

Public Service innovations through the establishment of the Makassar City Ombudsman (OKM) institution

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ABSTRACT

The purpose of this study is to analyze the Public Service innovations through the establishment of the Makassar City Ombudsman (OKM) institution. This study uses research with a qualitative method approach. The key informants in this study were the Chairperson of the Makassar City Ombudsman (OKM), the Mayor of Makassar as the leader of the Regional Apparatus Organization (OPD) of the Makassar City Government, related OPDs who directly carry out public services directly to the community, the Community as service recipients and information providers to OKM, Members DPRD Makassar Commission A. The results of the study show that the innovations carried out by the Makassar City Government through the Establishment of the Makassar City Ombudsman, by looking at 3 types of innovation in the public sector through the establishment of OKM namely, and these innovations fall into 3 types, namely (1) Radical innovation, (2) Top down innovation to bottom up innovation and (3) Needs led Innovation and efficiency-led innovation.

Keywords: Innovation; Public Service; Makassar City Ombudsman (OKM)

INTRODUCTION

The community as citizens has the right to be served, in accordance with the developing public service paradigm, namely the New Public Service (NPS) views the public as citizens or citizens who have the same public rights and obligations, both as customers who are considered as recipients of services provided by government and at the same time become the subject of various public obligations such as complying with laws and regulations, paying taxes, defending the country and so on (Rina, 2012). In addition, according to Arifin (2010) assesses that public service is essentially a form of service performed by government organizations, and is expected to provide satisfaction to the community.

In today's modern era, marked by the increasingly rapid development of technology and information, the government is required to transform more quickly in creating a new breakthrough through programs that can respond to changing demands. This encourages the

birth of various innovations in public services, where innovation is carried out as an effort to respond to various kinds of increasingly complex demands of society (Tri, 2022)

The government, both at the central and regional levels, as a public servant, is considered to have not carried out its duties properly, not in accordance with the expectations and demands of the community, as evidenced by the large number of complaints submitted by the public through mass media, social media or directly to service units, both concerning service procedures that are convoluted, not transparent, not consistent so that they do not guarantee certainty regarding costs, law and time (rare fees occur) and the government is not very innovative.

Seeing the many obstacles to public services caused by local governments, one of the things that should be done by local governments is to create new thoughts, change paradigms, create service innovations that aim to improve public services. The government will certainly be an innovator in managing these public services in all forms of service needed (Putra, 2018).

The reality that occurs in the city of Makassar is that there are still many services that are far from quality service standards, there are still many maladministration practices by several government administrators, both individuals and agencies.

Public services in the city of Makassar are still far from quality service standards, as evidenced by data from researchers tracing results, which are sourced from the results of a survey by the Corruption Eradication Commission (KPK) which can provide a real picture of the performance of public services, which refers to the integrity of public services in the regions in 2008 is still relatively low because Makassar City still scores below the average standard of regional integrity in Indonesia. This survey was conducted on 52 regions consisting of 22 City Governments, 29 Regency Governments and 1 DKI Government which directly provides services to the community.

Many public service problems related to poor service, discrimination, extortion in the city government of Makassar have resulted in deep unrest in the community. To solve this problem, based on the enactment of regional autonomy in Makassar City, in Law No. 32 of 2004, it provides wider authority for regional governments to regulate and manage their own regional affairs according to the principle of autonomy and co-administration (Ombudsman Kota Makassar, 2008). This principle is directed at accelerating the realization of community welfare through improving services, empowering and community participation as well as increasing regional competitiveness and giving authority to local governments to be able to provide quality public services, encouraging local governments to give birth to new ideas or new innovations to advance the area.

Given authority to the wider Makassar City Government to regulate and manage its own regional affairs, the Makassar City Government took the initiative to establish a new independent institution, namely establishing the Makassar City Ombudsman (OKM) as an external supervisor of the bureaucracy which is also related to public services through Mayor Regulation No. 37 of 2008 concerning the Makassar City Ombudsman (OKM).

The establishment of the Makassar City Ombudsman (OKM) which is an external institution in independent public service oversight is a form of government innovation in improving public services in the region, as a new way, new process and new organization in the implementation of public services in Makassar City which has provided benefits to the people of Makassar, because they realize that people in the area need protection in public services and for the sake of realizing clean governance and good governance.

