



Public Service Innovation "SAPU JADI" at the Service of Population and Civil Registration of Kaimana District, West Papua Province

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Abstract

This study aims to analyze the implementation of the public service innovation "SAPU JADI" in the Population and Civil Registration Service of Kaimana Regency. This research uses a descriptive-qualitative method approach through interview research instruments, focus group discussions and documentation. The results of the research show that the implementation of the Public Service Innovation Program One Package of Finished Documents with the Motto "SAPU JADI", at the Population and Civil Registry Service of Kaiman Regency, West Papua Province has cut bureaucracy by simplifying service requirements and procedures through establishing Service Standards (SP) through innovation, namely One process is to obtain five documents, namely electronic – Resident Identity Card, Family Card, Marriage Certificate, Birth Certificate and Child Identity Card. The inhibiting factor for the "SAPU JADI" finished document package innovation service is that it is still faced with limited supporting infrastructure such as document creation equipment, access to internet services (communication and telecommunications facilities), inadequate budget ceilings and limited human resources with expertise. Efforts made in implementing Innovation include increasing the budget ceiling and supporting infrastructure, outreach to the community and increasing the capacity of Human Resources by attending training to improve skills.

Keywords: *Innovation; Implementation; Public Service*

Introduction

Public services are activities in the context of fulfilling service needs in accordance with statutory regulations for every citizen and resident, for goods, services and/or administrative services carried out by public service providers. Public services are essentially the responsibility of government agencies, both central government and regional government. Public services basically have the aim of providing satisfaction to the public. In providing public services, the government seeks to realize public services with excellent quality.

Public services are developed on a client basis where citizens who need services need bureaucratic assistance. So that the services developed are services that are independent and create dependencies for citizens in their affairs as citizens. Citizens or communities are considered as followers

in every policy, program or public service. Society is considered an "obedient" creature, always accepting every bureaucratic activity, even though sometimes the government carries out activities that are not always beneficial to society (Dwiyanto, 2011). The government as a service provider for the community is required to provide increasingly quality services. Moreover, in facing competition in the era of globalization, the quality and service of government officials will be increasingly challenged to be more optimal and able to answer the increasingly high demands of society, both in terms of quality and quantity of services.

In reality, the public services provided so far are still characterized by being complicated, slow, expensive and tiring. Such tendencies occur because the community is still positioned as the "serving" party, not the one being served. Therefore, public service reform is needed by returning and placing "servants" and those "served" in their true sense. The implementation of quality public services will stem from increasing community welfare (Ohoiwutun and Ilham, 2022).

One form of public service carried out by the Department of Population and Civil Registration in this case is the management of population registration which is the responsibility of the city/district government, where the implementation starts from the village/sub-district, as the front line of population registration, until every citizen is administratively registered as an Indonesian citizen. However, its implementation still faces various weaknesses. The Population Management Information System is a system that manages population data using a manual service approach that has not been properly integrated, so the probability of falsifying the identity of population data is high. The falsification of identity was caused by a lack of detailed data regarding population.

Another problem faced by the Department of Population and Civil Registration related to services in the field of population administration is the existence of complaints from the public such as the slow printing of electronic identity cards, as well as issues of data consolidation and queues. Based on various evaluations of the Population Management Information System policy, the government in this study, namely the Population and Civil Registration Office of Kaimana Regency, feels the need to replace it with a new innovation. This new innovation is of course also more responsive to all the needs needed to complete population data. The practice of administering public services in Indonesia ideally refers to Law Number 25 of 2009 concerning Public Services. The contents of this law describe that the practice of implementing public services must build public trust in public services carried out by public service providers, and public services are also activities that must be carried out in line with the expectations and demands of all citizens and residents of Indonesia, so that efforts to affirming the rights and obligations of every citizen and resident, as well as realizing state and corporate responsibilities in the delivery of public services, is necessary. Therefore, the legal norms that regulate public services must be clear.

