

Public Service Innovation in The Program of Bupati Ngantor di Desa in Banyuwangi Regency

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ABSTRACT

Public service is an activity or series of activities in the context of providing service needs in accordance with statutory regulations for every citizen and resident regarding goods, service and administrative services provided by public service providers. This study aims to determine the management of public service innovation through the Bupati Ngantor di Desa (Bunga Desa) program in Banyuwangi Regency. The research location is in Watukebo Village, Wongsorejo District. The focus of the related research is the management of public service innovation. For this reason, researchers use the New Public Management paradigm, Stewardship Theory, and Elements of Service Management. In the Program of 'Bunga Desa,' various problems were resolved in one day, including population administration, issuance of Nomor Izin Berusaha (NIB), and payment of Pajak Bumi dan Bangunan (PBB). The study results show that public service innovation management has succeeded in providing better service to the community. However, the record shows that the Government of Banyuwangi Regency has strengthened the rules regarding implementing the Bupati Ngantor di Desa so that this program has straightforward implementation operational standards, monitoring, and evaluation can be carried out after the program ends. This research can be used as a reference for decision making in public services, because previous research focused more on the services of an agency.

Keywords: Public service innovation, public service management, stewardship theory.

INTRODUCTION

Improving public services in Indonesia is a demand from various groups, both the business world and society. For this reason, innovation in public services is a breakthrough initiative from public institutions to improve service quality (Sartika, 2019) innovation is a government effort to increase regional competitiveness (Syam et al., 2018; Syarifuddin et al., 2021).

Services that can provide satisfaction and meet the expectations of service seekers are rational reasons that are always the primary goal. Service innovation in public service management carried out by public service provider organizations is needed to provide excellent service to the community (Alfisyahrin, 2017; Dwiyanto, 2018; Mukarom & Laksana, 2018). Public service management manifests the obligations of government officials as public servants.

Public service management innovation often faces various challenges and obstacles. However, to improve quality and dignified public services, proper innovation is needed in terms of public services. The key to realizing management innovation in the public sector comes from the commitment of organizational members and stakeholders (Ayu et al., 2019; Huda, 2020; Mirdawati et al., 2018; Niswaty et al., 2020).

In carrying out public service management, local governments need to pay attention to the characteristics of their region and the needs of their people. In addition, it is also necessary to coordinate

well between government agencies involved in the delivery of public services and involve the community in planning and decision-making processes related to the public services provided. Regional governments have the authority to develop creativity and innovation in developing regions through regional autonomy, which aims to increase the efficiency and effectiveness of governance in serving the community and implementing development in the regions. This authority is implementing Article 13 of (Law Number 23 of 2014 Concerning Regional Government, 2014).

Public services can form an image of bureaucratic performance because the bureaucracy will always be related to government policy. Related to this, thus the performance of the bureaucracy is connected with the quality of service of the apparatus (Arhas et al., 2021; Niswaty et al., 2019; Suryana, 2018).

The government has the responsibility and authority to carry out public service management to present policies and regulations that provide convenience to the community so that public services can be completed optimally and to the community's satisfaction (Asrijal et al., 2021; Mustafa et al., 2022; Susanti & Jasmani, 2020). Therefore, as a manager of public services, the government needs to implement good management. One indication of good management is the implementation of planning (planning), organizing (organizing), actuation (actuating), and surveillance (controlling) as applied in modern management. According to (Ratminto & Winarsih, 2015), management is the art and science of planning, organizing, compiling, directing, and controlling human resources to achieve predetermined goals.

Banyuwangi Regency is one of the regencies in East Java, Indonesia, which seeks to improve public services through various public service innovation programs. Banyuwangi Regency consists of 25 sub-districts, 28 sub-districts, and 189 villages. The government is consistent in making improvements in public services in Banyuwangi Regency. One of these innovations is the Bupati Ngantor di Desa (Bunga Desa)—the program on (Regent Regulation No. 59 of 2021 Concerning Banyuwangi Innovation, 2021). Banyuwangi Regent Ipuk Fiestiandani picked up various residents' problems in this program. (Subahariant, 2022), the Bupati Ngantor di Desa (Bunga Desa) program practices leadership management of the fishing net knot model. Villages are no longer considered outskirts. The village is a node that represents a potential leader. The village has the same opportunity to be noticed and attract attention.