According to (Tui et al., 2022) that public service innovation is a must for the central government and regional governments in order to implement the implementation of decentralization, namely seeking to increase welfare, prosperity and independence for the community and its regions. The regional government as an innovator for creating innovation in public services is one of the real measures of the government's success in carrying out its duties is to provide the latest breakthroughs that can transform public services into quality services.

According to Imelda & Arkum in (Raztiani, 2022), innovation is an idea or idea from a thought or proposal that is conveyed from one person to another either through forums or individuals.

Innovation is introducing new ideas, new goods, new services and new ways that are more useful. Innovations carried out by several local governments in the existing theory, these innovations are carried out with a process that starts with the desire to be better with efforts to make it happen and make it work well.

According to Kurniawati and Eka in Zica & Fanida (2022) Innovation is a process creative creating knowledge in making new inventions that are different and/or modification of existing ones. If viewed more specifically innovation cannot be said to be an innovation if it only considers the value of novelty, but it must be able to increase the level of quality of people's lives, which can be interpreted as achievements in achieving, increasing and improving the effectiveness, efficiency and accountability of public services produced by the initiative approach, new methodologies and or tools in community service.

The emergence of an innovation according to Thornhill (in (Asyari, 2023)) that innovation can be carried out in two ways, namely radically and incrementally. Radical innovation means creating something completely new, while incremental innovation is carried out by improving or perfecting something that already exists.

According to Rogers (in Permana & Manar, 2022) there are 5 stages regarding the innovation decision process, namely Knowledge, Persuasion, Decision, Implementation and Confirmation. These changes can be made at all points in a system within an organization that requires a change in the form of innovation, according to Bloch (in Eprilianto, 2022) innovation consists of new and significant changes to services and goods, operational processes, organizational methods, or the way the organization communicates with users.

Establishing a new institution for public services that aims to improve public services is very important as one of the government's efforts to meet the needs of its people. Establishing an independent external oversight agency within the government is for reasons of reducing. Minimizing the occurrence of poor public services, because the internal control carried out by the government in its implementation does not meet the expectations of the community, where there are still many practices such as corruption, collusion and nepotism in state administration organizations. In line with Ranupandojo's opinion (in Barus, 2022) the purpose of supervision is to make sure that the work is carried out according to the set plan and or the desired results.

The performance of public services can be improved if there is an "exit" and "voice" mechanism. The "exit" mechanism means that if public services are not of good quality, consumers must have the opportunity to choose another public service provider that they like. Meanwhile, the "voice" mechanism means that there is an opportunity to express dissatisfaction with public service providers. This New Public Service Approach is in line with the "Exit" and "Voice" Theories which were previously developed by Albert Hirschman (Ratminto in Firdaus et al., 2022). Seeing this, of course, in public service, institutions are also needed that can

accommodate the anxiety of the public to convey their dissatisfaction. The Makassar City Government sees this as an opportunity to improve public services by receiving reports and complaints from the public by establishing a supervisory agency that can fulfill this, namely the Makassar City Ombudsman (OKM). In accordance with the opinion of Imbaruddin, et.al (in Pambudi & Hidayat, 2022) that the existence of a supervisory institution is one of the community's options for carrying out checks and balances related to public services. The accountability aspect is the main focus in improving the quality of public services where the government must explain it in an open, complete and fair manner, and can be accountable to the public. This can be done by forming a supervisory institution which can become one of the access points for the public to participate in supervising services in the public sector. The success of government performance according to opinion Syarifah & Astuti (2022), Public service is a measure of the success of the performance of Regional Government in the eyes of the community.

The Makassar City Ombudsman (OKM) was established, with 5 (five) objectives in supervising the administration of public services carried out by government administrators in the city of Makassar, namely: (1) aims to encourage clean governance in accordance with the principles of good governance, (2) encouraging ethical and KKN-free business behavior, (3) improving the quality of services provided by local governments and the private sector, (4) increasing protection of people's rights in order to obtain better public services, justice and welfare, (5) help create and improve efforts to eradicate and prevent maladministration practices and unethical business, and (6) encourage a culture of good public service (Dwidjowijoto & Patarai, 2008).

Based on preliminary data obtained by researchers from readings and initial interviews, Makassar City has received an award from the Fajar Institute for Autonomy (FIPO) for the innovations carried out by Makassar City by establishing the Makassar City Ombudsman (OKM) as an independent institution that can assist the government in improving public services in terms of supervising government agencies in carrying out their duties and functions in carrying out their obligations.