In Kaimana Regency, West Papua Province, from 2019 to 2022 the number of people receiving documents continued to increase by 1,226 documents. Where an increase in the community taking care of population documents, the average is 36 people in 2019, as many as 47 people in 2020, 67 people in 2021 and 127 people in 2022. With an increase in the number of people receiving services, it requires the availability of Human Resources (HR.), State Civil Apparatus (ASN) who have the competence and mastery of equipment for timely and effective services.

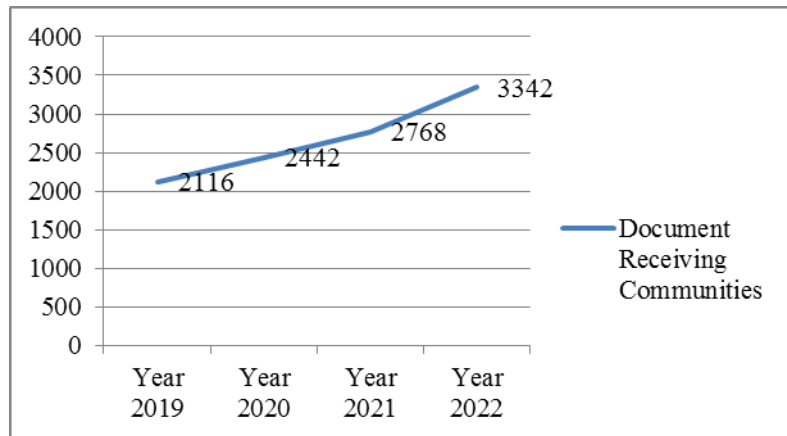


Figure 1.1 Number of Communities Receiving Documents

Source: Population and Civil Registration Service, Kaimana Regency, 2022

Based on Kaimana in Figures for 2022, Kaimana Regency has a population of 65,227 people, which is the priority scale for services carried out by the Population and Civil Registration Service. This high priority scale requires the Population and Civil Registration Service to provide excellent service. The motto "SAPU JADI" was born in this case as a form of excellent service to the community by making the service and printing of population documents more effective in a shorter time, namely 1 (one) document can be served in just 5 (five) working hours.

This presents its own challenges for public organizations in providing public services that are faster, easier and more responsive in accordance with the expectations of the community (stakeholders). Prabowo, et al., (2022) states that in responding to demands for changes in public service improvement, innovation is needed. Public service innovation is an alternative way that can be taken by the government in breaking the stalemate (status-quo) of bureaucracy and public services that have many problems. Innovation is not something new for academics or the private sector, whereas for the public sector innovation is still placed in areas that are optional, optional or facultative. This is exacerbated by the mindset that bureaucracy is immortal, even without the slightest innovation. In fact, without innovation perhaps the bureaucracy will not die but will definitely lose legitimacy and trust from the public.

Based on the condition of the Region to provide Excellent Service to the Community/Public, the Population and Civil Registration Office of Kaimana Regency Sets the Motto of One Package of Documents to be "SAPU JADI". The application of the motto "SAPU JADI" which was coined by the Population and Civil Registry Service of Kaimana Regency was adjusted to the implementation of Presidential Regulation Number 97 of 2014 concerning One-Stop Integrated Services and Minister of Home Affairs Regulation Number 138 of 2017, concerning the Implementation of Regional One-Stop Integrated Services. The motto "SAPU JADI" has been implemented by the Kaimana Regency Population and Civil Registration Service since 2019, at the time of the spread of covid-19. This policy is intended so that the Recipients of Population Document Services in one service can immediately receive Documents e-Identity Cards, Family Cards, Marriage Certificates, Child Birth Certificates and Child Identity Cards. In its implementation, the "SAPU SO" Motto service to the community produces a package of documents consisting of an Identity Card, Family Card, Child Identity Card, Marriage Certificate and Birth Certificate. These documents can be received immediately, if the community has performed a wedding at the Office of Religious Affairs for those who are Muslim, and a church marriage for those who are Christian. It is recorded that the level of participation and service of the Motto "SAPU JADI" to the community has increased significantly.

