



# **Public Service Innovation in Barru District, Indonesia: A Qualitative Investigation**

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## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## **ABSTRACT**

Public policy as an instrument that seeks to synergize the role of government and public interest can be said to be currently not running optimally. The existence of policies that are canceled or revised by the government is an indication of overlapping policies and the low ability to innovate and willingness to innovate of public officials even though innovation. This study aims to analyze public service innovation in the Barru district. The type of research to be used is qualitative descriptive. The selection of this type is based on the aim of obtaining a complete and realistic description of service innovation. Research Findings that the innovation of improving administrative services has largely not met the expectations of the community. There are still various obstacles that need to be fixed so that the innovations carried out are truly of high quality and provide new hopes that can satisfy the public. It can be concluded that the innovation of improving administrative services has largely not met the expectations of the community. There are still various obstacles that need to be fixed so that the innovations carried out are truly of high quality and provide new hopes that can satisfy the public. Recommendations The era of digitalization that is growing rapidly

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in the field of Technology, Information, and Communication in the world today has an impact on the implementation of internet-based government or e-government at the central level to the local government level.

*Keywords: Local Government; motivation; public policy.*

## 1. INTRODUCTION

Public policy as an instrument that seeks to synergize the role of government and public interest can be said to be currently not running optimally. The existence of policies that are canceled or revised by the government is an indication of overlapping policies and the low ability to innovate and willingness to innovate of public officials even though innovation should be an inseparable part and become a demand of public organizations both in the central and local governments [1]. One of the strategic efforts of public organizations to be able to continue to make these changes is to create new products (both in the sense of goods and services), new structures, new relationships, and new cultures. Thus, there is a logical consequence for public organizations as public service entities, namely the application of service principles based on effective, efficient, and productive indicators and no longer applying principles that are "originally served" to the public [2]. Governments and public sector organizations face a future where dealing with uncertainty while delivering services that are fast, affordable, and innovative [3].

The demand for innovation in public organizations and central and local governments requires more serious attention and must be carried out in an integrated and simultaneous manner. This is because innovations carried out in this way have a spreading power that affects all parts of the organization [4]. Partial innovation will only affect certain parts of the organization and have less effect and impact factor on the organization's vision and mission [5]. Policy innovation becomes non-innovative if the policy does not encourage the impact of competitiveness and provide benefits to the public interest as one of the important prerequisites to encourage the growth of policy innovation [6]. There are three important elements in the policy content dimension in the political and administrative process model, namely compatibility between programs and utilization, compatibility between programs and implementing organizations, and compatibility between user groups and implementing organizations. If there is no conformity between the three elements of policy implementation, the

program performance will not succeed as expected [7].

As an ongoing process, public administration innovation includes decentralization of public administration, simplification of procedures, information service delivery, and improvement of human resource development [8]. Thus, the ideas of public sector policy innovation are a necessity for public sector organizations within either the scope of internal and external interests or the organizational environment [9]. The success or failure of the implementation of development in a country is greatly influenced by the dynamics and conditions of the country's population [10]. The dynamics and conditions of the population play an important role because population development can play a dual role, both as a subject and as an object of development itself. When acting as a subject of development, the population can be the main resource as a driver of development. In addition, when as the object of development, the population becomes the most important part of the goals and ultimate goals of the implementation of development [11].

This problem has become a discourse for the public so it seems that it does not get a smart solution in addressing population and civil registration problems in Barru Regency. Certainty and ease in providing population services are the essence of sustainable development. If this population problem is allowed to drag on, it will harm the direction and policies of local governments. Therefore, this problem is important to be analyzed and provide academic solutions so that population administration and civil registration can run effectively and efficiently in Barru Regency. This study aims to analyze public service innovation in the Barru district.

## 2. MATERIALS AND METHODS

The type of research to be used is qualitative descriptive. The selection of this type is based on the aim of obtaining a complete and realistic description of service innovation. The research approach used is descriptive, to provide an overview of phenomena in the field but also

explain relationships, make predictions, and get the meaning and implications of a problem to be solved by existing reality. The key informant is the Regent of Barru, and the supporting informants consist of, the Head of the Population and Civil Registration Office, Employees/Officials, NGOs, and community leaders. While secondary data sources are related to written documents such as government regulations, technical guidelines and reports on population services and civil registration, and several other documents related to the problem studied. This secondary data is used to support the data obtained from the interviews.

