

Public Service Innovation In Investment Services And One Door Integrated Services Badung Regency Bali Province

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ABSTRAK

Provinsi Bali, Kabupaten Badung merupakan salah satu wilayah Indonesia dengan menyediakan pelayanan publik yang tertera di dalam Undang-Undang Nomor 25 tahun 2009 menyebutkan bahwa pelayanan publik merupakan serangkaian kegiatan dalam pemenuhan kebutuhan pelayanan kepada penduduk atas barang, jasa dan/atau pelayanan administratif yang disediakan oleh penyelenggara pelayanan publik. Pemerintah Kabupaten Badung melalui Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Badung melalui *e-government* melakukan terobosan untuk menciptakan inovasi baru yang disebut inovasi LAPERON yang menyediakan pelayanan izin dan non izin berbentuk perizinan komersil dan non komersil. Tujuan penelitian adalah untuk mendeskripsikan bentuk produk tipologi inovasi pelayanan publik di Kabupaten Badung berdasarkan dimensi tipologi inovasi pelayanan publik menurut Muluk (2008) dan atribut inovasi pelayanan publik menurut Rogers (2003). Metode penelitian yang digunakan adalah deskriptif kualitatif. Sumber data melalui wawancara dan dokumentasi, pemilihan informan dilakukan dengan teknik *purposive*. Untuk mengecek keabsahan data digunakan triangulasi data. Teknik analisis data dilakukan dengan model analisis interaktif (Miles and Huberman). Hasil penelitian ini menunjukkan bahwa bentuk tipologi inovoasi produk pelayanan publik berjalan dengan maksimal. Namun dari lima dimensi inovasi pelayanan publik hanya satu yang tidak memenuhi dimensi tersebut. Adapun dimensi yang dimaksud ialah dimensi *observability* disebabkan kurangnya penyampaian pelayanan, *culture shock*, dan sosialisasi.

Kata kunci: Tipologi Inovasi Pelayanan Publik, Pelayanan Publik, Perizinan, Inovasi

ABSTRACT

Bali Province, Badung Regency is one of the regions of Indonesia by providing public services as stated in Law Number 25 of 2009 which states that public services are a series of activities in fulfilling the service needs of the population for goods, services and/or administrative services provided by the administrator. public service. The Badung Regency Government through the Investment Service and One-Stop Integrated Services of Badung Regency through e-government made a breakthrough to create a new innovation called the LAPERON innovation which provides permit and non-permit services in the form of commercial and non-commercial licensing. The aim of this research is to describe the typological product form of public service innovation in Badung Regency based on the typological dimensions of public service innovation according to Muluk (2008) and the dimensions of public service innovation according to Rogers (2003). The method is descriptive qualitative. Sources of data through interviews and documentation selection of informants by technique purposive. To check the validity of the data used data triangulation. The data analysis technique was carried out using an interactive analysis model (Miles and Huberman). The results of this study indicate that the typology of public service product innovation runs optimally. However, of the five dimensions of public service innovation, only one does not meet these dimensions. The dimension in question is the observability dimension. There is a lack of service delivery, culture shock, and socialization.

Keywords: *Typology of Public Service Innovation, Public Service, Licensing, Innovation*

INTRODUCTION

The digitalization era that continues to advance and develop provides convenience in the world of business and government services (agencies). Internet access allows the needs of information to be equivalent to the main needs of society after primary needs. In managing digital development is through internet access. The field of public service provision that is organized by the state apparatus is affected by technological sophistication. In public services, the internet has provided convenience for users to acquire information to access data for uploading license issuance files, speed up time, cost saving, and can monitor the licensing process.

According to Law Number 25 of 2009 concerning public services (Law, 2009), public services are activities or a series of activities to meet the needs and needs of services for citizens and residents for ownership of services, goods, to administrative services organized by the state apparatus (Law, 2009). Public service then can be interpreted as providing services to the people in the form of services or administrative services that must be complied with the completeness of their identity by public officials in service delivery, that is the government.

