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Public Innovation Service: Systematic Literature Review

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Abstract

Public service innovation is being carried out by the government in the education, health, personnel services and many other sectors. Public service innovation is carried out with the aim of improving the quality of public services with the main objective of meeting community expectations and building positive public trust. Plus in the industrial era 4.0 where information technology is growing. Changing the service manual to digital is a challenge for the government to achieve a better quality of public services. Therefore, various academic studies have been published to provide knowledge and an overview regarding innovations carried out by the government, both at the central and regional levels. The purpose of this study is to describe and describe the innovations that have been carried out by several regions in providing public services in the form of applications to the community. The theory used is Roger's innovation attribution theory in which there are 5 indicators namely relative advantage, compatibility, trialability, complexity, and observability. This research uses the Systematic Literature Review method. Using an understanding of previous research data sourced from journal references on the internet related to concepts and discussions that are the same as the topics raised. From the analysis of several previous studies it was concluded that in general public services using applications have met the indicators of Roger's attribution theory and provide convenience in service. Has the relative advantage of comprehensiveness, complexity, trialability, and visibility. There are agencies that lack the attributes of complexity and trialability but as a whole have provided convenience in public services.

Keywords: innovation, public service, systematic literature review.

1. Introduction

Public service innovation is being carried out by the government, both the central government and local governments. This is due to the directives from the President of the Republic of Indonesia contained in the 5 Presidential Work Priorities for 2019-2024 number 4 namely Bureaucratic Reform with 3 important points namely Speed of serving and giving permission, erasing linear, monotonous mindsets and being stuck in comfort zones and Adaptive, innovative and competitive. The Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia is spelled out in the 2015-2019 Ministry of Administrative and Bureaucratic Reform objectives in point 4 namely "The realization of good and quality public services, achieved among others by achieving the target of increasing the capacity of public service delivery and improving the quality of public services. Achievement of targets The increasing capacity of public service delivery is indicated by indicators of the increasing number of IPs whose innovations have received international recognition. While the target of increasing the quality of public services is measured by the national public service index value indicator. (www.menpan.go.id)

Law number 25 of 2009 concerning Public Services is one of the policies made to strengthen the importance of improving public services in Indonesia. Why is public

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service important? Public services are important because in terms of the quality of public services, the government has not been able to provide quality services in accordance with the challenges faced, namely the development of community needs which are increasingly advanced every year and also the challenges of increasingly fast global competition. The mandate in Law number 25 of 2009 concerning Public Services requires the government to meet the needs of every citizen in the form of providing excellent public services in order to meet the basic needs and civil rights of every citizen over public goods, public services and administrative services.

Policies regarding public services are made by the government with the aim of providing support so that the improvement of the quality of public services continues to be carried out. These policies include: Law Number 23 of 2014 concerning Regional Government, Government Regulation Number 38 of 2017 concerning Regional Innovation, Regulation of the Minister of Administrative and Bureaucratic Reform Number 91 of 2021 concerning Development of Public Service Innovations and Minister of Home Affairs Regulation Number 104 of 2018 concerning Assessment and Awarding and/or Regional Innovation incentives.

Law Number 23 of 2014 concerning Regional Government at point considers b "that the administration of regional government is directed at accelerating the realization of community welfare through improving services, empowerment and community participation, as well as increasing regional competitiveness by taking into account the principles of democracy, equity, justice, and the peculiarities of a region within the system of the Unitary State of the Republic of Indonesia" and in articles 386-390 that the administration of regional administration is directed at accelerating the realization of social welfare through improving services, empowerment, and community participation, as well as increasing regional competitiveness by taking into account the principles of democracy, equity, justice, and uniqueness of a region within the system of the Unitary State of the Republic of Indonesia;

This provides a springboard for regions to innovate on their own. Local governments are flocking to make applications that aim to make the quality of service more enjoyable for the community, faster, more efficient, effective, avoid KKN practices, not complicated and not selective in completing services.

The achievement of massive and evenly distributed bureaucratic reform in the field of public services is being carried out to improve the quality of services. For this reason, the Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia since 2013 has issued circular letter No. 15 of 2013 concerning Public Service Innovation Competitions. Regional Governments massively develop innovations to facilitate the implementation of tasks and functions in their respective regions.

