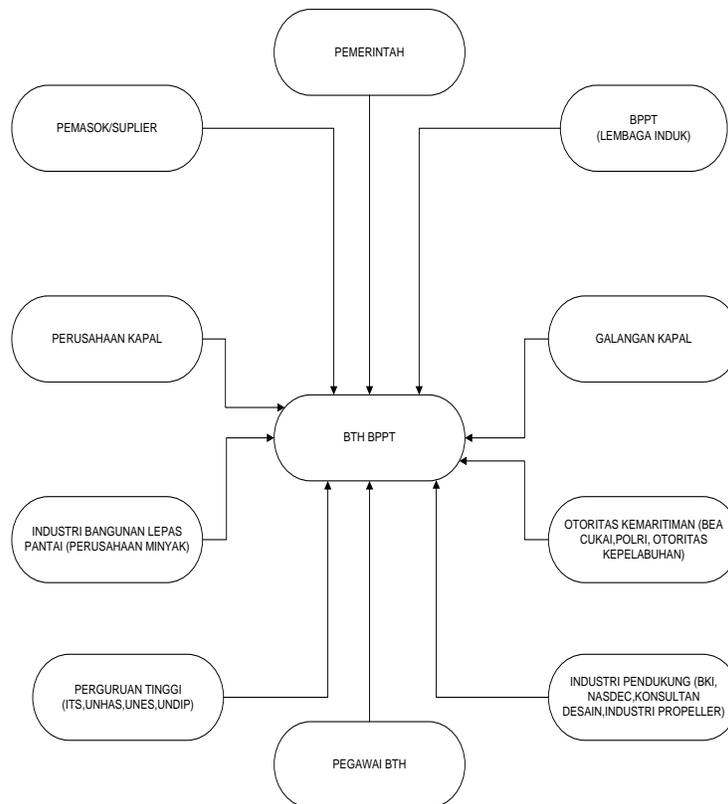
BTH's Stake holders

Users of services (clients) PNBPT BTH come from domestic or overseas such as shipyard companies from both state-owned and private companies, shipping companies, Ministry of Maritime Affairs and Fisheries, Ministry of Transportation, Customs, Pertamina, Pemda, Department of Defense and Security, mining companies, propeller industry, marine research institutions and others. BTH stakeholders are all parties who have direct or indirect interests and relationships with this hall. Sourced from PUI stakeholders this hall is as follows:

- Government such as the transportation department, industry department, fisheries and maritime department.

- Shipyards both national shipyards and foreign shipyards
- Shipping companies (ship owners) such as national shipping companies, industries or fleet user institutions (BUMN, private, TNI / POLRI)
- Offshore building industries such as domestic and foreign offshore companies.
- Maritime authorities such as customs, port authorities
- Universities and related educational institutions (ITS, UNES, UNDIP, UNHAS)
- Industries supporting maritime sectors such as Nasdec, design consultants, Indonesian classification bureau, propeller industry
- Suppliers of materials and equipment such as material suppliers and equipment for the manufacture of ship test models
- BPPT as the owner of the unit
- 10. Employees of BTH

Figure 1 BTH Stakeholders



BTH stakeholders have their respective roles in contributing to the existence and growth of this hall both now and in the future. The government has a role as a budget provider through APBN every year, BPPT as the parent institution will support in terms of policy and administration, employees are the backbone and manager of this hall, shipyard industry, shipping industry, universities and related parties are work partners and users services for services provided by BTH.

Problems with BTH Becomes BLU

BTH has several problems that have been obstacles in carrying out their duties and roles. These problems will affect the efforts to increase PNBP income. Some of the problems are as follows:

1. Delay in Time for Completion of Technology Services

The main obstacle to the delay in the completion of the work was the end of the testing equipment facilities in Towing Tanks, Cavitation Tunnel and supporting lab facilities such as test ship model building workshops, machine workshops and ship model measuring instrument table markings. The delay in the completion of the work does not only affect the reputation but also customer loyalty. The low customer loyalty will affect the number of services performed annually.