Makassar City won the 2012 Autonomy Award for the category of public accountability from the Fajar Institute Pro Autonomy (FIPO), with the establishment of the Makassar City Ombudsman (OKM) as a region that has initiative, innovation in managing and organizing local government independently. This innovation is the desire of the Makassar City Government to improve the quality of public services which can have implications for public accountability. In the 2012 Autonomy Award, Makassar defeated four other nominated regions, namely Pare-pare Municipality, Maros, Palopo and North Luwu Regencies which had a program which was also assessed as an initiative of the local government by FIPO. Of the five nominations, the Makassar City Ombudsman (OKM) has the most professional institutional mechanism and management when compared to other programs on the same indicator, with an assessment measuring the level of innovation and the level of regional breakthroughs made for the program (<http://www.fipo-dawn.org>).

From the findings in the field it was identified that the initiative carried out by the Makassar City Government through the establishment of the Makassar City Ombudsman (OKM) was an initiative in improving the quality of public services. A fundamental question arose to see the type of innovation carried out by the Makassar City government when viewed from the type of public service innovation, namely; incremental innovation, top down innovation to bottom up innovation, and needs led innovation and efficiency-led innovation. From the

innovations carried out through the establishment of the Makassar City Ombudsman (OKM), if analyzed carefully, there are also questions related to the implementation of these innovations, regarding certain indicators, whether these innovations have been successful/successful by meeting the criteria as best practices that can be learned (lesson learned).) and implemented in other regional governments in Indonesia, because it departs from the definition according to the UN regarding best practices, that the indicators emphasized are the prominent contributions of initiatives in improving the quality of people's lives and there is evidence of the success of these initiatives in terms of their impact, process and sustainability as stated above.

Some of the empirical problems stated above show the importance of the Makassar City Ombudsman (OKM) being present in the midst of public services, but matters related to these empirical problems are related to the innovations carried out by the Makassar City Government through the Makassar City Ombudsman (OKM), to find out the success of an innovation is related to the "best practices" indicator, in measuring the success of innovation through the program, namely through First, the impact of the implementation of the innovation has not had a significant effect on improving the conditions of the people of Makassar, and has not had a significant impact on service delivery. poor public relations in Makassar City Government, Second, related to partnership indicators, cooperation between the public and the private sector in terms of policy formulation, program implementation and supervision is still not maximized, Third, related to the sustainability aspect, is there any guarantee that the innovation program can continue and maintained in the future. Seeing this, this research was conducted to see, the innovations carried out by the Makassar City Government through the establishment of the Makassar City Ombudsman (OKM) have succeeded in providing more positive results for various parties in public services or vice versa.

In addition, from the results of related literature research such as research from (Syahdan et al., 2022) looking at "Innovation Programs Touching Libraries in Makassar City", as well as research from (Basith, 2022) also discussing Innovation with the title Innovation "Waste Management Services in Ujung Pandang sub-district, Makassar City" by looking at this research, it shows that research on innovation in the public sector seems to have been an interesting thing and has been carried out by many researchers before, using various approaches, but research that focuses on public service innovations in the Makassar City Government with the establishment of the Makassar City Ombudsman (OKM) as one of the Makassar City Government Innovations with reference to the indicators formulated by the United Nations (UN-2003) and a number of innovation experts that have never been carried out. The purpose of this research is to obtain a finding and a number of recommendations for the development of innovation, so that it can contribute to improving the quality of Makassar City Government public services through the establishment of the Makassar City Ombudsman (OKM).

METHOD

This research uses research with an approach that combines qualitative methods with a qualitative approach (observation and interview methods) considering that the implementation of the innovation program requires data from the population, in this case the user community, so it needs to be supported by a quantitative approach, namely by using the survey method to gather information through respondents who be the sample of this research. The selection of the combination method is in accordance with the guidelines (Creswell & Poth, 2016) that "a mixed

methods strategy is a procedure in which researchers bring together or combine quantitative data and qualitative data to obtain a comprehensive analysis of a research problem".

This research will examine in depth the Ombudsman Public Service Innovation in Makassar City in improving public services to Makassar residents. In this research results will be obtained which include the type of innovation, the process of implementing innovation, its impact and various matters related to public service innovation through the establishment of the OKM Institute.

In this study, of course, it will describe the Ombudsman Innovation in improving public services in Makassar City and can be an example for other regions. This research will also explain the various empirical things found in the field.