Public services in Indonesia are still not optimal. Especially public services in Bali Province. According to the Assistant Ombudsman RI Representative of Bali Province, the compliance survey and the administrative mall perception index survey of Denpasar City and Badung Regency are ranked the highest (first), but the means of complaints and community participation are still low and there are procedural discrepancies such as irregularities in the issuance of hotel licenses where the community as comparator has never agreed or signed letter of comparability. (Tismayuni, 2019). According to Sifa Mufalina Suryana in the Journal of Public Service Innovation of the Pandeglang Regency One-Stop Investment and Integrated Service, the cause of un-optimal facilities and infrastructure resources are namely the availability of users (applicants) with online implementations are not ready because not all owns a PC or laptop, secondly the community is not fully technologically literate, and the third is the weak socialization. One of the innovations in terms of public services is the Innovation of the Online Licensing Service application system (LAPERON) which is used to process the making of permits and the issuance of IMB.

LAPERON was formed based on Law Number 23 of 2014 concerning Regional Government that local government are given authority to regulate and create new programs and breakthroughs in the form of innovation. However, LAPERON's innovation is still not optimal, as seen from the number of applicants from year to year has increased compared to permits issued as shown in table 1.1. Chairman of BPW NGO JARRAK Bali, I Made Rai Sukarya said that in the service of Spatial Information (ITR) the issuance process is more than one month from the submission of the file. Furthermore, the making of IMB, takes even longer, namely three to six months. The Badung Regency Investment and One-Stop Integrated Service Office (DPMPTSP) issued 23 types of licenses and non-licenses until 2017. The following Public Services carried out by the DPMPTSP of Badung Regency for the last three years are shown in table 1.1.

Table 1 Permit issuance at DPMPTSP Badung Regency

Year	Applicant	Permit Issued
2019	133	71
2020	206	102
2021	304	222

Source: DPMPTSP Badung Regency 2021 (data processed)

Based on the description of the problems that occurred, the researcher is interested in knowing more deeply in order to determine the results that are useful for improving service quality through public service innovation at DPMPTSP Badung Regency by observing the driving factors and barriers in improving the Quality of Service for Issuing Permits at DPMPTSP Badung Regency by achieving good public service quality. So that the research material in the form of a thesis with the title "Public Service Innovation at the Investment and One-Stop Integrated Service Office of Badung Regency, Bali Province".

LITERATURE REVIEW

The literature review section contains a review of the literature, concepts, and theories used in the research, and can also be in the form of a review of a previous literature (state of the art). Namely the theory of public service by Sinambela (2013), the theory of E-Government by Sutabari (2012), the theory of Licensing by Sutedi (2015),

the theory of Innovation by Imanuddin, et al (2014), the theory of typology of public service innovation by Muluk (2008), and theory of public service attributes by Rogers (2003).

RESEARCH METHODS

The type of research conducted is qualitative research. The focus of this research study is to emphasize the innovation products made by the DPMPTSP and the typology of innovation in improving the Public Service Innovation of the One-Stop Investment and Integrated Service in the Building Construction Permit Issuance Service of Badung Regency, Bali Province based on the Presidential Regulation Number 95 of 2018 concerning all technology-based government systems (Central Government, 2018), to assure that this Presidential Regulation is supported by each region with authority, thus the Regent Regulation Number 49 of 2018 is created, concerning the making of permits through one door using an electronic system and Regent Regulation Number 19 of 2019 concerning all business permit systems integrated through electronics. (Badung Regent Regulation Number 49 of 2018, Badung Regent Regulation Number 19 of 2019).

The determination of this type of research is guided by the study of ontology and epistemology. Ontologically, the researcher conveys the studies found in the field in accordance with reality and reality in the form of public phenomena formed through various processes. Thus the reality that exists in performance, product, process, method, policy, and system in the Public Service Innovation of the One-Stop Integrated Investment and Service Office (DPMPTSP) is a form of one of those processes of the phenomenon being studied. While epistemologically, the researcher analyzes that scientific knowledge in social reality cannot be built randomly and must be guided by the development of science in their respective fields of science. Therefore, the field of science that has expertise in accordance with its field in determining various kinds of science is carried out based on the awareness, interpretation, and values of the researcher to influence the results of research in the object under study.

The research was conducted at the Badung Regency Investment and One-Stop Integrated Service (DPMPTSP) Office to collect data on LAPERON innovations that organize in the field of licensing and non-permit service and the Public Works and

Spatial Planning Office or PUPR to collect data on the requirements for making a Building Construction Permit or IMB. This research was carried out for 3 (three months) starting in March to May 2023.