The focus of the research is service innovation carried out by the Population and Civil Registration Office in terms of the dimensions of usefulness, suitability, complexity, application, and observation in the process of population and civil registration services. In this qualitative research, the researcher is the main instrument. Researchers will directly conduct interviews with informants who are selected and considered to master the problem under study. The conduct of the interview will refer to the guidelines that will be compiled and combined with observations on the objectives and objectives of the study. The informants to be selected for interview include the Regent of Barru, Head of Service, Executive Officer, NGOs, and Community Leaders. The data needed is qualitative descriptive with three data collection techniques to be carried out in this study, namely; observation, interview, and documentation.

One of the characteristics of qualitative research is that the researcher is the main instrument in the research process, so in this study data analysis will be carried out from the time the research takes place until the end of the data collection process. The analysis process is carried out simultaneously with the data collection process. The data analysis technique to be used consists of three stages, namely; data reduction, data presentation, and conclusions. Data was obtained through observation, in-depth interviews, and FGDs, as well as qualitative analysis. All data collected are systematically arranged based on topics and content put forward by informants.

### 3. RESULTS AND DISCUSSION

#### 3.1 Result

Innovation of Civil Registration and Administration Services in Barru Regency

As an effort to improve services to the community, the local government, in this case, Disdukcapil Barru has and is carrying out various innovations in the field of population administration services (Adminduk), both innovations that are the implementation of national programs and their initiatives carried out by local governments. These innovations can be described as follows;

Independent Disdukcapil Platform (ADM), The Directorate General of Population and Civil Registration of the Ministry of Home Affairs (Ditjen Disdukcapil Kemendagri) launched an independent document printing service using the Anjungan Disdukcapil Mandiri (ADM) machine. A total of 144 ADMs have been installed. Ball Pickup System Innovation; After conducting a series of evaluations on population and civil registration services, especially about the implementation of the ADM system, the district government through the Disdukcapil initiative launched an innovation program called the "Ball Pickup System".

*Because ADM is still experiencing obstacles, to improve population administration services, we bring innovation again through the motto "D'DISDUKCAPIL SMOOTHLY; (Comfortable, fast, and friendly Disdukcapil Dukumen). To realize this motto, efforts are made through the Ball Pickup System Innovation program. This innovation is realized through collaboration with the village government. For this program to have legality, it is carried out based on the Decree of the Regent of Barru"(P1).*

To implement the ball pickup system innovation, the local government issued Barru Decree Number 43 / DISDUKCAPIL / 1 / 2020 concerning the Determination of Population Registration and Civil Registration Officers of Barru Regency / Village in 2020. The Regent Decree then becomes a reference for the village head / lurah to appoint village officials from the Head of Government Section to become registration officers. One of the goals of this ball pickup system innovation is to make it easier for the community to obtain population administration by bringing services closer to the community. This system is carried out by empowering appointed village officials in the hope that community population data will be more accurate and valid. In addition to that goal, it is also so that unscrupulous brokers who can harm the community can be minimized. This is explained by Kadis Disdukcapil:

*"Initially, there were still many of our people who still used the services of brokers. This is quite troublesome because, in addition to the public having to pay brokers, it is also not understood that brokers are not responsible for the correctness of the data, but with this ball pickup system it can be reduced"(P2)*

For the technical implementation of KTP recording, Disdukcapil has formed a team tasked with recording at the village/kelurahan office. The team formed consists of 2 teams, namely Team A and Team B who carry out tasks with different day schedules. Each team consists of 4-5 people with different tasks.