Banyuwangi Regency runs the Bupati Ngantor di Desa (Bunga Desa) program to accelerate public services to people in villages. In this program, the district head and his government officials have an office in the village to evaluate the quality of public services and provide improvement solutions. Public services focus on population administration, issuing Business Permit Numbers (NIB), and paying Land and Building Tax (PBB). This service is provided by the Banyuwangi Regency Population and Civil Registration Office, the One-Stop Investment and Integrated Services Service, and the Banyuwangi Regency Regional Revenue Agency. Based on the explanation, this researcher wants to know the management of public service innovation through the Bupati Ngantor di Desa (Bunga Desa) program in Banyuwangi Regency.

METHODS

The research method uses a descriptive qualitative approach. The research was conducted from February to June 2023. The data sources used were primary and secondary. Data were obtained through in-depth interviews with informants, the Head of Watukebo Village, one key informant: the Head of Pringgodani Hamlet, and the community of Watukebo Village who use the service. Secondary data comes from various sources, including the Wongsorejo District website, print and digital media news, and Watukebo Village data.

Researchers collect the data obtained, then use data analysis methods according to Miles and Huberman, quoted from (Miles et al., 2014), divides the qualitative data analysis process into stages, namely: data collection process, data presentation process, data condensation, and the process of

drawing conclusions or verification (Miles et al., 2014). Data were analyzed descriptively to provide an overview of public service innovation management in the implementation of “Bunga Desa” according to the paradigm of New Public Management (NPM), the concept of service approach, in theory, Stewardship, and service management elements (Hardiansyah, 2018).

RESULTS AND DISCUSSION

The research results are presented based on the field observations and interviews that researchers have conducted. From the perspective of public service management, The Program of Bupati Ngantor di Desa (Bunga Desa) in Banyuwangi Regency aims to provide quality public services and service satisfaction to village communities. Therefore, customer satisfaction must be the main focus in implementing this program. Implementing this program must prioritize the needs and expectations of the village community as customers. This program also aims to improve the quality of public services at the village level. In this case, the role of service providers is significant to ensure that the quality of services provided can meet the expected standards. In addition, support from regulators is also essential to provide adequate supervision and regulation.

If the Program of Bupati Ngantor di Desa (Bunga Desa) has proper management, it can provide better service to the community. Moreover, on various occasions, the Government of Banyuwangi Regency has mentioned this program as one of the regional innovations as a form of renewal in the delivery of services by the Government of Banyuwangi Regency.

“Currently, public services are implementing digitization. However, not everyone is familiar with digitization. This is the strategic role of Bunga Desa, bringing public service innovations directly to the community. This is where the form of the state is present in society.” (Regent of Banyuwangi, data source: jatim.antaranews.com, 2022). (Husdinariyanto, 2022).

Implementing the Bupati Ngantor di Desa (Bunga Desa) Program in Watukebo Village, Wongsorejo District, is part of the management process. To disseminate information about the “Bunga Desa,” the Watukebo Village Office coordinates with the Team Advance of Banyuwangi Regency Government.

Management of Public Service Innovation in the the Program of Bupati Ngantor di Desa (Bunga Desa)

New Public Management

Public service innovation in this study is presented from the perspective of New Public Management (NPM). (Denhardt & Denhardt, 2015a) the paradigm of New Public Management (NPM) is a mainstream paradigm in public administration that adopts successful management ideas and practices in the private sector and applies them to the public sector.

The purpose of applying the NPM theory is to improve government performance in providing better public services, including efficiency and effectiveness in using public resources and increasing accountability for government performance in managing finances and human resources (Anitasari, 2016). In this research, as an effort to form a research focus on the Program of Bupati Ngantor di Desa (Bunga Desa), elements of New Public Management (NPM) chosen is the basis of epistemology, the concept of public interest, which is served, and the role of government (Denhardt & Denhardt, 2015b).

Basic Epistemology

The essential epistemological elements in the Program of Bupati Ngantor di Desa (Bunga Desa) describe how government should be organized and run to be more effective and efficient. In public services, community knowledge is essential for implementing service innovation. The community's knowledge of service procedures in the Program of Bupati Ngantor di Desa (Bunga Desa) is influenced by the socialization process carried out by related parties. Socialization in this regard has been carried out by the Watukebo Village Government through the Head of Pringgodani Hamlet in several

ways, either directly in the form of announcements, meetings, notifications, or via short messages.

