

The Strategy of Kebonpedes District Government in Improving Quality of Public Services through the Service Innovation Program

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ABSTRACT

The purpose of this research was to determine Kebonpedes District government's strategy in improving the quality of public services through service innovation programs. This study uses a qualitative phenomenological approach with data collection techniques of observation, interviews and documentation. Data analysis was performed by data reduction, data presentation, and conclusion/verification. The results of this study were measured by strategy indicators by Quinn (2003) showing that the Kebonpedes District Government in improving the quality of public services begins with setting steps to achieve goals based on the formulation of important issues of regional development problems and the urgency of problems that exist in district scope. Then in implementation of services, it is arranged in a directed manner in standard operating procedures designed by Kebonpedes District Government so that the public can understand the workflow of services. The program implemented by Kebonpedes District Government was created by taking into account development priorities and running a service innovation program designed to suit public needs to support an increase in the quality of public services through the Bajak Deh Ah and Layani Aja programs.

Keywords: Service innovation; public services; District Government

INTRODUCTION

Public service is an activity that needs to get more attention because the success of governance is reflected in the good or bad services provided. Public service is to serve all aspects of service needed by public to be fulfilled in accordance with the provisions (Hayat, 2017). Improving the quality of public services by government has been implemented and continues to experience renewal. Basically, public service itself is now regulated in Law Number 25 of 2009 concerning public service. With the existence of the Law on public services, it is hoped that service providers will be guided by this policy in the implementation of services so as to create an increase in the quality of public services in various government institutions in Indonesia. Especially with the existence of public service management in the era of regional autonomy, it is hoped that it will make it easier for each region to make efforts to improve services. Relationships with society are very important because personal relationships can be a key factor for well-being and long-term contracts. Therefore, strengthening relationships with the community is a key mission in the ministry. (Huang et al., 2019)

Sukabumi Regency which has an area of 4145,7 km² with a population of 2,725,450 in 2021, of course, it really needs good and optimal public services from the government to meet basic needs and create a more prosperous public life. The sub-district as an extension of the district government is a service provider that has the main task of assisting the regent in administering government, development and society within the sub-district area as well as increasing the effectiveness of public services in the framework of good governance. For the benefits of

decentralization to be fully realized, the implementation process must be optimal. The objectives and implementation strategy must be clear. Also, human and material resources must be available at the local level. Importantly, managerial and technical capacity must be built for decentralization. In addition, there must be regulatory mechanisms and protection against possible misuse of the system. (Tshukudu, 2014). As for one of the sub-districts in Sukabumi Regency which continues to strive to improve the quality of its public services so that it can be used as motivation and example by fellow sub-district governments as an improvement effort in improving the quality of public services towards a better direction in Sukabumi Regency, namely the Kebonpedes District Government. The efforts of the Kebonpedes District Government in improving the quality of public services are evidenced by the various awards it has received, which can be seen in the table below:

Table 1 Achievements of the Kebonpedes District Government

No.	Achievement Name	Year
1.	Rank 1 Best District Integrated Administrative Service in Sukabumi Regency	2019
2.	Ranked 3rd K3 District Office among Regional Devices	2019
3.	Rank 1 Best sub-district Performance Synergy in Sukabumi Regency	2019
4.	Ranked 1st for the best sub-district integrated administrative services in Sukabumi Regency	2020
5.	Ranked 1st for public service innovation at the Sukabumi district level through the Bajak Deh Ah program	2020
6.	Ranked 10th in West Java Innovation through the Deh Ah Plow Innovation Program	2020
7.	Ranked 1st for the best sub-district integrated administrative services in Sukabumi Regency	2021

Date source : Kebonpedes Sub-district Office, 2022

Public sector management is constrained by rigid hierarchies and salary structures and limited scope for hiring and firing. However, given the possible complementarities between the workforces public sector management can depress existing productivity and reduce the likelihood of reforms being implemented successfully (Beg et al., 2021). Then an increase in reliability, assurance and empathy will result in an increase in community satisfaction where reliability has the most dominant influence on community satisfaction. (Ferry et al., 2018). The service innovation program is an important factor in improving the quality of public services, because various government activities should be converted through renewal programs that are required to keep up with the times. The existence of a service innovation program is also a solution to problems that occur in public which are handled through the skills of the sub-district government in forming creative and innovative activities. Thanks to the existence of human resources that

develop in their minds to face various challenges and problems within the sub-district government, produce service innovation programs that are useful and help meet public needs. Policymakers need to consider alternative ways to promote This suggests that techniques focused specifically on achieving efficiency, such as program re-engineering, may be necessary. (Andrews, 2014)