Improving the quality of service is slowly increasing along with the awareness of the local government to implement innovation. Improving the quality of public services is the estuary/outcome of the implementation of bureaucratic reform in local governments. The community's expectations for quality public services continue to increase and develop dynamically in line with the rapid development of information technology.

Various efforts have been made by local governments to speed up services, simplify service processes and mechanisms and increase the capacity of human resource service

personnel. This has been felt by increasing the quality of public services in local governments from year to year and has received appreciation from the community, but not all of them have been able to meet all the needs and expectations of the community which continues to grow due to the influence of globalization and technological developments. Improving the quality of public services is an effort to improve the quality and innovation of public services on a regular basis according to the needs and expectations of the community. In addition, improving the quality of public services is carried out to build public trust in public service providers in the context of improving people's welfare by making public complaints a means to improve public services.

This journal is a journal that wants to describe public service innovations that have been carried out by the central and regional governments. Take a deeper look at the innovations that have been developed by the government in order to improve the quality of services for both the community and the state civil apparatus that use public service innovations themselves.

By using the theory of innovation characteristics from Roger where to see the application of these innovations, sooner or later to be adopted or accepted by service users or society in general. The theory of innovation characteristics according to Roger consists of 5 namely relative advantage, compatibility, complexity, triability, and observability.

The application of innovation in an area is not the same as other areas. The same innovation with the same goal can have different innovation characteristics. In this journal, we will look at what innovations are made in an area and how these innovations are implemented and the constraints and obstacles that exist when associated with Roger's innovation characteristics. The aim is to become a reference for readers regarding several public service innovations that the author has summarized and to understand the form of innovation and the application of the characteristics of innovation whether it can be captured or accepted quickly or slowly by the community and service users. What are the constraints and obstacles related to Roger's 5 innovation characteristics?

2. Literature Review

Public Service. According to Law Number 25 of 2009 defines public service as an activity or series of activities in the framework of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers. The essence of public service according to LAN (2000) is the fulfillment of services to the community as a manifestation of the government's obligations as a public servant (Meilina: 2017). Public service is the provision of services (serving) the needs of people or communities who have an interest in the organization in accordance with the main rules and procedures that have been determined. The definition of public service is the conclusion from several definitions of public service is a series of activities carried out by government institutions both at the central and regional levels, BUMN and BUMN in the form of goods, services, and/or administrative services with the aim of meeting the needs of people who have an interest in government institutions is in accordance with applicable laws and aims to achieve public satisfaction. The targets to be achieved through the public service quality improvement program are: Improving the quality of public services (faster, cheaper, safer, and more accessible) to the government. Increasing the number of service units that

obtain international service standards for the government. Increased public satisfaction index for the implementation of public services by each government.

Innovation according to Roger is an idea, practice or object that is considered new by individuals from one unit of adoption to another. Innovation is an idea, either in the form of new or newly discovered products or services. Based on Permen PANRB No. 91 of 2021 states that public service innovation, hereinafter referred to as innovation, is a breakthrough type of service in the form of original creative ideas/ideas and/or adaptations/modifications that provide direct or indirect benefits to the community. The definition of innovation summarized by Mulyadi Deddy et al (2016) from various sources is as follows: The process of thinking and implementing an idea that has elements of novelty and expediency, The answer to all problems in the organization, New inventions that are different from existing or previously known (ideas, methods, or tools), An idea, practice, or object that is perceived as new by another individual or unit of adoption.

Roger explained that there are 5 characteristics of innovation that can be used to see the implementation of an innovation, namely: relative advantage, compatibility, complexity, triability, observability. Relative advantage. An innovation must have a relative advantage/more value compared to previous innovations. There is always a novelty value inherent in innovation which is a characteristic that distinguishes it from the others. Relative advantage is the degree to which a new idea is considered better than previous ideas. Relative profit levels are often expressed in terms of economic profits. However, the relative advantage dimension can also be measured in other ways (Hanafi, 1987). Besides being able to be measured by economic gain, relative advantage can also be examined through the amount of savings, or safety, or its effect on the social position that will be accepted by the communicant as an adopter (Levis, 1995).

Compatibility. New innovations must have compatibility with previous innovations. Has the same values and benefits as previous innovations that have been understood by service users. Conformity is the degree to which an innovation is perceived as consistent with existing values, past experiences, and the needs of recipients (Rogers, 1983). An innovation can be compatible or incompatible (1) with sociocultural values and beliefs, (2) with previously introduced values, (3) with the recipient's needs for the innovation (Rogers, 1983).

