

Innovation of Public Services Online Licensing Package Program SIDOARJO District

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Abstract

The research background is to understand the phenomenon of empirical / reality, theoretical, and normative gaps in the problems of Public Service Innovation of the Online Licensing Package Program at the Investment Service and One Stop Integrated Services (DPMPTSP) in Sidoarjo Regency. Departing from these problems, researchers formulated a study on public service innovation in the online licensing package program at DPMPTSP Sidoarjo Regency, implementing public service innovations in the online licensing package program at DPMPTSP Sidoarjo Regency and found the ideal Public Service Model Online Licensing Package Program at DPMPTSP Sidoarjo Regency

The research method uses qualitative research with data collection techniques with in-depth interviews, observation, and documentation to analyze the Public Service Innovation of the Online Licensing Package Program at DPMPTSP Sidoarjo Regency. Furthermore, the data analysis used is an interactive model data analysis initiated by Miles, Huberman, and Saldana (2014), where after the data is collected, condensed and then presented, a conclusion is drawn.

The results of this study reveal that the Public Service Innovation of the Online Licensing Package Program at DPMPTSP Sidoarjo Regency has been implemented but is still not optimal. The online licensing package program innovation goes through several processes, including: 1). Envisioning, namely this process includes equating views about the future to form innovation goals; 2) Activating, namely delivering the vision to the public in order to achieve a commitment to the vision so that the strategy will be relevant to the vision as well as the implementation of the vision; 3) Supporting, namely this stage is an effort of a leader not only in giving orders and instructions to subordinates, but also skills in inspiring his subordinates to act innovatively; 4). Installing, namely at this stage is the implementation stage; 5). Ensuring, namely activities that include monitoring and evaluation; 6). Recognizing, namely this stage includes all kinds of forms of appreciation for forms of innovation.

Keywords: innovation, package program, licensing, online, service

INTRODUCTION

According to Sufianti (2006), low service quality occurs in almost all aspects of public services, both in the aspects of services, administrative services and goods services. To overcome these problems and in line with the development of information technology, one of the efforts made is by utilizing electronic networks. This is also based on the fact that people are getting used to the network. The internet technology-based network used by the government is known as e-Government.

Why innovate in the public sector? political motivation for innovation, potentially at least for all organizations (Mintzberg 1989). When considering economic, the more strategic motivation, this is less applicable in the public sector than in the private sector. public services tend not to exist in a competitive market. Compared to businesses, they usually exist in a more complex social system, with goals and values that are more ambiguous and difficult to measure (Lewis and Hartley 2001, Denis et al, 2002, March and Olsen 1989). In the public sector, the incentive to innovate is lower, and risk is often higher, than in the private sector. Public service innovations are usually more likely to be considered, at least in some cases, as an optional extra or additional burden (Mulgan & Albury, 2003).

Broadly, the various possible innovations tend to be divided into product innovations; service innovation; and organizational (procedural, or process) innovation (Alange, 1998; Damanpour and Gopalakrishnan 2001). Product innovations exist in the public sector (Christensen et al, 2000), but are less common elsewhere. More often seen is service innovation: the provision of existing services in new ways, or the creation of new 'scripts' for activities (Nooteboom, 2000). (Offering an entirely new service is classified more as a product innovation, although all of these categories overlap) Organizational innovation of new processes, systems and procedures is also common. This difference is important because there are problems that can arise when applying concepts from service product innovation studies and organizational innovation. Walker (2004) adds an additional innovation category, which is changes in organizational boundary relationships. Innovation leads organizations to work with new partners, and / or outside of existing activities. This type is difficult to implement successfully because it requires cooperation and collaboration, and there is dependence on external organizations. Again, however, the process may be as or more important than the product innovation itself.

Empirically, since autonomy was rolled out, many local governments have made various reforms in public services. Many regions have begun to realize that the implementation of regional autonomy is not only about increasing Regional Original Income (PAD), but how they attract investors to invest in their regions. Implementation of Law No. 25 of 2009 on Public Services through Government Regulation No. 96 of 2012 which regulates the scope, the integrated service system, the guidelines for preparing service standards, the

proportion of access and categories of community groups, the procedures for community participation in the delivery of public services and the mechanisms and provisions for providing compensation.