Human resources quality affected government program implementation. This means that if the human resources' quality is improved, government program implementation will become easier. (Kumajas, 2021). And then there is a positive relationship between the commitment of regional heads and the performance of their subordinates, both directly and indirectly. Through the regional head's commitment is manifested in the form of delegating authority and responsibility to subordinates, holding training programs to increase the capacity and competence of educational staff, setting performance targets for educational staff, and evaluating the achievement of performance targets.) (Yatun et al., 2021).

Based on the background above, it can be seen that the efforts of Kebonpedes District Government to improve the quality of public services have resulted in various achievements and awards including awards in service program innovations. With the various achievements and awards achieved as well as service innovations owned by Kebonpedes District Government, this should be a role model for fellow sub-district governments to be able to improve the quality of their public services and jointly correct deficiencies and create improvements in public services in the Sukabumi Regency Government. Local government Knowledge Management is very much needed considering the very high frequency of mutations between agencies in local government and limited human resources. If the management of knowledge in the Regional Government has been running well, then the wheels of government and improving the quality of service to the community will continue to be improved in various conditions. (Sadat, 2021). Then the provision of better services, responsive to local needs, is one of the main concerns of decentralization. (Dick-Sagoe, 2020). Neither the catastrophic nor the balsamic effects of Public Management reforms are confirmed, but the success (or failure) depends on the administrative, political and policy context in which the reforms occur (Lapuente & Van de Walle, 2020).

One of the success factors achieved by Kebonpedes District Government is based on the strategy it implements in administering governance. Strategy is a way in which an institution or organization achieves its goals in accordance with the opportunities and threats the external environment faces as well as its capabilities and resources (Hermawan & Sriyono, 2020). Meanwhile (Mulgan Geoff, 2009) argues that strategy is the use of public resources and power by public bodies in a systematic way to achieve goals. Therefore, strategy is an important factor in success and achieving goals because strategy implemented greatly influences government performance and determines how the government's ability to allocate its resources so that they can be put to good use and create various improvements, one of which is in the field of public services. However, to devise and execute an efficient organizational strategy is not an easy task. Therefore, one of the efforts to improve public services can be carried out by taking a good example, namely the success of the strategy implemented by the Kebonpedes District Government and then adapting and developing it into the types and conditions of services found in each region as an effort to improve the quality of public services.

METHOD

This study uses a qualitative research method with a phenomenological approach. The phenomenon that occurs is in the Kebonpedes District Government of Sukabumi Regency which is a positive phenomenon, where the Kebonpedes District Government seeks to improve the quality of its public services as evidenced by the various awards it has received over the last 3 years, one of which is through a service innovation program. The indicators used in measuring data are based on phenomena that occur, namely using indicators of the strategy theory proposed by Quinn (2003) including objectives/targets, policies and programs. Setting informan using techniques purposive sampling which is a data collection technique with certain considerations, in this case the person who is considered to know the information needed the most. In obtaining and collecting research data, using data collection techniques in the form of observation, interviews and documentation. Data validation was carried out using triangulation techniques. The purpose of triangulation is to check the correctness of certain data by comparing it with data obtained from other sources at various phases of research in the field at different times (Harahap, 2020). The triangulation technique used is source triangulation and technique triangulation. Data analysis was carried out using analytical techniques by Miles and Huberman, namely the process of data reduction, data presentation, and conclusions (Milles & Huberman, 1994)