2. Outdated Equipment and Machine Facilities

The internal BTH business process is influenced by the readiness of human resources and lab equipment in supporting the timeliness of work completion. The BTH obstacle has been the testing and testing lab equipment that is old and many that must be revitalized. The three main testing facilities, Towing Tanks, MOB and Thunnel Cavitation, are obsolete, considering that they are almost 30 years old. Supporting equipment facilities such as test ship model building workshops, machine workshops, cranes need maintenance and are replaced with new equipment. Revitalization needs a large budget and it can only be done through regular funds (APBN). BTH lab equipment for foreign products mainly from the Netherlands, America and Germany.

3. Weak reputation and international business network

BTH is still weak in its reputation and overseas business network, this is due to several obstacles such as the contents of websites that are not updated, not having tracked the progress of work and lack of participation in exhibitions abroad. The more important thing related to foreign business networks so far only relies on the network of individuals. Business networks and international reputation are very important for the existence and existence of BTH. International business networks will provide benefits for the continuity of the lab and a substantial increase in PNBP.

4. Work Culture and Sense Of Business Has Not Developed.

Work at BTH is broadly divided into routine administrative work, research DIPA and PNBP. Administrative routine work related to the accountability of budget usage, DIPA work on budget research from APBN and multi-year nature and PNBP work depends on the order from the client. Such conditions affect the work culture of employees who have a lot of leisure time but cannot be utilized properly. Individually, civil servants find it difficult to be able to take advantage of free time because it is limited by regulations regarding employee discipline (PP No. 30 of 1980 article 3) which has been revised to PP No.53 of 2010). Organizationally, it is limited in scope to the main tasks and functions and the type of work has been regulated in the PP tariff of each agency (PP No.6 of 2015 concerning PP PNBP Tariffs of BPPT). Work culture related to the sense of business in BTH is difficult to realize unless there is a change in the status of work units to BLU or the equivalent of BUMN. The change in status to BLU will change the mind set of employees to be more creative and have the spirit of entrepreneurs.

5. Less Supporting Human Resources Regeneration Process

BTH has 87 PNS employees and 10 honorary workers, as echelon 3 is actually more than enough. The difference between retirement age ranges between employees is too far, causing a gap between positions. Employees of BTH based on the age group 50 and above are too dominant to reach 50%. The age of 40-50 is around 30%, the remaining 20% is under 40 years old. This condition is clearly not profitable considering that the government in general is very selective and limited in the acceptance of

CPNS. The government currently takes a minus / zero growth policy which means that every post-retired / retired employee will not necessarily have a substitute who has the same educational background and number.

The Solution to the Problems of BTH Becomes a BLU

Long-term strategic steps are needed to overcome the problems of BTH into BLU by regulating the resources owned by both human resources (employees) and equipment and machinery resources as well as synergies with other institutions. BTH must utilize the resources they have to produce maximum income. The long term strategic steps are:

1. Human Resource Development

Human resource development in BTH aims for employees to add capabilities and skills that lead to increased work discipline, the completion of quality and timely service products. Human resource development is carried out with the opportunity to pursue higher levels of formal education, seminars, training, courses and others.

2. Revitalization of Equipment and Machinery

Revitalization of equipment and machinery is needed to support research and technology services (PNBP). The first phase is the revitalization of the MOB lab facilities and the purchase of CNC machines with a budget of Rp.110 billion in 2017. The next stage of revitalizing the Towing Tank lab was approximately Rp. 70 billion in 2019. Revitalization of equipment and machinery at the BTH will last until 2024.

3. Synergy with other institutions and private parties

Synergy with other institutions and the private sector is needed to establish cooperation so that it can strengthen existing institutions and be able to produce products / services that can benefit the community, especially the industrial world. The synergy between BTH and other institutions includes:

- Research Center for Metrology-LIPI

The scope of activities in the form of calibration of testing equipment to support the maritime and defense sector, where the activities carried out at BTH are testing vessels that support both fields.

- Polymer Technology Center

The scope of the activities to be carried out is the development of the types of materials that will be used in making ship models in BTH. The ship model is currently made from core from meranti wood and laminated with fiber. The Polymer Technology Center will work on materials other than wood to make model ship models at BTH.