Sidoarjo, including districts frequently visited as a place for comparative studies. In addition to innovations in the form of integrated public services aimed at attracting investors, a number of regions undertook reforms by forming local regulations on transparency of information and participation. Transparency of information has become one of the problems that has resulted in many policies that do not side with the people. To realize this desire, the Sidoarjo Regency Government first formed an Integrated Service Unit (UPT) which was established in accordance with the Sidoarjo Regent Decree No: 310 of 1997, which is basically a coordinating forum for integrated service patterns between government agencies in providing services in one place / location. , in accordance with the limits of the authority of each agency. The number of permits that had been managed by the UPT included around 11 types of permits. Sidoarjo Regency is the first district in Indonesia to implement One Stop Services. Where the community is only served and also only deals with customer service, and is not directly related to those who process licensing (back office). In general, the licensing process is carried out transparently in terms of procedures, completion time, costs and conditions that must be met by the community.

In 2016 the Sidoarjo Regency Government issued a regulation, namely the Regent of Sidoarjo Regulation Number 82 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Investment Service and One Stop Integrated Service (DPM-PTSP). Where Sidoarjo Regency has the authority over 94 types of permits. This shows the commitment of the Sidoarjo Regency Government in increasing investment and services in the investment and licensing fields. The following is data on the development of the top 5 permits at the Sidoarjo One Stop Investment and Integrated Service Office from 2015-2017.

The one-package licensing policy is one of the policy innovations in relation to public service reforms initiated by the Sidoarjo Regency Government as a form of concrete action to facilitate the community in the licensing process by way of processing through the package system. With this one-time licensing policy, permits that previously had to be completed one by one can only be completed in one step. In addition, with the implementation of this one-time licensing package, Sidoarjo Regency DPMPTSP also guarantees a certainty in the completion time as well as transparent licensing management.

LITERATURE REVIEW

1. Basic Concept of Public Service Development

The scope of public services in Article 5 paragraph (1) of Law Number 25 Year 2009 includes services for public goods and public services as well as administrative services as regulated in statutory regulations. Article 5 paragraph (3) Public goods services include:

- 1). Procurement and distribution of public goods carried out by government agencies whose funds are partly or wholly sourced from the state revenue and expenditure budget and / or regional revenue and expenditure budget;
- 2). Procurement and distribution of public goods carried out by a business entity whose establishment capital is partly or wholly sourced from separated state assets and / or regional assets.
- 3). Procurement and distribution of public goods whose funding does not originate from the state revenue and expenditure budget or regional revenue and expenditure budget or business entities whose establishment capital is partly or wholly sourced from separated state assets and / or regional assets, but its availability become the state mission stipulated in statutory regulations.

Services provided by the government are often referred to as public services as stated by Wasistiono (2003: 43) that public services are the provision of services either by the government, the private sector on behalf of the government or the private sector to the community, with or without payment to meet the needs and / or interests. Public. Thus, not only government agencies can provide public services but also private parties. Public services run by government agencies have social and political motives, namely carrying out basic tasks and seeking voice support. Meanwhile, public services by the private sector have an economic motive, namely seeking profit.

2. Concept and Position of Innovation in Public Administration

In one of the releases of the United Nations through the Department of Economic and Social Affairs (UNDESA) in 2006, it was stated that generally innovation in government is a creative idea which, if implemented successfully, will help solve urgent public problems. Innovation can also be the incorporation of new elements so that a new combination of existing elements occurs or changes significantly or leaves traditional ways of doing things. In principle, innovation in this context consists of new products, new policies and programs, new approaches, and new processes.

Furthermore, it is also emphasized that management innovation in the public sector can be defined as the development of a new design of a policy and new SOPs by public organizations intended to address public policy problems. So that an innovation in state administration is an effective, creative and unique answer or solution to answer new problems or new solutions to old problems.

The understanding of innovation in the classical public administration era is still in a limited sense. Innovation is only understood as an internal organizational mechanism. Innovation is dominated by top managers so that innovation is more top down and only aims to maintain power. Another source that also

discusses how innovation is related to the development of public administration thinking can be found in an article written by Jean Hartley entitled "Innovation in Governance and Public Services: Past and Present" (2005). In this paper Hartley (2005: 29) describes the relationship between innovation and improvement in public service processes with the concept of governance and public management in the public administration approach.

3. Innovation is a Phenomenon

Innovation is a relatively new concept in the public administration literature. The results of research by David Mars (in Lee, 1970) revealed that until 1966 there were no publications from public administration papers that discussed innovation. The classic literature that contains the concept of innovation in the context of reform includes the article "Innovation in Bureaucratic Institutions" written by Alfred Diamant which was published in the journal *Public Administration Review* (PAR) in 1967. In addition, is a book by Caiden entitled "Administrative Reform", published in 1969. In his book, Caiden describes innovation as part of administrative reform (administrative reform). Some of these writings mark the start of attention to innovation by experts in public administration. However, the concept of innovation later was still not popular enough in the realm of public administration and administrative reform. Popular innovations in this field have only been in the last decade.