Determination of informants using Purposive and Snowball Sampling Technique. Based on the opinion of (Creswell, 2016) that purposive is a technique for determining qualitative research informants with certain considerations and objectives. The snowball sampling technique as one of the techniques used by the researcher to find out the number of applicants in the *banjar* who use LAPERON the most in making licenses can be used for data collection to answer research problems.

The following are research informants that were determined by the researcher:

1. Head of the Investment and One-Stop Integrated Service Office of Badung Regency
2. Secretary of the Badung Regency Investment and One-Stop Integrated Service Office and Secretary of the Badung Regency Public Works and Spatial Planning Office
3. Leader in the creation of the Badung Regency LAPERON web and application system program
4. Staff at the Badung Regency Investment and One-Stop Integrated Service Office and Staff at the Badung Regency Public Works and Spatial Planning Office.
5. And service recipients (government, local communities, and investors) of Badung Regency.
6. Badung Regency applicants (users) who make the most IMBs.

Data from observation, in-depth interviews and documentation will then be analyzed using data analysis techniques using interactive data analysis according to (Miles, Matthew B. Huberman, A. Michael, and Saldana, 2014) and tested for validity using 4 criteria, namely data collection, data condensation, data presentation, drawing conclusions and verification.

RESULTS AND DISCUSSION

Service innovation is based on clear regulations in accordance with Law Number 25 of 2009 concerning public services involving administrative services as an effort to make licensing (legality letters for goods) ownership of types of permits and non-

licenses involving public service providers through the LAPERON that is initiated by the DPMPTSP. Another adoption, the typology of innovation according to Muluk (2008) has 5 indicators that focus on service products in the form of LAPERON innovations.

Service Product Innovation

Service Product innovation is influenced by the new design and form of a product from the services needed by the community. Changes in the design and product of licensing services in the research results show that DPMPTSP Badung Regency has made electronic-based innovations since 2018 with the presence of the LAPERON portal /website. First, the results showed that the presence of the LAPERON portal/website was a form of new knowledge for the community. Second, this method is a new way used by the applicant because previously the service was carried out manually which is a replacement for the old way with a more modern way. Third, new objects for applicants (users) in intangible and tangible form, in this case objects related to online systems using electronics media. Fourth, new inventions, the results of all innovations are an invention that fully works with gaps and government awareness. The following is the form of the LAPERON product:

Figure 1. LAPERON website



Source: badung.go.id

Figure 2. LAPERON website



Source: badung.go.id

This is in accordance with interviews conducted with several applicants, one of which is Mr. Nyoman Darsa making a homestay permit, it is concluded that the LAPERON innovation provides the right solution in making permits. Especially at the file collection stage until monitoring the licensing process can be easily accessed through the LAPERON website. As shown in the table below, the largest issuance of permits in the IMB section comes from these sub-districts:

Table 2. IMB issued through LAPERON

District	Amount
South Kuta	2109
Kuta	403
North Kuta	1810
Mengwi	668
Abiansemal	59
Petang	7

Source: DPMPTSP Badung Regency by sub-district 2018-2021

Service Process Innovation

Cutting the long bureaucracy in public services through technological collaboration. With the development of the times from time to time so that this has an impact on public services, especially at DPMPTSP in its development, there are differences in the manual service mechanism, namely coming to the office to find the

requirements and procedures to the information officer, submitting files in the process is selected by the back office, process and manual signature. Whereas in online services all requirements and files are submitted through the LAPERON website and then uploaded, the files are selected by LAPERON special verifier staff, the process is monitored through LAPERON and barcodes signatures

Service Method Innovation

Types of licenses and non-licenses according to the needs of the community (applicant) through the LAPERON website. The mechanism for transferring manual (conventional) services to online services is a new way that causes (culture shock) influenced by: online implementation, the Covid-19 pandemic, age, and readiness of the applicant (user).

Policy Innovation

Based on 6 policies that are mutually sustainable, related to LAPERON innovation, namely: Law Number 25 of 2009 concerning public services, Law Number 23 of 2014 concerning local governments, Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), Presidential Regulation Number 38 of 2017 concerning regional innovation, Regent Regulation Number 49 of 2018 concerning the implementation of one-stop online licensing. And Regent Regulation Number 19 of 2019 concerning an electronically integrated business licensing system through (OSS).