To facilitate the analysis of the data obtained in the research, the research focus refers to the formulation of the problem in relation to seeing the innovations carried out by the Makassar City Ombudsman (OKM) in conducting supervision in improving public services through innovation. The focus of the research conducted in this study is to describe the Makassar City Ombudsman (OKM) public service innovation.

The key informants in this study were the Chairperson of the Makassar City Ombudsman (OKM), the Mayor of Makassar as the leader of the Regional Apparatus Organization (OPD) of the Makassar City Government, related OPDs who directly carry out public services directly to the community, the Community as service recipients and information providers to OKM, Members DPRD Makassar Commission A. This study uses two types of data analysis namely, quantitative and qualitative data analysis.

RESULTS AND DISCUSSION

Type of Makassar City Government Public Service Innovation through the Establishment of the Makassar City Ombudsman

Identifying and analyzing the types of public service innovation through the establishment of the Makassar City Ombudsman (OKM), the author refers to the opinion of Halvorsen (2003) which divides into three types of innovation in the public sector which include; (1) Incremental innovation to radical innovation, characterized by the level of change, incremental improvements to existing products, service processes (2) Top down innovation to bottom-up innovation, this type of innovation is characterized by those who initiate the process and lead to whom leading the behavior change process where Top means management or organization or institution in a higher hierarchy, while bottom means workers at lower levels.

Such as civil servants, public servants and policy makers at the middle level. and (3) *Needs led Innovation and efficiency-led innovation*. This type of innovation is characterized by the birth of process innovation initiated to solve specific problems or existing products, services or procedures to be more efficient.

The results of research conducted on Public Service Innovation through the establishment of the Makassar City Ombudsman (OKM), the innovations carried out by the City Government fall into 3 types:

1. Incremental innovation-radical innovation

One form of Makassar City Government's concern in the field of public services is innovating for the benefit of public services in Makassar City, where the Mayor at that time Mr.

Ir. Ilham Arief Sirajuddin whose mission is to make public service the core of all development and governance activities, good public service, capable, professional and transparent and accountable, in which such public service is public service that is not corrupt, free from collusion and nepotism. Seeing this, the Mayor of Makassar at that time established an independent institution that could overcome the messy problems of public services that occurred in Makassar City, namely an institution named the Ombudsman of Makassar City as a supervisor of public services in the city of Makassar, through Mayor Regulation Number 07 of 2008 concerning City Ombudsman Makassar (OKM).

This innovation arose because the Makassar City government saw various kinds of public service problems that still frequently occurred in Makassar City, even though at that time Makassar City already had various services in realizing good public services for the community, with internal supervision through the Inspectorate through direct reports to the department. related supervision by the inspectorate and external through the SMS service of newspapers, Implementation of Interactive Dialogue via Radio, dialogue to all sub-districts every week in accordance with Presidential Instruction No. Apparatus Development” and added 2 special dictums, namely: (1) Application of the Principles of Good Governance within the Regional Government, and (2) Improving Public Services and Eliminating Illegal Fees in Their Implementation.

The establishment of the Makassar City Ombudsman is a desire and is one of the in-depth strategies of the Makassar City government in providing the best service for the people of Makassar City. The establishment of the Makassar City Ombudsman institution is a new consideration in realizing public services that are free and clean from maladministration practices. Where before Makassar City had this OKM institution, what supervised OPD in Makassar City was from the internal scope of the City Government itself, namely the Inspectorate as the supervisor of public services, supervision through the inspectorate was still not considered sufficient by the mayor of Makassar.

Based on the results of interviews with the head of the Governance Organization section, he also acknowledged that the existence of an external institution established by the Makassar City Government in the form of the Makassar City Ombudsman was a superior institution and was an innovation that had positive value to public services in Makassar City, when compared to internal institutions. previously, which sometimes was not professional in carrying out their supervisory duties.

The advantage of innovation through the policy of establishing independent institutions such as the Makassar City Ombudsman is that these institutions work professionally without interference from the government being supervised, compared to the Inspectorate which may have a relationship of mutual need between internal agencies, which can damage the end result of such supervision.

The establishment of the Makassar City Ombudsman by the Makassar City Government, is an innovation in the process of reporting services by the community to public service agencies in Makassar City. Before the existence of the Makassar City Ombudsman, if the public felt that there were irregularities in public services or maladministration by public servants, the public reported to the relevant agency and was supervised by the inspectorate from the internal Makassar city government, through interactive dialogue conducted by the media only once a week. report to the DPRD, and also directly to the Mayor.