The lack of popularity of the concept of innovation in the past can be understood because the character of the reforms was more based on the principles of the Weber bureaucracy. In Weber's conception, bureaucracy requires clear rules, hierarchy, specialization and a relatively stable environment. In this context, innovation is seen as not much needed by the government bureaucracy (Kelman, 2005). The obligation of the government bureaucratic apparatus is to carry out the rules that have been set (rule driven). If then the innovation is carried out, only in a small intensity and limited to the top management level. Innovation, in this case as administrative reform is approached through a top down mechanism (Caiden, 1969). Recent developments show progress in the use of the term innovation in the field of public administration. In a country like Korea, the concept of innovation has even "replaced" the concept of reform. The concept of innovation in general can be understood in the context of behavior change. Innovation is usually closely related to an environment that is characterized by dynamic and developing. The definition of innovation itself is very diverse, and from many perspectives. According to Rogers (2003: 12), one of the leading innovation book authors, explains that innovation is an idea, practice, or object that is considered new by certain individuals (one unit) and adopted by others.

Innovation as one of the characteristics of the value of organizational flexibility is not just doing something new, discovering something new, or bringing a new idea as the definition of innovation in general. However, according to Sherwood (2002: 2), innovation as a process requires four stages, namely: (1) the stage of proposing ideas, namely having an idea first; (2) the evaluation stage of ideas that will be followed up; (3) the development stage, namely fixing the idea from a concept to a reality that produces something; and (4) the implementation stage, namely getting the idea to materialize.

RESEARCH METHOD

This study uses a qualitative research approach. According to Poerwandari (1998) qualitative research is research that produces and processes descriptive data, such as interview transcriptions, field notes, pictures, photos, video recordings and others.

In this study, an interactive model of data analysis was used which was developed by Miles, Huberman and Saldana (2014: 30-33). They argue that analysis is three streams of activity that run simultaneously: 1) Data Condensation, 2) Data Display and 3) Drawing and Verifying Conclusions.

RESULTS AND DISCUSSION

The online package program innovation process to improve the quality of public services

1). Envisioning to shape innovation.

Envisioning is the process of equating views about the future to form innovation goals. This vision includes the size, what innovations are made for the organization, the scope of the innovation, and how the vision fits into the organization's vision. The ability of an organization to show its existence to external parties. The ability to make policies to improve the quality of service to the community through various innovations Policies to make innovations for improving public services as well as repairing and providing facilities, including physical facilities (buildings, warehouses, etc.), equipment and equipment used (technology), and the appearance of the service provider employee, which is in accordance with the employee code of ethics.

In order to realize this vision, a mission is compiled, which is a general formula regarding the efforts that will be carried out to realize the vision. The 5 (five) missions of Sidoarjo Regency, namely:

- a. Clean and accountable governance through innovative, aspirational, participatory and transparent governance;
- b. Increasing the independence and regional economy by optimizing the potential basis of processing industry, agriculture, fishery, tourism, MSMEs and cooperatives as well as community empowerment;
- c. Increasing the quality and standards of education and health services;
- d. Increasing the order of community life that is cultured and has the character of Karimah, is based on faith in God Almighty, and can maintain harmony, tranquility and order;
- e. Adequate & Quality Public Infrastructure to Support Economic Growth with Attention to Environmental Sustainability. ([Http // www.perijinan.sidoarjokab.go.id](http://www.perijinan.sidoarjokab.go.id))

The strategy is implemented by equating the perceptions between internal DPMPTSP and technical SKPD regarding the online Licensing Package innovation development plan. Collaborating with third parties for the development of the online Licensing Package application, as well as the implementation of training and assistance for operators, namely starting from Customer Service in charge of receiving files according to the completeness of the requirements, the Back Office in charge of assisting the Head of Fields to validate and conduct field reviews, and draft letters The decision (SK) until the SK is signed by the Head of DPMPTSP, will only be handed back to the applicant after paying the levy according to the applicable regulations. Implementing Public Service Standards according to the Decree of the Head of DPMPTSP Sidoarjo Regency in a transparent and accountable manner, through information boards at the DPMPTSP Office and in several strategic places that can be read and accessed by the public, DPMPTSP Website, Profiles, Leaflets or Brochures, Touchscreen Profiles of DPMPTSP, and including all types of regional levies in a transparent manner.