Public Interest

In the Program of Bupati Ngantor di Desa (Bunga Desa), the government seeks to represent the aggregation of individual interests in village communities by paying attention to public interests related to individual interests in village communities. The government provides quality public services that follow the needs and desires of the village community, one of which is through the issuance of Business Permit Numbers (NIB) that can be used by the community to obtain business legality, making it easier for people to apply for business capital loans before harvesting.

Who is Served

The concept of the customer in New Public Management (NPM) is essential. The customer concept refers to village communities that use public services provided by the Banyuwangi Regency government. In this program, the government of Banyuwangi Regency acts as a public service provider, while the village community is considered a customer who obtains public services from the government. The government designed and planned the Program of Bupati Ngantor di Desa (Bunga Desa) to provide services that the community can utilize according to their needs. In providing services, the government prioritizes providing effective and efficient services and prioritizing the interests and satisfaction of the community.

Government Role

The government has an essential role in directing and acting as a catalyst to develop market power in this program. This refers to the concept that competition in the market will result in better efficiency and customer satisfaction. In the economic theory of New Public Management (NPM), the government is considered a business manager responsible for creating successful programs and providing quality public services.

Stewardship Theory

The government's role as a catalyst for developing market power in this program has resulted in better efficiency and customer satisfaction. However, it needs to be supported by the next step, namely mentoring or training to improve business.

The specialty of the Program of Bupati Ngantor di Desa (Bunga Desa) in this study lies in developing a public service management perspective. "Bunga Desa" has been designed as an innovation in public service so that the interests and satisfaction of the service recipients are the main goals for the success of this program. So, to further strengthen the management of public service innovation in the Program of Bupati Ngantor di Desa (Bunga Desa), researchers use the theory of Stewardship with the concept of an approach that can be used to view Village Flowers based on service assumptions in that theory.

Stewardship theory describes a situation in which managers are not motivated by individual goals but rather aim for their main results for the organization's benefit (Davis, 1997). The statement describes that in Theory Stewardship, organizational managers are stewards motivated to act following the principal's wishes and will not leave the organization but will try to achieve organizational goals.

Theory Stewardship's concept in the Program of "Bupati Ngantor di Desa" can be a strong foundation for designing and implementing public service innovation management that is effective, efficient, and provides service satisfaction. The interrelationships of the deep approach concepts Stewardship with public service innovation management in the Program of Bupati Ngantor di Desa (Bunga Desa).

Togetherness (collectivity)

The concept of togetherness is essential in managing public service innovation in the Program of Bupati Ngantor di Desa (Bunga Desa). Through togetherness, all stakeholders involved, including the district

head, village apparatus, and the community, can work together to design, implement, and evaluate public service innovations relevant to community needs.

To ensure the success of this activity in Watukebo Village, the Banyuwangi District Government has planned to carry it out in Pringgodani Hamlet and place a mobile service along with service providers. As a stakeholder in the Pringgodani Hamlet area, the Hamlet Head coordinates and collaborates with the community to make preparations and coordinates with the Head of the Population and Civil Registration Service. The success of this program is based on the cohesiveness of all stakeholders, which will culminate in providing the best service to the community.

Partnership

The partnership concept is also very relevant in the management of public service innovation. In this program, the District Head builds a strong partnership between the Government of Banyuwangi District and the village apparatus to obtain input, ideas, and support in designing and implementing practical public service innovations. This partnership motivates village officials to participate in the Village Flower service. The approach builds community confidence that the people of Watukebo receive attention from the government so that implementing “Bunga Desa” becomes an opportunity for village officials to express their aspirations and hopes.

Empowerment

Empowerment of village apparatus is the key to stimulating public service innovation. By giving responsibility and authority to the village apparatus in implementing the Program of Bupati Ngantor di Desa (Bunga Desa), village officials have contributed and feel motivated to seek creative solutions to improving public services.

Community enthusiasm welcomes the presence of the Regent in the Program of Bupati Ngantor di Desa (Bunga Desa) as a form of implementing the responsibilities given to village officials to help the Banyuwangi Regency Government succeed in government programs. Giving this responsibility empowers village officials to adopt the delivery of services provided to the community.