*"The KTP recording team (mobile team) goes down to the village/kelurahan every working day. The ID card recording team consists of 4 people, each of whom has a task, 1 person to keep the signal good, 2 people to do recording, and 1 person oversees the recording of all documents that have been done. Devices used include Cameras, fingerprint and retina devices of the eye, and electronic signature holders" (P3).*

In response to the MCH program, Disdukcapil Barru took steps to innovate administrative services by collaborating with schools in coordination with the Barru Regency Education and Culture Office. This is explained by Kadis Disdukcapil:

*"We see that the MCH program is oriented towards schools, so we try an innovation by collaborating or synergizing with all schools in Barru Regency. By regulations, the first phase of achievement is targeted at 20% for each district/city. But for the time being, we have not reached that target. (P4)*

Head Disdukcapil Department added that the Child Identity Card (KIA) is 17 years old and under. 0-5 years do not use photos, while 6-17 have used photos. When the birth certificate management has been integrated with MCH, Disdukcapil no longer requires manual data or files because the required data is available such as name, age, address, and identity of parents. Some of the benefits obtained by having MCH include reducing the cost burden on parents. When school children want to buy books and bags or school uniforms, simply show the MCH has received a discount. Likewise, when sick and hospitalized, there is no need to bring KK enough

KIA because KK does not have photos. With these facilities, it is hoped that parents can participate in supporting the MCH program.

Disdukcapil Barru considered that cooperation with the school was quite effective because in schools there was already data on children including birth certificates. The form and process of cooperation is that the school sends children's data to Disdukcapil for processing. Currently, this process can be easily done because the school already has adequate IT equipment supported by the existence of a school admin who has the skills to master information-communication technology. In this case, the school can utilize School Operating Costs (BOS) funds for its operation. Even this process can be more easily done by simply sending a photo of the child's birth certificate along with the Family Card (KK) via a device (HP) to be sent to Disdukcapil e-mail. The school when sending data, usually the data sent is data per class so that the data is clearer and more accurate. If there is still data that is considered lacking, then Disdukcapil completes it. After completing the process, Disdukcapil then brings the finished MCH to each school to be distributed to each child. When this was confirmed to the Head of SD Impres Siawung Barru District, Abidin Dina S.Pd, gave a detailed response:

*"We are ready and have implemented this Disdukcapil innovation, although until now the activity is only in the process of data collection. But even so, only some elementary schools can apply it. not all schools, especially schools located very remotely or located in Pegunungan, have an internet signal to send data to Disdukcapil. The problem then is that for MCH aged 5-17 years, parents of students are required to prepare photo fees because there is no fee for the Boss fund Juknis "(P5).*

For the ball pick-up system innovation, only some of the students' parents can access Dukcapil's e-mail, and even then, it must be supported by a strong internet signal. Then for innovation through Ducapil's collaboration with schools, the obstacle is that there are still schools that have not been able to reach the internet signal perfectly. With all these limitations, all the innovations that have been made cannot be carried out continuously, and the services provided that are fast and easy to the entire population cannot be realized by the provisions in the regional regulations.

**Table 1. Synthesis of Research Findings on Innovation of Civil Registration and Administration Services in Barru Regency**

Research Focus	Ideal Conditions	Research Findings
Innovation of Civil Registration and Administration Services in Barru Regency	The government through the Ministry of Home Affairs (Kemendagri) targets that by 2021 the Disdukcapil Mandiri Platform (ADM) can be accessed in cities/regencies throughout Indonesia. This means that during that period, it is targeted that 514 districts/cities already have ADM services. Director General of Population and Civil Registration (Disdukcapil) of the Ministry of Home Affairs Zudan Arif Fakrulloh said that currently, ADM is already operating in 30 cities and regencies (Ratih Waseso, 2020)	That the innovation of improving administrative services has largely not met the expectations of the community. There are still various obstacles that need to be fixed so that the innovations carried out are truly of high quality and provide new hopes that can satisfy the public.