Innovate or die is an appropriate expression in encouraging the spirit of innovation in private organizations, but that does not mean this expression cannot be applied in public sector organizations.

Organizations that do not adapt and innovate amidst increasingly complex societal demands tend to lose their competitive edge and increase the likelihood of organizational failure in the future. Innovation is needed in order to improve or even improve the quality, efficiency and effectiveness of public service delivery. Through innovation, public organizations can create systems, methods and technology that can reduce costs, shorten service times, cut bureaucracy and most importantly give the public confidence in government performance. Therefore, innovation is a necessity that needs to be carried out by public organizations in providing public services that are effective and efficient and have added value for society (Prabowo, et al., 2022).

Halvorsen and Hauknes, (2005) explain the typology of innovation in the public sector as follows: Radical change of rationality (meaning that the world view or the mental matrix of the employees of an organisation is shifting), Conceptual innovation (a change in the outlook of actors; such changes are accompanied by the use of new concepts, for example mobility leasing or integrated water management), System innovation (a new system or a fundamental change of an existing system, for instance by the establishment of new patterns of co-operation and interaction or a new organisation), Administrative innovation (for example the use of a new policy instrument, which may be a result of policy change), Process innovation (a change in the manufacturing of a product or service), A new or improved service (for example health care at home).

Empirical findings from Siska and Pradana's research (2022) with the title "Innovation in Electronic Identity Card Services by the Population and Civil Registration Service of Bangkalan Regency" show the implementation of innovations in the administration of Electronic Identity Cards carried out in malls in 2020 by the Regency Population and Civil Registration Service Bangkalan is an approach that aims to improve service quality to make it more effective and efficient. Hisbani et al., (2015) conducted an investigation into Public Service Innovation at the Enrekang Regency Population and Civil Registry Service and found evidence of the implementation of the Electronic Population Identity Card public service in Enrekang Regency using a relative advantage approach. This approach provides many benefits for the community, including: a) minimizing the number of people who have multiple National Identity Cards; b) facilitate the arrest of terrorists; c) has a high level of complexity in the Electronic Population Identification Card which is located on an 8 kilobyte chip to store 27 types of data including biometric 10 fingerprints and iris of the resident's eye which are contained in the Electronic Identification Card which is not found in the manual Identification Card.

Therefore, this research tries to discuss the importance of public service innovation as a solution to make the implementation of public services more effective so that they can run in accordance with the desired norms, namely prioritizing norms of justice, transparency, accountability and openness. Based on this, this research more broadly aims to describe and analyze 1) Innovation of the One Document Package service program at the Population and Civil Registration Service in Kaimana Regency, 2) Inhibiting factors for the One Document Package service program at the Population and Civil Registration Service in the Regency Kaimana and 3) Efforts made by the Kaimana Regency Population and Civil Registration Service to deal with factors that hinder program implementation.

Theoretical

Public Service Concept

In general, public services are synonymous with representing the existence of government bureaucracy, because they are directly related to one of the government's functions, namely providing services. Therefore, the quality of public services is a reflection of the quality of government bureaucracy. In the past, the public service paradigm gave a very large role to the government as the sole provider. The role of parties outside the government never gets a place or is marginalized. The community and the private world have only a small role in the delivery of public services.

Sinambela (2011) states that public service is a form of providing services for the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been determined. Whereas Fadhillah (2012) in Mustofa defines public services as services provided by the government to its citizens either directly or indirectly, namely through financing the provision of services organized by private parties.

According to Law No. 25 of 2009 concerning public services article 1 paragraph 1, it is formulated that public service is an activity or series of activities in the framework of fulfilling service needs in accordance with statutory regulations for every citizen and resident, for services, and/or administrative services provided by public service providers. Public service providers in the Decree of the Minister for Empowerment of State Apparatus No. 63 of 2003 stipulates that Government Agencies as a collective designation include Work Units/organizational units of Ministries, Departments, Non-Departmental Government Institutions, Secretariat of the Highest and Highest State Institutions, and other Government Agencies, both central and regional including State-Owned Enterprises, Business Entities Regionally owned, becomes a public service provider. While users of public services are people, communities, government agencies and legal entities that receive services from government agencies.