Mutual trust and service

Trust between the Bupati, village apparatus, and the community is essential to create a mutually supportive service environment. In approach stewardship, good public service to the community is the main focus. Trust between service providers, service recipients, and all parties is a solid basis for improving the quality and satisfaction of services. Service providers in the Program of Bupati Ngantor di Desa (Bunga Desa) strive to provide the best service to the community. On the other hand, the community as service recipients believe that this service is provided to the community, so that distance is no longer an obstacle in receiving public services.

Service Management Elements

Efficiency

Efficiency, in this case, is the ability of the organization or service provider to achieve the desired results by using available resources efficiently. Implementing the Program of Bupati Ngantor di Desa (Bunga Desa) fulfills the element of efficiency because the services provided utilize existing resources in Pringgodani Hamlet and can be implemented optimally. People who work outside the city every day, when the service is carried out in their hometown, can carry out population administration arrangements in a fast time (Hardiansyah, 2018).

Effectiveness

Effectiveness in the Program of Bupati Ngantor di Desa (Bunga Desa) measures the extent to which customer needs and expectations are met and how these services provide the benefits customers or

society desire. The Program of Bupati Ngantor di Desa (Bunga Desa) fulfills the elements of effective service management. Service user communities feel their hopes and needs have been fulfilled after participating in the Program of Bupati Ngantor di Desa (Bunga Desa). The community hopes that the government will provide solutions and attention regarding services to the people of Watukebo Village, which is far from the city center. In addition, the benefits obtained apart from getting population administration, the community can use for the interests that were assessed at that time urgent, namely as a condition for managing the Program of Agrarian Reform Object Land.

Justice

Fairness involves distributing resources, opportunities, and customer service benefits. It also involves eliminating discrimination and unfair treatment in the delivery of services. Public service innovation in the Program of Bupati Ngantor di Desa (Bunga Desa) was implemented in Pringgodani Hamlet, Watukebo Village, Wongsorejo District. Even though it is implemented in Pringgodani Hamlet, the services in this program provide opportunities for all Wongsorejo people who need population administration services, issuance of Business Permit Numbers (NIB), and payment of Land and Building Tax (PBB).

Responsiveness to community needs

Responsiveness involves listening to customer feedback, adapting services to changing needs, and promptly providing adequate solutions. The geographical location of Wongsorejo District, which is at the northern tip of Banyuwangi Regency and far from the city center, implements the Program of Bupati Ngantor di Desa (Bunga Desa), which uses a system constrained by internet technology. Although the network has been prepared by the Office of Communication, Informatics, and Encryption of Banyuwangi Regency and internet provision from the village, these obstacles cannot be avoided. Service providers in the Program of Bupati Ngantor di Desa (Bunga Desa) have successfully adapted services according to changing needs and promptly provided adequate solutions. It is proven that these obstacles can be resolved so that they do not interfere with the delivery of services to the community.

CONCLUSION

The management innovation in the Program of Bupati Ngantor di Desa (Bunga Desa) through the perspective of New Public Management, the concept approach Stewardship Theory, and service management elements of public service innovation management. The Bupati Ngantor di Desa (Bunga Desa) program in Banyuwangi Regency has successfully provided better services to the community.

Banyuwangi Regency Government can continue improving services by paying attention to public service management to realize service quality improvement. Service providers are formed who can provide services wholeheartedly and prioritize the community's interests so that the community as service users will get satisfaction with the services received. The services received and provided benefits to society.

However, to clarify the management of public service innovation in the Program of Bupati Ngantor di Desa (Bunga Desa), the Banyuwangi Regency Government as the organizer of the Ngantor Regent Program in the Village, needs to seek monitoring and evaluation after the activity takes place to improve services in the village after the Program of Bupati Ngantor di Desa (Bunga Desa) takes place in the village.

To maintain the service satisfaction of the community receiving services in the Program of Bupati Ngantor di Desa (Bunga Desa), the Banyuwangi Regency Government needs to consider self-service that the community can utilize. So that if this is only carried out once in one village, the people who have not received services or have not participated in the Program of Bupati Ngantor di Desa (Bunga Desa) still get the opportunity to facilitate population administration, NIB, and PBB services. So, the management of

public service innovation in the Program of Bupati Ngantor di Desa (Bunga Desa) becomes an effective, efficient, fair, responsive, and sustainable service.

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