#### 4. DISCUSSION

That the innovation of improving administrative services has largely not met the expectations of the community. There are still various obstacles that need to be fixed so that the innovations carried out are truly of high quality and provide new hopes that can satisfy the public. Service quality has met four service indicators, namely reliability, responsiveness, assurance, and empathy. Meanwhile, tangible indicators still have shortcomings because there are no toilets, procedure flow boards, and not separate collection and submission counters [12]. The obstacles faced in the implementation of Population Administration at BTM Shopping Center are large budgets, lack of public understanding of service mechanisms, incomplete facilities and infrastructure, internet networks, and less massive socialization of service programs [13]. The efforts made by Disdukcapil are the transfer of services to the Public Service Mall, improving apparatus facilities and infrastructure, maintaining software and internet networks regularly, continuous socialization related to service implementation procedures, and providing understanding to the community in dealing with complaints.

Lack of skilled human resources and lack of skilled and trained human resources is also a factor that causes the innovation of population administration and civil registration services has not been optimal. Lack of skills and expertise in using new technologies can hinder the development of population administration service innovation [14]. Not optimal coordination between agencies has not been optimal

coordination between agencies can also be the cause of innovation in population administration and civil registration services has not been optimal. Limited coordination between agencies can hinder the development of better technologies and systems to serve the community [15].

Lack of community participation: Lack of community participation can also be a factor that causes the innovation of population administration and civil registration services to be suboptimal. Less public participation can hinder the development of better public service innovations and focus on community needs [16]. Therefore, cooperation between the government, the community, and the private sector is needed in optimizing the innovation of population administration and civil registration services. Efforts are needed to overcome these obstacles and increase public participation in the development of public service innovation [17]. The innovation of online population administration services is still not optimal. This is due to inhibiting factors such as lack of use of technology from the community, doubts about the validity of the data input, and the age of the application which is still relatively new so public participation in making observations is still not optimal. However, with this service innovation, the community gets convenience in managing population administration quickly, easily, and precisely [18].

Innovation combines all population administration services, thus there is a novelty of innovation. Innovation can be seen from changes in methods such as the service which was originally the

community who came to the head office to take care of population documents, now the Population and Civil Registration Office comes to the community, while the service process is also faster than before, if, in terms of technology used in this service, it is an operational car that is equipped with the necessary tools [19]. Excellent service quality in accelerating the population document process, namely public satisfaction easily, quickly, efficiently, and effective services, honest bureaucratic treatment to realize professional, productive, innovative, and accountable government performance. People easily, quickly, and effectively, obtain residence documents for education, health, employment, banking, and immigration purposes [20].

That with the innovation makes it easier for the community to obtain a death certificate and the innovation implemented can streamline time, energy, and costs in providing services in the field of population administration [21]. Innovation in population administration and civil registration services is very important because it has a great impact on society and the country. Some of the reasons why innovation in population administration and civil registration services is so important are as follows: Increase efficiency and effectiveness: By adopting new technologies and processes, population administration and civil registration, services can become more efficient and effective. This can speed up the process of registration, updating data, and submitting documents [22]. Improve accuracy and reliability: By using new technologies and processes, population administration and civil registration, services can ensure the accuracy and reliability of data.

This can help prevent errors in the registration process and data updates, and help reduce the risk of identity fraud. Increasing openness and transparency of innovations in population administration and civil registration services can help increase openness and transparency. For example, by providing open access to population data, people can obtain the necessary information and can monitor population administration and civil registration processes [23]. Improving public services: Innovations in population administration and civil registration services can help improve public services [24]. By using new technologies and processes, population administration and civil registration services can be more accessible and easier for the community to use [25]. To achieve national

development goals, efficient, effective, accurate, and transparent population administration, and civil registration services are essential. Therefore, innovations in population administration and civil registration services must continue to be developed to meet the needs of the community and the state.

## 5. CONCLUSION

That the innovation of improving administrative services has largely not met the expectations of the community. There are still various obstacles that need to be fixed so that the innovations carried out are truly of high quality and provide new hopes that can satisfy the public. The system in terms of e-service quality is still less than feasible, because of the internal factors of the agency which are still less responsive and external factors of the community that still do not understand the e-service service. The era of digitalization, that is growing rapidly in the field of Technology, Information, and Communication in the world today has an impact on the implementation of internet-based government or e-government at the central level to the local government level.

## CONSENT

As per international standard or university standard, participants' written consent has been collected and preserved by the author(s).

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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