- Private parties

The role of the private sector, especially the shipping and shipping industry, is very much needed as a partner of BTH. The involvement of the private sector in the development of research is not just a service user but an awareness of continuing to use TKDN (domestic content level). The use of TKDN will encourage the private sector to utilize existing facilities in the country, especially the test ship model testing services in BTH.

4. Diversification of services

Hydrodynamics technology services have mostly focused on testing ship models. In the future, diversification of services must be carried out, especially the use of Cavitation Tunnel propeller testing facilities which have been less than optimal even tend to not be utilized. Currently BTH has developed the concept of deep sea floating buildings for oil well exploration. The more important thing is the

development of a buoy mooring system design for deep sea floating buildings for floating building systems for oil and gas exploration in deep sea waters in Indonesia.

5. Exhibition

BTH annually has budgeted funds in RKAKL (list of programme) for the implementation of exhibitions both domestically and abroad. Domestic exhibitions are usually held in Jakarta and Batam, for overseas exhibitions in Singapore. The exhibition was followed in addition to introducing the existence of BTH as well as to capture and expand new consumer networks.

6. Increasing Domestic and Foreign Cooperation

Domestic cooperation is carried out with local governments, especially outside Java, which has the potential for development in the field of marine and shipping. Potential for the development of electric current, propeller making, shipbuilding and the making of Tsunami Bouy Models for the detection of earthquakes at sea. Cooperation with foreign countries in addition to strengthening networks and cooperation also for knowledge updates on the development of marine science and technology. Foreign cooperation has mainly been carried out with the Netherlands, Japan, Korea, Australia and Malaysia etc.

Analysis of BPPT BTH Readiness Becomes a BLU in a Financial and Non-Financial Perspective of the Public Sector

BTH to be proposed as BLU must fulfill all three requirements, namely substantive, technical and administrative requirements.

Substantive Requirements of Compliance Analysis for BTH

The substantive requirements of BTH to be proposed as BLU have been fulfilled with the following considerations:

- a. BTH operational activities are the implementation of public services in the form of hydrodynamic technology services.
- b. Hydrodynamic technology services with shipping and shipping industry consumers both domestically and abroad.
- c. The service products provided are testing ship models and offshore buildings.

Technical Requirements of Compliance Analysis for BTH

Technical requirements that must be fulfilled by BTH to be proposed as BLU are as follows:

- a. BTH has service performance and its main duties and functions are worthy of being managed and enhanced by BLU because it has testing facilities such as Towing tanks, MOB, Cavitation Tunnel and is supported by shipbuilding workshops, mechanical workshops, CNC and mold workshop.
- b. BTH Financial performance is in healthy condition and can be improved by becoming a BLU. Based on these technical requirements, BTH is feasible and fulfills to be proposed to become a BLU. This is in line with the opinions expressed by M. Nasir as Head of Technical Facilities and Technology merit Services regarding the condition of equipment and machinery facilities in carrying out internal business processes, as follows:

"BTH has human resources who are competent in their field and supported by ship model test lab equipment which is sufficient enough not only for research purposes but also for testing industrial scale ship models, where testing requests come from domestic and foreign consumers".

Administrative Requirements of Compliance Analysis for BTH

The financial statements of BTH have followed accrual-based government accounting standards. Preparation of financial statements using the SAIBA application that produces reports on LRA, LO and Balance Sheet. The important thing related to administrative requirements refers to PMK No. 95 / PMK.05 / 2016, namely:

- a. Last year's budget realization report (turnover) of at least Rp. 15 billion per year to be proposed to become a BLU. BTH according to the latest report in 2017 has a turnover of Rp. 5 billion.
- b. Last year's asset value is at least Rp. 75 billion. The value of BTH assets in the second half of 2017 is Rp. 1,299,020,635,135.

In connection with the minimum value of turnover and assets per year in line with what was explained by Mrs. Rin Retnowati, BPKP lecturer who taught lecture material about BLU. In his explanation it is said that:

"The minimum turnover is in accordance with PMK 95/16, if the work unit has been declared BLU, the employee's remuneration must come from his own ability, while the large assets owned must be used to generate maximum income".