The principles of public service according to Law no. 25 of 2009 covers: a) Public interest; 2) Legal certainty; 3) Equal rights; 4) Balance of rights and obligations; 5) Professionalism; 6) Participation; 7) Openness; 8) Accountability; 9) Special facilities and treatment for vulnerable groups; 10) Punctuality; 11) Speed, convenience and affordability. Service Principles according to the Decree of the Minister of State Apparatus Empowerment No. 63/KEP/M.PAN/7/2003, including: 1) Simplicity; 2) Clarity; 3) Certainty of time; 4) Accuracy; 5) Security; 6) Responsibility; 7) Completeness of facilities and infrastructure; 8) Ease of access; 9) Discipline, politeness and friendliness; 10) Convenience.

Public Service Innovation

Public service innovation is basically the creation and implementation of new and creative things in terms of providing public services that are able to solve public problems and achieve the goals of public sector organizations. The intended innovation must still be guided by the principles of improving effectiveness, increasing efficiency, improving service quality, no conflict of interest, oriented to the public interest, meeting the value of decency and being accountable.

Mirnasari (2013) emphasized that an initiative for new approaches, methodologies and tools in public services is the result of public service innovation in achieving, increasing and improving effectiveness, accountability and efficiency in these services. Mulgan, & Albury. (2003) added that public service innovation includes service innovation, process innovation, system innovation and conceptual innovation. According to Sangkala (2014) public service innovation is a change in policy or management practice that leads to renewable improvements in service levels or the quantity or quality of output by an organization. Meanwhile Sedarmayanti (2003) says that innovation is the actual process of implementing new ideas into practice. Public service innovation is a breakthrough in public services, whether it is an original creative idea or an adaptation/modification that can provide benefits to society, directly and indirectly (Prabowo et al., 2022). It is concluded that innovation is planned change and a solution from public sector organizations to overcome problems that occur in society.

Rogers (2003) explains that innovation in practice has innovation attributes, including relative advantage. An innovation must have advantages and more value compared to previous innovations. There is always a value of novelty inherent in innovation which is a characteristic that differentiates it from others, compatibility or suitability. Innovations also have the nature of being compatible or suitable with the innovation they replace. This is intended so that old innovations are not simply thrown away, aside from reasons of low cost, old innovations are also part of the transition process to new innovations. Apart from that, it can facilitate the adaptation process and learning process towards innovation more quickly, complexity or complexity. Due to its new nature, innovation has a higher level of complexity compared to

previous innovations. However, because an innovation offers a newer and better way, this level of complexity is generally not an important issue, triability or the possibility of being tried. Innovation can only be accepted if it has been tested and proven to have advantages or greater value compared to old innovations. So that an innovation product must go through a public test phase where every person or party has the opportunity to test the quality of an innovation, observability or ease of observation. An innovation must be observable in terms of how it works and produce something better.

Seeing the urgency of public service innovation in the public organization sector, the government should encourage every government agency both at the central and regional levels to innovate. In terms of providing public services to the community, local governments have big challenges to innovate. This is inseparable from the role of local government as one of the spearheads in providing direct public services to the community as service recipients. Innovative public services will encourage increased public satisfaction with public services, community empowerment, economic growth, and regional competitiveness. High regional competitiveness will indirectly improve community welfare. Not only that, public service innovation is also needed as a catalyst to accelerate the implementation of the bureaucratic reform agenda which is planned to improve "diseases" in the public sector through updating the target areas of bureaucratic reform.