Complexity is the degree to which a new innovation may be more difficult to accept/understand and use (Rogers, 1983). New innovations certainly have more advantages compared to previous innovations. With more advantages, it is not a problem for society to accept the complexity of these new innovations.

Triability is the level at which an innovation can be tried on a small scale (Rogers, 1983). Tried ideas are usually adopted more quickly than innovations that cannot be tried first. An innovation that can be tried will minimize the risk for the user. An innovation that is not easy to try can be caused by complex equipment and requires large costs or capital, takes a long time so it is difficult to adopt (Levis, 1995). So the innovation must be publicly tested first on service users.

Observability is the degree to which the results of an innovation can be seen by others. The results of certain innovations are easy to see and communicate to others, while some are not (Rogers, 1983). An innovation will be adopted more quickly when its effects or

results are easily or quickly seen or observed by recipients

Factors supporting innovation according to Everett M. Rogers (2015) are: There is a desire to change oneself, from not being able to become able and from not knowing to knowing; There is freedom of expression; The existence of knowledgeable and creative mentors; Availability of facilities and infrastructure; Harmonious environmental conditions, both in the family environment, association, and school. Governance innovation factors are difficult to implement in the public sector according to Borins and Drucker in the e-Journal of Public Policy and Management Vol.4, No.3 (2016) seen from 2 factors namely; Internal factors and External factors. Internal factors include: There is an attitude of skepticism and reluctance to change; Dependence on the central budget; The mission of the public sector is to ensure a fair allocation of resources, not to provide. External factors include: Derived from the community as users of public services. External factors that can hinder innovation in the public sector are caused by public doubts about program creativity. The application of an innovation or change must be able to adapt the characteristics of the community in that environment.

3. Research Method

The method used here is the Systematic Literature Review (SLR) method. This method is a literature review method in which we study a particular trending topic and understand the state-of-the-art of a topic. The SLR method is carried out to identify, evaluate and interpret all research results that are relevant to certain questions, certain topics, and phenomena that are of concern to researchers (Kitchenham, 2004). The steps involved in conducting a Systematic Literature Review (SLR) are: (1) (determine the research topics to be identified. Here the topic taken is related to public service innovation and whether the public is quick or slow in receiving information through these public service innovations based on Roger's Innovation Attribution Theory namely relative advantage, compatibility, trialability, complexity, complexity), and observability (ability to be observed). (2) search for literature (identification). Collecting literature according to the topic through both international journals and national journals. Gather as many as possible who have the same topic and theory. (3) selecting the appropriate literature results. After searching the literature and collecting the same topics and theories, the next step is to select the appropriate literature results. (4) analysis of the results of the literature from articles that pass, (5) make conclusions in research.

4. Findings and Discussions

In implementing innovation it is necessary to pay attention to whether the innovation meets the characteristics of the innovation itself. How the government in doing serious innovation and always make improvements. What is the main goal to improve existing services in government and how does the public respond in accepting these innovations. Based on the 6 journals described above, we can see the characteristics of innovation when analyzed from the implementation of E-services, Samdes, Tangerang Live, Digital Village, UP3SK services, and PERMATA services that have been carried out seriously by the government and received good responses from users. services or the community and the implementation of the service itself. Various efforts have been made to make it easy for the public to take part in every government service such as processing of population cards, land certificates, birth and death certificates, PBB payment services, Tangerang

Live services.

Each region has different complexity, suitability, possibility to try, relative advantage and observability. And the levels of society are also different. But overall, the innovations made are considered to have good relative advantages in terms of economy, convenience and speed. Innovations are designed to benefit the community and the government itself, making services faster, easier and more efficient in terms of time and procedures, which can be done at any time. Judging from the complexity, most of them experience complications. Moreover, the typology of our society is still unable to adapt to technology. Still used to the manual method. However, in some areas, frequent socialization for the community or training for employees who are directly involved with innovation will be less complicated and even more profitable. It's easier, faster, more practical and provides convenience for the user/community.