2. Activating Namely conveying the vision to the public

In order to achieve a commitment to the vision so that the strategy will be relevant to the vision as well as the implementation of the vision. Where leaders bring new ideas and concepts, which come from external or internal to the organization; where the organization is able to provide services as promised accurately and reliably. The innovation created must be in accordance with customer expectations which means punctuality, the same service, for all customers without errors, sympathetic attitude, and with high accuracy.

With the commitment of all parties in providing easy, fast, simple, transparent and accountable licensing services, it will be a good estuary for investors and the general public in carrying out development activities, will have an impact on economic growth, create new jobs and increase community welfare. Sidoarjo Regency Government realizes that its potential besides the geographical conditions (strategic location) bordering the capital city of East Java Province, adequate infrastructure and infrastructure, it is necessary to provide ease and speed in providing licensing services. Based on data in Sidoarjo Regency, the industrial, trade and service sectors are very potential sectors that require investment licensing services. With this in mind, innovation in licensing services is a strategic policy that is continuously being developed so that it becomes an attraction for investors and the business world.

3. Supporting leadership

That is, this stage is an effort of a leader not only in giving orders and instructions to subordinates, but also skills in inspiring his subordinates to act innovatively. In this case, the sensitivity of the leader in understanding his subordinates is needed. Therefore, leaders should be empathetic, namely an ability to anticipate public problems that occur today and that may occur in the future, that's why innovation is created. To provide fast (responsive) and precise service to customers, creating an innovation that facilitates service to the community and overcomes various problems that may arise by delivering clear information. Letting customers wait without any clear reason causes a negative perception of service. In this case, DPMPTSP Sidoarjo Regency has established several ways in relation to the goal of one package licensing innovation policy to increase community satisfaction. Some of the efforts that have been made by DPMPTSP Sidoarjo Regency in relation to the implementation of excellent public service, namely through employee training or implementing personnel, and through the provision of complaint services

4. Installing is the implementation stage

Installing is the implementation stage. In this stage is the complexity of the strategy required to innovate and the consequences it receives. The implementation of this online licensing package service provides creativity and innovation in terms of:

- a. Reduction in processing time
 - Completion of package I licensing regularly takes 24 working days, while by package it takes 14 working days.
 - Package II regularly takes 21 working days, while package II takes 10 working days.
- b. Conducting a field review
 - Package I regularly: 3 (three) times, with the package model being implemented only 1 (one) time.
 - Package II regularly: 3 (three) times, with the package model being implemented only 1 (one) time.
- c. Reduction in the number of files required:
 - Package I regularly (in stages) requires a total of 40 requirements, while the package model only requires 16 requirements.
 - Package II regularly (in stages) requires a total of 25 requirements, while the package model only requires a total of 11 requirements.
- d. Reducing the queue of applicants because the requested permit can be proposed at once or can be done via the internet.
- e. Increase transparency of public services, because applicants can arrange their own permits without going through intermediaries (brokers) so as to prevent any contact / relationship with the applicant.
- f. Attendance rate of the applicant to the DPMPTSP office:
 - Package I regularly: 6 (six) attendances, with the package model being carried out only 1 (one) time.
 - Package II regularly: 3 (three) attendances, with the package model being carried out only 1 (one) time.

- g. Can optimize service performance with limited infrastructure (service space area, parking area, field review operational vehicles, competent apparatus resources for field review).
- h. Provision of online licensing package service facilities in the waiting room along with data entry staff who are ready to assist applicants. (<http://www.perijinan.sidoarjokab.go.id>)

5. Ensuring, namely activities that include monitoring and evaluation

Ensuring is an activity that includes monitoring and evaluation. This is done to ensure that the actions taken are timely and according to plan. If it is not in accordance with the plan, what alternative plans can be taken. In addition, this stage is also used to monitor whether the results are as expected so that if not, adjustments will be made. When viewed from the dimension of reliability, it can be seen that the online licensing package service at DPMPTSP Sidoarjo Regency has provided fast and precise services to the applicant. This is indicated by the standard time for completion of permits, namely 14 days for package I permit and 10 days for package II permit. The stipulated permit package completion standard will give confidence that through this online licensing package service the applicant gets fast licensing services when compared to performing regular services.