Methodology

Based on the objectives to be achieved in the research, namely to be able to describe and analyze the results of the research as a whole and in depth, the type of research used is qualitative (qualitative research). Data collection techniques in this study include: Interviews, Observations, Documentation and Focus Group Discussions. The informants in the study included authorized officials consisting of the Head of the Section, the Head of the Planning Subdivision, the Head of the General Affairs and Personnel Subdivision, the Data Base Administration Section at the Population and Civil Registration Service of Kaimana Regency and residents who were processing population documents. Data analysis techniques in research using interactive model analysis were developed by Miles et al., (2014) with three procedures, namely data condensation, data display, and conclusion drawing.

Results and Discussion

Public Service Innovation at the Population and Civil Registration Service in Kaimana Regency

Implementation of public service innovation: One Document Package, namely electronic Identity Card, Family Card, Marriage Certificate, Birth Certificate and Child Identity Card at the Kaimana Regency Population and Civil Registration Service, consisting of 5 indicators, namely: 1) relative advantage, 2) compatibility, 3) complexity, 4) triability, 5) observability.

Research findings show that based on indicators of relative advantage, the public service One Package of Documents, namely electronic identity cards, family cards, marriage certificates, birth certificates and children's identity cards, has advantages compared to previous innovations that have been carried out. The public can simultaneously obtain 5 documents in the One Document Package public service innovation program. Faster document processing time. Program innovation In line with the motto of Excellent Service, innovation with the motto "SAPU JADI" namely One Package of Finished Documents is a form of better service to the community. Based on the superiority or advantage aspects of this innovation, it is a change in service management that is more effective, simpler, and able to provide a sense of satisfaction and benefits to service users, such as users of the One Document Package Service will get five documents, namely electronic - Resident Identification Card, Card Family, Marriage Certificate, Birth Certificate and Child Identity Card in less than 5 working days. This finding is in line with Rogers' (2003) opinion that the relative advantage of an innovation is the extent to which an

innovation is considered better than the idea it replaces. The relative level of profit can be measured in economic terms, social factors prestige, comfort, and satisfaction are important components. It doesn't really matter whether an innovation has a major change in impact, what matters is whether someone considers the innovation beneficial.

Based on the element of compatibility, the innovation of the One Document Package Service program is in accordance with the previous service system, where initially processing one document at a time, the new innovation is processing one package of documents together. The One Document Package service is in accordance with the service it replaces, namely that they both carry out electronic issuance of Resident Identification Cards, Family Cards, Marriage Certificates, Birth Certificates and Child Identity Cards, apart from that the One Document Package service is in accordance with the services needed by the community, namely services with easy and clear procedures, simple bureaucracy, fast processing times. This finding is in line with Rogers' (2003) opinion that innovation compatibility is the extent to which the innovation is perceived as consistent with existing values, past experiences and the needs of potential adopters. An idea that is incompatible with the general values and norms of the social system will not be adopted quickly as a compatible innovation.

Based on complexity, the innovation of the One Document Package Service available at the Kaimana Regency Population and Civil Registration Service is simpler compared to previous services, this is seen from the perspective of the procedures applied, the procedures applied are very clear and easy because the applicant will get information regarding the requirements and service flow via the website or information boards at the Kaimana Population and Civil Registration Service. Apart from this, the service officers at the entrance will ask about the needs of each visitor who comes, and explain in a polite and friendly manner the service flow required by service users. However, complications still occur because applicants do not complete the required documents and there is a lack of socialization to the public. The results of the researchers' findings are in accordance with the opinion expressed by Drucker (2012) that an innovation must be able to present a new method that is simpler than before, so that the innovation can be said to be successful if it is able to provide satisfaction to the community.

In the triability aspect, the One Document Package Service innovation has been going through a public testing phase since 2019. The public or users of the innovation service revealed that they felt many benefits and convenience in publishing these 5 documents because the procedures and time applied were relatively easy and fast. One Document Package Service Innovation can help the public to complete 5 document outputs in one processing time. All levels of society can receive the One Document Package Service innovation service, only a few people don't know about it, especially in rural areas. This proves that the public service innovation at the Kaimana Regency Population and Civil Registration Service in the form of the One Document Package Service has gone through a public testing phase and has been proven to have advantages so that it can be accepted by the people of Kaimana Regency. This finding is in line with Rogers' (2003) opinion that innovation can be experimented with on a limited basis. New ideas that can be tried out in the plan will generally be adopted more quickly than innovations that are not visible.