RESULTS AND DISCUSSION

Three near-future scenarios of the international politics of innovation. The first, called "populism and protectionism", describes an international environment which is dominated by populist and nationalist tendencies. The second "innovation as a global public good", in which everybody benefits, and global collaboration is the dominant model. The third scenario combines a few innovation forces in society, which can be captured as "bottom-up innovation". These scenarios are then brought together in a single framework in which international dimensions of innovation policies that relate to a specific scenario can be mapped (Leijten, 2019). As for the data presented in this discussion uses the strategy indicators proposed by Quinn in measuring the strategy carried out by the Kebonpedes District Government. Strategy is a plan or pattern that integrates goals, policies and sequences of actions in the form of a program into a cohesive whole (Quinn et al., 2003). The Kebonpedes District government's strategy in improving the quality of public services through service innovation programs is as follows :

Goals/objectives

As for realizing the goals of Sukabumi Regency, especially related to the duties and functions of the Kebonpedes District, there is mission 4 of Sukabumi Regency, namely "Improving the Quality of Innovative, Professional and Accountable Public Services". Then to realize the 4th Mission related to the Kebonpedes District, the goal to be achieved is the Realization of Innovative, Professional and Accountable Governance.

Regulations regarding decentralization actually use the concept of asymmetric decentralization because each region is given the opportunity to innovate in developing regional

potential through the implementation of concurrent government affairs (Rahman, 2018). In determining the steps to achieve the goals that have been set, the sub-district government designs and formulates detailed planning activities that are compiled in the sub-district internal meetings. The formulation of goals and objectives is based on the formulation of important issues related to regional development which are also aligned with the mandate of national development. The steps to achieve the goals formulated in support of the vision and mission of the Kebonpedes District, which can be seen in the table below:

Table 2 Goals and Targets of the Kebonpedes District Government

No.	Purpose	Goals	Goals Indicator
1.	The realization of an accountable and serving government system	<p>Increasing the effectiveness of coordination of government administration and the quality of services in sub-districts</p> <p>Increasing the effectiveness of community empowerment in the district</p> <p>Increased application of regional regulations and regional heads in the sub-districts</p> <p>Reducing the level of social vulnerability</p> <p>Increasing the quality of village administration</p>	<p>Public Satisfaction Index</p> <p>Percentage increase in the level of public participation in development</p> <p>Percentage of reduction in regional regulations violations</p> <p>Percentage of reduction in the number of social conflicts</p> <p>Public satisfaction index at the village level</p>

Date Source : Kebonpedes Sub-district, 2022

Policy

Kebonpedes sub-district government does not issue formal legal policies but tries to adjust and follow the rules above it. As well as in the implementation of public service policies all members in the sub-district play an active role and are involved in public services because indeed service is the duty of government members as public servants. However, the difference is that technically the tasks are carried out in accordance with the main tasks and functions of each. There must be more creation of quality measures needed to ensure all resources can be classified to maximize their development potential. Quality and measurement require clear policies from the government. (Owojori & Gbenga-Akanmu, 2021).

Technically, the Kebonpedes Subdistrict Government interprets all forms of public services carried out and governance based on regulations from the central government and district government, then clarified in the Work Plan prepared by the subdistrict. The sub-district is also an extension of the district government, therefore one of the sub-district targets in service is to make it easier for the community and speed up meeting their needs. Established organizations can position themselves to adapt well to emerging changes by fostering an environment where intrapreneurs are empowered to innovate and transform to change the existing logic within the

system. Change and innovation in public sector organizations can generate regional impact where organizational leaders encourage the integration of intrapreneurship and pursue opportunities to create new opportunities. (Moss et al., 2022)

With the delegation of authority, the government's response to public complaints will be carried out more quickly, especially in dealing with various problems that exist within the sub-district government, one of which is the issuance of program innovations. The implementation of various tasks and service delivery activities delegated by the regent of Sukabumi and the service innovation program that is owned does not just go away, but is arranged in an orderly and directed manner in standard operating procedures (SOP) designed and provided by the Kebonpedes District Government, so that public can understand the workflow in the delivery of public services and service innovation programs so as to minimize the existence of a negative stigma against convoluted services due to the public's lack of understanding of the mechanisms for implementing public service activities.