6. Recognizing is a form of appreciation for innovation

Recognizing, namely this stage includes all kinds of forms of appreciation for forms of innovation. This includes not only financial rewards but also trust, sincere thanks, and promotions. The achievements of DPMPTSP Sidoarjo Regency in the investment sector since 2010 are as follows:

- The One Stop Licensing Service Innovator Award was submitted by the Governor of East Java, April 8, 2010
- Winner of the East Java Province Investment Award and Best Winner in the Investment Promotion Category on October 15, 2010.
- Overall Winner, Best Winner I, Institutional Aspect Category, Best Winner I Category, Licensing Service Aspect Category
- At the Prov. Jatim 2011 dated 12 December 2011.
- Awarding of The Jawa Pos Institute of Pro Autonomy (JPIP) 2013 special category "Region In An Innovative Breakthrough on Education Service" by the Governor of East Java, with a focus on Online Licensing Package Services.
- General Champion in the field of institutions, investment promotion and licensing services for the Regency / City Government at the 2012 East Java Province Investment Award on December 26, 2012.
- Receipt of the First Level East Java Province Investment Award award because Sidoarjo Regency has won the General Champion 3 times in a row (2011, 2012 and 2013) by the Governor of East Java, as an investment-friendly regency and can attract the largest investors.
- Winner of the 2013 First Level Investment Award.
- Top 33 Public Service Innovations in 2014 Kemen. PAN and RB.

CONCLUSION

An innovative online licensing package program at DPMPTSP Sidoarjo Regency. Through several stages as follows:

- a. Envisioning is the process of equating views about the future to form innovation goals. Based on the research findings, it is known that the Envisioning indicator to form innovation in an effort to achieve the goal of implementing the one-package licensing service package innovation program at DPMPTSP Sidoarjo Regency is effective and efficient. This online package program policy is based on Regent Regulation Number 39 of 2011 concerning the Issuance of One Package Permits, the Public Service Standard Book of DPMPTSP Sidoarjo Regency.
- b. Submission of the vision to the public. Based on the findings, it is known that the indicators of activating or conveying the vision to the public in implementing one package licensing innovation by carrying out several stages, starting from the socialization stage, to finalizing the licensing package innovation, DPMPTSP held an external coordination meeting involving the Regional Secretariat of Sidoarjo Regency and the SKPD Technical Team. technical support includes Bappeda who is tasked with providing advice related to the designation of the land where the business is located according to the RTRW, the Public Works Service for Cipta Karya & Spatial Planning is in charge of providing advice regarding buildings according to the boundary line, plans or construction clarification for multi-storey buildings, then the Cooperative, Industry, Trade Office & ESDM is in charge of providing advice on whether to enter small or medium-sized industrial businesses etc., the Agriculture, Plantation & Animal Husbandry & Livestock Service provides advice regarding changes in the status of paddy fields, the Dinas PU Pengairan is in charge of providing advice related to land bordering with gan for channel or river boundaries, the Public Works Department of Bina Marga is in charge of providing advice regarding road boundaries, the Environmental Agency provides advice regarding the obligation to manage environmental documents and the Satpol PP of Sidoarjo Regency is in charge of providing advice regarding enforcement of Regional Regulations etc.
- c. Supporting from the leadership to be innovative.
Leaders must have the ability to anticipate public problems that occur today and that may occur in the future, that's why innovation is created. To provide fast (responsive) and precise service to customers, creating an innovation that facilitates service to the community and overcomes various problems that may arise by delivering clear information. Based on the research findings, it is known that organizational leaders motivate their subordinates and inspire their subordinates to act innovatively.

- d. Installing is the implementation stage. In this case what needs to be considered is the complexity of the strategy required to innovate and the consequences it receives. In the implementation of the online licensing package program, several problems arise in responding to environmental changes, the ability to convey public requests into a program, resource constraints, and coordinate various policies, guarantees and certainty which are one of the indicators of improving the quality of public services. The achievement of the expected results from the online licensing package program uses 2 indicators, namely the result indicator in increasing the number of licensing package users, and the results in improving the quality of service through an increase in the Community Satisfaction Index.
- e. Ensuring is an activity that includes monitoring and evaluation of online licensing package services issued by DPMPTSP Sidoarjo Regency is a service program issued to reduce problems in regular service. The existence of e-government technology which was created to reduce the problems that have been occurring in the regular licensing package service. It is hoped that with this online licensing package program, people will no longer have to bother to come to the DPMPTSP office and be in long queues, just by registering and one click, they can take care of permits from home plus the convenience of the packages offered.
- f. Recognizing. In this stage includes all forms of appreciation for forms of innovation. Several awards received by Sidoarjo Regency are in the best public service category as well as several awards received by DPMPTSP, both directly related to the online licensing package program and the best public services. Regarding rewards and promotions received by DPMPTSP as an appreciation for the innovations that have been made

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