The suitability or compatibility of the innovations described above, almost all of them still use or use existing innovations. Except for the Digital Village innovation in the Naikoten II sub-district where it was the first innovation there. However, all products in the application are service products that previously existed and were converted into digital form. It can be concluded that the suitability of innovation is very good because it does not change the values, meanings, requirements that previously existed. So that people are no longer difficult to adapt to these innovations. Doing the same with different methods from manual to digital.

Observability of each innovation can be observed for the most part. Involving mass media such as TV, newspapers, radio and other media simultaneously will make innovation easy to observe and when observed will make people more concerned about engaging in government services.

It turns out that there are quite a lot of supporters and obstacles to innovation for the government in making innovations. As an example of an obstacle to digital village innovation there is an obstacle, namely a decrease in the level of employee discipline due to a decrease in workload due to the emergence of this innovation. On the one hand, innovation makes it easier for employees to perform services, but on the other hand, it actually reduces employee discipline. This needs to be anticipated and looked for solutions because basically innovation simplifies and speeds up the service process and has an impact on the amount of work time and decreased workload. How to address this by the government so that it does not become a new problem.

In addition, the obstacles that always occur for innovation are system errors, slow internet networks in some areas, dependence on the main server which is usually at the center, budgets for innovation continuity, employee rotation which has an impact on the budget for training for new employees, and what often happens is that there are still manual services even though they have used innovation.

The last inhibiting factor is sometimes still there. In the midst of technological developments to facilitate services, they still receive services manually. There needs to be a joint commitment to invite the public to better understand and support the government in efforts to improve the quality of public services. So that people will get used to technology and change.

Supporting factors for the innovation itself include infrastructure facilities which are mostly supported by the government, such as computers, printers, internet networks, servers, although sometimes there are errors, training for employees related to innovation, government policies through mayor regulations, support from the Ministry of State Administrative and Bureaucratic Reform through innovation competitions. at the regional and central levels, and many more.

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Table 1. Findings

No	Penulis	Judul Jurnal	Metode/Response	Karakteristi Inovasi	Faktor Pendukung/ Penghambat
1.	Riza Maharani Alfrida, Dr. Retno Sunu Astuti, M.Si	Characteristics of E-Service Innovation at the Semarang City Population and Civil Registry Service (Case Study of Birth and Death Certificate Services)	Descriptive research / Qualitative approach Purposive sampling: people who use e-services and employees at Disdukcapil Data Collection Techniques: Interviews, Field Observations and Documentation	Relative advantage: economic value where people do not need to pay for transportation to Disdukcapil but only from the computer. Satisfaction because the community does not need to go back and forth to the office to take care of the deed. Compatibility: The submission requirements are still the same as the old one, only the service is done online via a computer. Complexity: Disdukcapil itself experiences complications related to servers that like errors and are still dependent on the central server. Possibility to try: trials and errors have been carried out by Disdukcapil Semarang and public tests have also been carried out on sub-district heads, midwives, the hospital and Head of Government Semarang. Outreach to the public is carried out through mass media such as newspapers, radio, TV and websites. Observability: E-services are easy for the public to understand but do not necessarily make people able to use them because they are not used to using technology. Ease of understanding has no impact on improving the management of birth and death certificates by the community.	Support Factor: Desire/push to change (manual services become online) from Semarang City Disdukcapil and infrastructure (E-Service system, network, computer, internet, and printer) owned by Semarang City Disdukcapil. Obstacle Factor: People who do not understand technology, it is difficult to change people's mindsets and habits to use technology. Still prefer to do services manually / conventionally.
2.	Sehsa Cantika,	Analysis of Public Service	Descriptive Research with a	Relative Advantage: Land Office: Improving	Support Factor: existing