The presence of the Makassar City Ombudsman is considered to facilitate public access in supervising public services, because the Makassar City Ombudsman is open at any time, so

that the public can report institutions or individual institutions that commit acts of maladministration. Interactive dialogue is only carried out by radio and is only carried out every week. This is an innovation in the service process carried out by the Makassar City Government, where the service process is no longer limited to certain times.

Makassar City Ombudsman, has a positive impact on people who need quality services according to their expectations, because agencies that carry out maladministration actions can be immediately reported, and acted upon quickly and thoroughly.

In accordance with the Makassar City Ombudsman's Vision to create quality public services, namely public service providers from maladministration and unethical business in fulfilling people's basic rights.

Looking at the results of the interviews above, the researcher concluded that the establishment of OKM is one way for the city government to make changes and updates in public service products, incremental improvements to public services and improvements in public service processes.

2. Top down innovation to bottom up innovation

The establishment of the OKM institution by the Makassar city government is a form of concern for the Makassar city government in improving public services in Makassar City. This shows that the mayor as the top part of this innovation, has a concern for making changes to public services by changing the behavior of public service brocracy for the better. Establishment of institutions originating from the Makassar community (bottom), so that they can collaborate with the government in achieving their goals.

The initial formation of the Makassar City Ombudsman institution involved all relevant parties in its planning. Public services are supervised professionally by the OKM institution whose foundation is to oversee public services, so that it is far from maladministration and actions that are not in accordance with the Minimum Service Standards that have been determined by every public service agency in Makassar City.

Improving public services, of course, is based on the desire of the bureaucracy itself to change its point of view and way of serving the community, if what initially did not prioritize the needs of the community changed to be more concerned with the interests of the community.

Changes in bureaucratic behavior in carrying out public services have been fully supported by the Makassar City Government, namely the Makassar City Mayor by establishing an external agency that functions to oversee public service providers in Makassar City. This institution was established of course to encourage the improvement of public services to a higher quality.

It is very clear that the government and OKM have a very close relationship in achieving quality public services in Makassar City, where public service providers, in this case bureaucrats, will continue to be supervised by the community through this OKM institution.

Innovations carried out by the Makassar city government, the mayor as a policy maker established this OKM institution, namely to make public services into quality services, by focusing on improvements to the bureaucracy of public service providers. Improving the quality of public services has become something that must be done in meeting community needs. Changing the behavior of public service providers for the better will certainly bring results in public satisfaction with public services so as to create quality public services.

The implementation of quality public services certainly brings benefits to the government and the community, of course, the existence of OKM as a supervisor of public services is really

needed by the community and the bureaucracy itself. The bureaucracy can make OKM through the eyes of the community as a mirror or CCTV in seeing what is happening in public services in Makassar City.

Seeing the above, it can be concluded that the innovations carried out by the Makassar City Government began with the formulation of a policy by the Mayor of Makassar and carried out by an external institution originating from the community (bottom), namely OKM to oversee the bureaucracy of public service providers to improve public services in Makassar City. This shows the type of top-down innovation, and because of the involvement of the community to work with the government in making public services of higher quality together, it can also be said that this innovation is included in bottom-up innovation.

3. Needs led innovation and efficiency-led innovation.

The establishment of OKM was based on the desire to develop public service products and procedures for public complaints regarding acts of maladministration by public service providers that had been provided by the Makassar city government before the Makassar City Ombudsman was established, only the ways and methods were different. Prior to the presence of the Makassar City Ombudsman, the public could only make complaints through the media, DPRD and directly to the Mayor. Complaints through the media were the easiest option that could be made by the community before the Makassar City Ombudsman existed, it's just that complaints submitted to the media could not be processed immediately because the media did not have the authority to process and follow up on cases up to examining the relevant agencies, different with the Makassar City Ombudsman, who has special authority in following up on maladministration cases.

With the OKM institution, the procedure for taking action from reporting maladministration actions carried out by Makassar City government administrators has changed to become more efficient after the Mayor's policy to establish a public service supervisory agency, namely OKM, where reported cases are processed in detail by OKM, through action investigation of cases, not just to make them complaints and serve as input for administrators who commit acts of maladministration, but government administrators who are proven to have made mistakes through investigations conducted by OKM, will receive sanctions.