Observability, after looking at the procedures/process for making a package of documents, namely electronic identity cards, family cards, marriage certificates, birth certificates and child identity cards, of course the whole process can be easily carried out or observed to what extent the innovation of the One Document Package program can be implemented. and provide benefits and convenience for the community. The workings of issuing a Package of Documents can be easily observed because there is an information board that explains the procedures and service requirements and officers always provide explanations if there are users who ask questions or are confused, not only the offline facilities, but the procedures and requirements for the One Package of Documents service and services. Others can be checked online on the Kaimana Regency Population and Civil Registration Service website. This finding

is in line with Rogers' (2003) opinion that the results of an innovation are visible to other people. The easier it is for someone to see the results of an innovation, the more likely they are to adopt it.

Barriers to Public Service Innovation and Efforts Made at the Population and Civil Registration Service in Kaimana Regency

In innovation there is brilliant thinking which is characterized by something new in the form of a product resulting from thought and technological processing which is applied through certain stages which are believed to be able to solve problems that arise and improve a certain situation process that occurs in society. Based on the research results, it shows that there are still several internal problems related to the implementation of the One Document Package innovation at the Population and Civil Registration Service in Kaimana Regency, including

1. Inadequate facilities and infrastructure such as slow internet capabilities.
2. Socialization activities are still lacking, such as for people living in interior or rural areas, this is related to the geographical conditions of Kaimana Regency, Papua
3. Limited Human Resources at the Population and Civil Registration Service in Kaimana Regency.

Based on these various obstacles and limitations, the Population and Civil Registration Service in Kaimana Regency is trying to improve the quality of services by providing facilities and infrastructure, especially adequate internet capacity, increasing the number of computer facilities, and submitting funding applications to the Regional Government. Apart from that, the Department of Population and Civil Registration in Kaimana Regency carries out outreach efforts to the community and increases the capacity of Human Resources by participating in training to improve skills.

Conclusion

Based on the results of research regarding public services, one package of documents, namely electronic identity cards, family cards, marriage certificates, birth certificates and child identity cards at the Kaimana Regency Population and Civil Registration Service, it can be concluded that public service innovation has been carried out quite well.

First, in the aspect of relative advantage, through the One Document Package service, people will get 5 document products with just one processing process, namely electronic identity cards, family cards, marriage certificates, birth certificates and child identity cards. Second, in the aspect of suitability, the One Document Package service program is in accordance with the wishes of the community, namely that the service has easy and clear procedures, simpler bureaucracy, fast processing times. Third, in the aspect of complexity, by simplifying the required procedures so that the service process becomes more concise and faster than previous services, meaning that the level of complexity in this service can be said to be low, so this can improve the quality of service. The four aspects may be tried, through this aspect, before the innovation is implemented, a public test was carried out first in 2019 to find out shortcomings and responses from the community. The fifth aspect of ease of observation, the innovation of the One Document Package Service can be observed easily, namely from the ease of access felt by the community, with the complete facilities and infrastructure at the Kaimana Regency Population and Civil Registration Service making people who use the One Document Package service able to easily understand the procedures and requirements publishing one package of documents and feeling comfortable with the services provided.

The inhibiting factors for innovation services with the motto "SAPU JADI" are that they are still faced with limited supporting infrastructure such as document creation equipment, access to internet services (communication and telecommunications facilities), inadequate budget ceilings and limited human resources with expertise. Efforts made in implementing Innovation with the motto "SAPU JADI"

include increasing the budget ceiling and supporting infrastructure, outreach to the community and increasing the capacity of Human Resources by attending training to improve skills

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