System Innovation

System innovation by involving actors/public service providers offline by coming directly to the office and online through the website/link/barcode. The offline mechanism involves actors that includes: information officers at the counter, front office to check the completeness of the files, back-office officers as actors in the process until the permit is issued, and face to face communication. While the online-based mechanism involves actors of LAPERON special staff by e-mail/WhatsApp, form requirements and procedures online, applicants choose themselves, crosscheck, and upload it themselves in accordance with the licensing that will be made, communication via online through WhatsApp, e-mail, and call center.

According to Rogers (2003), the product-focused public service innovation used by applicants is an idea, practice, or object that is considered new by individuals of one other adoption unit, innovation has 5 attributes, namely:

Relative Advantage

With the transition of the manual system to the online system, the implementation has been running smoothly. The community (applicant/user) followed all directions given by the government, especially the badung Regent.

Based on the results of an interview with Mr. Kadek Adi Santika making a shop permit, it is concluded that indeed this LAPERON website/portal has run optimally. Because of the economic factors felt by the applicant to reduce travel cost to the DPMPTSP office, shorten the bureaucracy of public services, data transparency, and cut costs for printing out files and apply to protect the earth, namely paperless.

Compatibility or Suitability

The suitability of Public Service Innovation of the Investment and One-Stop Integrated Service office in the Building Permit Issuance Service of Badung Regency, Bali Province has not been running optimally.

From the issuance of the LAPERON website-based application/portal, it continues to undergo changes in appearance, number of permits, development of requirements and procedures, especially for making IMB. From one of the interviews with the applicant, he stated that he was still confused about the flow of uploading files, file formats, maximum and minimum file sizes that must be uploaded on the LAPERON website. Socialization and sharing carried out by internal DPMPTSP staff specifically for LAPERON innovation to applicants (users), by utilizing social media to convey obligations in using online-based LAPERON innovations through website applications/portals so that they are mutually sustainable for implementation of LAPERON innovations continuously to applicants.

Complexity

Complexity is the level of innovation that is perceived as difficult to use or understand. Because the features provided are quite complex, but if the users can use them, it will make it easier for users (applicants) of the Building Construction Permit (IMB). People will tend to be afraid to try and lazy if the innovation will create a new

burden. The complexity aspect measured in this study is the ease of understanding the LAPERON innovation provided by the Badung Regency DPMPTSP. Although the LAPERON innovation has explained the procedures and mechanism for making permits, especially building permits. In its delivery, LAPERON can be accessed through applications and websites. Besides that, it can be done by the link and scanning the barcode provided only by the LAPERON special staff.

Triability or Possibility

In the LAPERON innovation trial stage in Badung Regency, there are factors of the Head of Service and Apparatus Resources (SDA) in the agency. The LAPERON innovation trial level aims to develop and improve licensing services. Training for LAPERON special staff is one day from 8am to 4pm and is carried out before the LAPERON is formalized.

Based on the data obtained in the field from this indicator, LAPERON special staff are required to understand the new public service innovation mechanism, namely the LAPERON innovation is carried out in the trial stage for one year, from 2018 to 2019, in August to be exact.

Observability or Ease

The socialization carried out by the Badung Regency Investment and One-Stop Integrated Service Office (DPMPTSP) has indeed been shared via YouTube, Instagram, Facebook, and Twitter. However, LAPERON has not been socialized optimally. Only by word of mouth, besides that special socialization to the community in several *banjar* has not been carried out due to the lack of special staff for socialization and there is no budget for it. As well as the lack of utilization of local wisdom government. Such as *prebeker*, *bendesa adat*, *kelihan adat*, and *kaling banjar*.

The obstacles to this indicator can be said to have not been achieved because there are 3 things, namely: 1. Service Delivery, namely the gap between service delivery and service quality specifications on the files listed on the LAPERON portal is a breakthrough in the form of innovation that provides special services for the issuance of Building Construction Permits (IMB). 2. Quality Specifications, namely the gap that occurs in the perception of quality specifications and service user expectations in culture shock and the Covid-19 pandemic. 3. Socialization Communication, namely the gap

between external communication and service delivery on the socialization of updates and upgrades regarding the LAPERON portal/application to the *banjar*.