The Makassar City Ombudsman, as a public service supervisor who can carry out the follow-up process on reported cases, because the local government has given authority to clarify and examine the reported party/agency/person and can be used as a basis for further action by the Mayor of Makassar.

Discussion

1. Type of Makassar City government public service innovation through the establishment of the Makassar City Ombudsman institution

Identifying the types of innovation in Makassar city government public services through the establishment of the Makassar city ombudsman (OKM), the authors refer to the opinion of T. Halvorsen et al., (2005) who put forward three types of innovation in the public sector namely; incremental innovation to radical innovation, Top down innovation to bottom-up innovation, and Needs led Innovations and efficiency-led innovation. Incremental innovation to radical innovation.

After analyzing the types of public service innovations for the Makassar City government through the establishment of the OKM institution, when viewed from the three types according to Halvorsen, public service innovations carried out by the Makassar City government, through the establishment of OKM, fall into the 3 (three) types proposed by Halvorsen, namely:

a. Incremental innovation-radical innovation. (incremental innovation – radical innovation).

After conducting research, it can be concluded that innovation through the establishment of OKM is a radical innovation because it is a new product. Based on the opinion of Mulgan & Albury which explains Incremental Innovation means innovation that occurs brings small changes to existing processes or services. Meanwhile, radical innovation is a fundamental change in public services or the introduction of new ways in organizational processes or services. Radical innovation is needed to bring real improvements in the performance of public services and meet the long neglected expectations of service users (Khairul, 2008).

A new independent institution or organization was formed by the mayor of Makassar in 2008 and is an administrative innovation with the formation of a new policy through Perwali No. 07 of 2008 concerning the Makassar City Ombudsman. The purpose of the OKM institution was formed to oversee public services in Makassar City, which can affect all agencies in Makassar City, because OKM has the right to supervise and follow up on actions that are not in accordance with the rules carried out by agencies or individuals in agencies obtained from reports public.

b) Top down innovation to bottom up innovation.

The establishment of the Ombudsman for the City of Makassar in 2008 is the aim of the City of Makassar to realize quality public services. The OKM was formed from a very long process and involved many elements such as the Mayor, related OPDs, experts, academics and the community.

The Mayor as the top in the organization at that time innovated by establishing OKM as an independent institution outside the internal government and came from the community. So that it can be concluded that innovation through the establishment of OKM is Top down innovation to bottom up innovation, where Innovation comes from the Mayor as the leader and the institution consists of members and takes information from the community as the bottom, so that the community can work together with the government in achieving quality public services. in Makassar City.

c) Needs led innovations and efficiency-led innovation.

The innovation carried out by the Makassar city government through the establishment of OKM is a supporter of the oversight system through a pre-existing internal institution, the agency is the Makassar city inspectorate, which previously also served and functioned in supervising the Makassar City government apparatus. The difference between OKM as a new institution formed by the Makassar City government and the existing inspectorate institution is that OKM is independent and is external to the Makassar City government organization. This institution is intended to make it easier for the public to supervise public services in Makassar City, so that the procedures for reporting agencies or individuals who make mistakes become more efficient than before.

CONCLUSION

Based on the results of the research conducted, it can be concluded that: Innovations carried out by the Makassar City Government through the Establishment of the Makassar City Ombudsman, by looking at 3 types of innovation in the public sector through the establishment of OKM namely, and these innovations fall into 3 types, namely (1) Radical innovation, (2) Top down innovation to bottom up innovation and (3) Needs led Innovation and efficiency-led innovation. 1) Radical innovation is marked by the formation of a new organization and Innovation through the establishment of OKM, is a radical innovation because it is a new product, which completes the process of supervising the implementation of public services in the City of Makassar to bring about real improvements in the performance of public services and meet the expectations of long neglected service users. 2) Top down innovation to bottom up innovation can be seen from the policy made by the Mayor as the top in the organization by establishing OKM as an independent external institution. OKM consists of members and takes information from the general public as a bottom, so that the community can work together with the government in achieving quality public services in Makassar City. 3) Needs led Innovations and efficiency-led innovation It can be seen from the research results that this OKM was founded starting from the Makassar mayor's anxiety about public services in Makassar City which the public always complains about that the implementation of public services in Makassar City is still far from expectations. In addition to this, the establishment of the OKM institution is to make oversight of public services more efficient than before where OKM as an independent supervisory institution makes it easier for the community and the government itself to control public services.

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