Program

In order to realize an increase in the quality of public services, Kebonpedes Sub-District Government also carries out sub-district integrated administration services optimally and quickly. This program is a regular service program or is carried out routinely every day in order to fulfill the needs of administrative services to public. In addition to routine programs that are carried out, it is also necessary to have a service innovation program to support the improvement of the quality of public services in a government agency. The service innovation program was created as a service breakthrough from creative ideas that are expected to provide benefits, both directly and indirectly, to public. The service innovation programs run by Kebonpedes District Government are:

1. *Layani Aja* (Adminduk Shuttle Innovation Service)

Layani Aja is carried out by sub-districts under the control of the Population and Civil Registration Service based on a system and commitment by picking up, processing and delivering processed documents back to residents and/or then the services received by residents at least simply come to the sub-district in the concept *one stop service* (one-stop integrated service). *Layani aja* is intended so that services to society can be carried out quickly and easily, even though technology is now solving distance constraints in services, it cannot be denied that in reality understanding of this technology is not evenly distributed in society. Therefore, the role and function of the sub-district head and its members are needed in assisting, directing and encouraging the socialization process to public. In addition, the existence of the *Layani Aja* program helps make it easier for society to provide population administration services. With this program, people who have limited access to the sub-district office can be assisted in the process of making the required administration by simply preparing the required requirements files and just waiting for the officers to come to the society location.

2. *Bajak Deh Ah* (Pay Taxes with Trash Blessings)

This program aims to form a tax-abiding cultural character in the midst of society, especially land and building taxes and motorized vehicle taxes in the Kebonpedes District area

by using resources and the potential for waste as a source of funding in paying taxes (tax installments with waste) where each family can saving domestic waste that has economic value to the youth society concerned with waste which is then stored and facilitated in the tax savings program.

The Bajak Deh Ah program indirectly becomes a bridge for learning how to create a culture of healthy and clean living behavior in the society by carrying out integrated waste management based on public empowerment and can be utilized as a potential for increasing residents' income. From the intended main objective, it is expected to unravel one by one the problems that tend to occur in the Kebonpedes sub-district area. This is one of the quick, simple and cheap solutions to overcome various problems that occur, so one of them is by launching the Bajak Deh Ah program. With the existence of this program, it makes it easier for people to pay taxes because only collecting plastic waste generates savings that can be used to pay vehicle tax or land and building tax.

In the process of implementing programs in the Kebonpedes District, especially in public service activities, coordination and cooperation are needed that are well established covering all elements in the Kebonpedes District Office. Coordination is an important aspect in achieving organizational goals, because through coordination various tasks and activities can be integrated. Thanks to the cohesiveness in carrying out activities as well as the establishment of good coordination and cooperation, the programs carried out have been carried out well too.

CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that the Kebonpedes District Government's strategy in improving the quality of public services through service innovation programs is as follows: 1) Goal/Objective; The Kebonpedes District Government sets organizational goals following the goals of the Sukabumi District Government contained in mission 4, namely "Improving the Quality of Innovative, Professional and Accountable Public Services". Then to realize the 4th Mission related to the Kebonpedes District, the goal to be achieved is the Realization of Innovative, Professional and Accountable Governance. And setting steps in achieving goals, the Kebonpedes District Government designs and formulates planning activities based on the formulation of important issues of regional development issues which are also aligned with the national development mandate and service innovation programs are made when there are urgent problems in society so that target setting is in accordance with the interests and public needs. 2) Policy; In terms of policy, the Kebonpedes Sub-District Government does not issue policies legally and formally but tries to adjust and follow the rules above it. Technically, the Kebonpedes sub-district government interprets all forms of services carried out and administration of government based on existing regulations. The implementation of the various tasks and activities of service delivery delegated by the Regent of Sukabumi is arranged in an orderly and directed manner in standard operating procedures (SOP) designed and provided by the Kebonpedes District Government, so that the public can understand the workflow in the delivery of public services and the process of implementing service innovation programs so as to minimize the existence of a negative stigma against convoluted services due to the public's lack of understanding of the mechanism for organizing public service activities. 3) Program; The program implemented by the Kebonpedes District Government was

created by taking into account development priorities and in support of the vision and mission of Sukabumi Regency. The Kebonpedes District Government runs sub-district integrated administrative services as a routine program that is carried out every day. In addition, the Kebonpedes District Government also runs a service innovation program designed to suit the needs of the community based on the urgency of existing problems in the community to support an increase in the quality of public services. The programs are the Layani Aja program and the Bajak Deh Ah program.

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