Efforts to develop Public Service Innovation of Badung Regency Government

Cooperation to develop more efficient licensing services, agreed by 3 parties, namely:

1. ITB STIKOM Bali team as the designer of the LAPERON's application/website portal
2. Bali Regional Development Bank (BPD) as a place for applicants to make retribution for license payments.
3. The Badung Regency Public Works and Spatial Planning Office (PUPR) as the checker of location, land area, and types of building to be made is classified as a commercial building or non-commercial building.
4. The Department of Environment and Hygiene as the environmental observer, the location of the building can be run or not, and the cooperation in the environmental impact analysis.

On an ongoing basis, the LAPERON cooperation flow by the ITB STIKOM team and the PUPR Office in supporting and developing the transferability of permit making services from manual to online-based by making the LAPERON.

Badung Regency licensing services continues to make efforts to develop more optimal services, for example: 1. LAPERON innovation has Customer Relation Management (CRM) Good Relationship Management with customers (applicants). By asking about what procedures are not understood through notifications on the system through feature features, announcements, call centers, and via e-mail. 2. Securing Hardware by installing firewall on the network, by securing incoming and public networks to the server to access the system. Software security using e-mail and passwords in terms of applicant and verifier duties related to administration on data transparency. There are some applicant data that cannot be shared because it is very sensitive. Such as the applicant's home address, business address, ID number, and national identity number, Utilization and development of organizational culture (Robbins, 2017):

1. Culture creates a climate of cooperation with stakeholders.
2. Ethical cultural dimension of cooperation with several parties.
3. Culture and innovation in accordance with its vision, Tri Hita Karana DPMPTSP Badung Regency, namely “Continuing the Happiness of the Badung Community Through Development Based on Tri Hita Karana”, namely applying Balinese culture, this agency is always flexible, open, and respectful of each other who lives on Earth. LAPERON provides users/applicants to use practical technology in the queuing process, uploading data, and file submission information.
4. Culture as an asset by implementing staff as designers and file verifiers.
5. Culture as an obligation, despite the shift in service performance. There is still an icon of using Balinese costumes (*endek* clothing).

CONCLUSION

Public Service Innovation of the One-Stop Integrated Investment and Service Office in the Building Construction Permit Issuance Service of Badung Regency, Bali Province in the transition of manual (conventional) licensing services to online-based is effective, this is based on an innovation strategy that involves the collaboration of the Badung Regency Investment and One-Stop Integrated Service Office (DPMPTSP) that has collaborated with the ITB STIKOM Bali team, BPD, PUPR Office, and LHK Office to speed up the service process. In addition, in the development of the manual service licensing process, it was formerly named the Licensing Service Agency (BPPT) so that now in the implementation of online-based services it is named the One-Stop Investment and Integrated Services Office (DPMPTSP).

The typology of Public Service Innovation from Muluk of the Investment and One-Stop Integrated Services Office at the Badung Regency Building Permit Issuance Service, Bali Province in the transition of manual (conventional) licensing services to online-based is effective, this is based on an innovation strategy that involves the collaboration of the Badung Regency Investment and One-Stop Integrated Services Office (DPMPTSP) that has collaborated with the ITB STIKOM Bali team, BPD, PUPR Office, and LHK Office to speed up the service process. In addition, in development of the manual service licensing process, so that now in the application of

online-based licensing services by making a breakthrough through the LAPERON innovation.

The achievement of these indicators in the service of issuing Building Permits (IMB) through the LAPERON portal/website has been fully achieved in relation to the 5 attributes of Public Service Innovation. However, the observability attribute has not been achieved because there are some people (applicants) who are confused in uploading files and completing files, not fully aware of the making of Building Permits (IMB) for commercial and non-commercial building legality such as:

1. Service Delivery, namely the gap between service delivery and service quality specifications on the files listed on the innovation portal LAPERON is a breakthrough in the form of innovation that provides special services for the issuance of Building Permits (IMB).
2. Quality Specifications, namely the gap that occurs in the perception of quality specifications and expectations of service users in culture shock and the Covid-19 pandemic.
3. Socialization Communication, namely the gap between external communication and service delivery on the socialization of updates and upgrades regarding the LAPERON portal/application to *banjars*.

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