In general, administrative requirements related to turnover, the BTH is not feasible to be proposed as a BLU because annual turnover is only Rp. 5 billion.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Hydrodynamics Technology Unit (BTH) BPPT is one of the work units within BPPT(Assesment and aplication technology of agency). The Hydrodynamic Technology Center has the task of conducting the study, application and services of hydrodynamic technology. The existence of BTH is expected to be beneficial to the community in this case the stakeholders. BTH stakeholders include the Government (transportation department, industry department and fisheries and maritime department), domestic and foreign shipyards, shipping companies, maritime authorities (customs and port authorities), universities (ITS, UNNES, UNDIP, UNHAS), Material Suppliers Supporting industries (Nasdec, design consultants, BKI, BPPT as BTH owners and BTH Employees.

BTH has several weaknesses, such as delays in the completion of technology services, outdated equipment and machinery facilities, weak international business reputation and networks, work culture and business sense not yet developed, the HR regeneration process is less supportive. BTH must immediately find a solution to the weaknesses that have been identified. The solutions taken focus on the internal conditions of BTH, especially maximized power to seize opportunities. Prevent new threats that cause the failure to raise PNBPN revenue. In accordance with its strategic objectives, the strategic objectives of BTH in the future are determined by the composition of the volume of activities and income between the two is around 20% of research activities (APBN) and 80% of technology service activities (PNBP). Technology service activities (PNBP) are expected to continue to increase, with an average growth target of around 20% per year for the next 5 (five) years. BTH, generally for now the composition of funding from year to year is around 70% of the APBN and 30% of PNBPN.

In general, BTH can be managed to become BLU. Analysis based on aspects of BLU requirements, BTH has fulfilled two (2) of three (3) requirements namely substantive and technical requirements. Regarding the administrative requirements of BTH in 2017, the turnover of technology services (PNBP)

is Rp. 5, 6 billion. Assets per 31 December 2017 amounting to Rp. 1.299 trillion. Referring to the value of turnover and assets owned by BTH BPPT, then by assets, BTH meets the requirements but for the BTH turnover value has not fulfilled the requirements to become a BLU.

Suggestion

Focusing on the interests of customers, BPPT BTH is the only industrial scale hydrodynamic laboratory in Indonesia, however BTH BPPT must pay attention to the quality and timeliness of the delivery of service services to consumers and expand abroad to increase market share, especially in the Asian region.

Innovative and Creative, BPPT BTH must provide sufficient space for HR development through Scale upgrades through formal education, courses and training. Upgrade scale is done to increase insight and knowledge for employees to think innovatively and creatively and have entrepreneurial spirit in carrying out their main duties and functions.

Be sure to see the opportunity, one of the government's nawacita programs is the sea highway, this is reflected in the first point of the nine Nawacita programs to strengthen identity as a maritime country. BPPT BTH which has the main duties and functions in the field of hydrodynamic testing technology services for floating vessels and buildings, must be able to see this opportunity to improve performance in the service sector and encourage the improvement of laboratory equipment through the revitalization of its tools.

Synergizing with the industrial / government world, BTH must be able to produce outputs of research activities that are utilized by the industry or government. Therefore, there needs to be synergy with several parties, related to what research is needed and the priorities of stakeholders and the output produced must be beneficial for the interests of industry and society. Research results must be able to be problem solving to solve various problems in the community related to the function of hydrodynamic testing services for ships and floating buildings. For PNBP, the output produced will obviously be used by customers in supporting their business needs.

Increased revenue from BLU PNBP which is prospective to encourage PNBP work units to change their forms from ordinary work units to BLU. BLU is expected to be able to improve financial performance and improve the quality of service to the community. The government wants to make BLU customer oriented and outcome oriented. Customer oriented makes the organization sensitive to customer needs so that the products / services produced and sold are able to give satisfaction to customers. Oriented outcomes where the organization is managed to achieve results as expected. The formation of BLU was intended to increase the role of the government in providing services to the community. BLU PNBP is one type of APBN revenue whose contribution from year to year is increasing. The contribution of BLU in the APBN from 2005 to 2017 is 25.71%

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