	Dewi Rostyaningsih, Titik Djumiarti	Innovation Implementation At the Semarang City Land Office (Permata Innovation Program) (Case Study of Independent Land Deed Services)	Qualitative Approach Respondents: Counter Manager, Land Office Staff, KKP Web Office admin, PJ Permata Program, PPAT Service Users in the Innovation Program. Data collection: Interviews, Field Observations and Documentation	performance and credibility. Reach of the Land Office is easier so that service users can register at their respective offices. PPATK fills in the data themselves so as to simplify the tasks of the Land Office and cut service procedures more quickly and effectively. Complexity: there are in the range of services, procedures for the use of infrastructure by the office but this can be overcome by conducting training Compatibility: The Sarpas for the PERMATA program are the same as the existing Sarpras in the Office. The requirements are still the same as before and the rates remain the same. The difference lies in the input of service user data which was previously done by the office. Possibility to try: has been tested on employees at the land office and server errors often occur, hindering the service process. Observability: the program is hard to read because it often experiences errors on the server. Training has been carried out but if the system error will make people slow to use.	infrastructure. Defense Office employees who have conducted training to be able to use the system. Also Training for PPATK (service users) The sense of security that is given to service users (PERMATA) because it frees customers from risks and doubts. Reach is faster and easier and can be done anywhere, both by Land office employees and service users. Obstacle Factor: Servers that always have errors and cause delays in service management.
3.	Hamdan, Akmal Ibrahim, Muh Tang Abdullah.	Service Unit Public Service Innovation Population Registration and Civil Registration Roving (Up3sk) in	Qualitative Research with a case study approach.	Relative Advantages: Relative advantages that need to be measured in every innovation, namely: economic benefits, convenience in use, work faster and work easier. Compatibility: Still following the previous	Support Factors: Complete infrastructure and ball pick-up procedures that make it easy for the community. The Implementing Unit has been

		Pinrang District		<p>service standards. However, the difference is that employees can directly print documents where the community serves, without having to go to the office first.</p> <p>Complexity. There is no meaningful fuss. The service unit implementer is able to handle problems related to the network for people who are far from urban areas.</p> <p>Possibility to try: it is very possible to try because officers from Canada as trainers always provide intensive training to employees.</p> <p>Observability: for the innovation community it is very helpful because it provides convenience/satisfaction in managing their environmental documents and there are no more fraudulent practices or additional costs. more benefits for society in remote areas greatly helped by this innovation</p>	<p>trained because training is always carried out for government employees who are involved in the service.</p> <p>No additional costs and easier and more effective reach.</p> <p>Providing even more convenience for those in remote rural areas.</p> <p>Obstacle Factor: There are no obstacles in the implementation of this UP3SK. All sides support .</p>
4.	Widi Setya Anjani Pipin Hanapiah Rudiana	Public Service Innovation by the Regional Revenue Agency of West Java Province through Village Entry Samsat Activities	<p>Qualitative Method Descriptive Approach</p> <p>Data Collection Techniques: Literature Study, Field Study</p>	<p>Relative Advantage:</p> <p>Advantages over Samdes service: Fast, easy and cheap service</p> <p>Appropriateness: still using procedures like manual procedures but officials come to the villages. Services are only carried out at one counter, not divided up to make it easier for the community.</p> <p>Complexity: only intended for strategic villages not for remote villages. Insufficient Human Resources. Depends on the internet network.</p>	<p>Support Factor: Easy reach. Located in strategic villages that have "Fat" Taxpayers. This makes it easy for people to take care of taxpayers close to where they live.</p> <p>Adequate infrastructure and Samsat officers who are friendly and</p>

				<p>Possibility to try: a public test has been carried out, but at the start of the launch, only about 20 people attended. But now it has been tried by the community.</p> <p>Observability: satisfying and easily accepted by society.</p>	<p>easy to explain service procedures.</p> <p>Obstacle Factor: The internet network is sometimes bad. There hasn't been much outreach to the community regarding this SAMDES so that many people don't know about it. Only in strategic villages, not remote villages.</p>
5.	Wahyu Hidayat	Analysis of Tangerang Live Application-Based Public Service Innovation in Tangerang City	<p>Qualitative Research with a descriptive approach</p> <p>Data Collection Techniques: Observation, Interview, Documentation.</p> <p>Purposive Sampling: 3 Diskominfo employees who hold the application, Kasi, Head of UPT and 1 operator and 7 application users.</p>	<p>Relative Advantage</p> <p>The advantage for the Government is being able to understand the needs and aspirations of the community because the implementation of the Tangerang Live Application public service is based on the real needs and aspirations of the community. Whereas for the community: Providing guarantees that public services become more responsive, meaning that the implementation of public services is based on the real needs of the service user community so that there is a match between the services provided and the needs of society</p> <p>Complexity: in implementing the Tangerang Live Application the complexity that is owned is not important because the procedure for its use has of course been socialized through print, electronic and</p>	<p>Support Factor: Facilities and infrastructure that are always being improved from version 3.0.0 to 3.7.0 The PANRB Ministry encourages agencies to innovate with the aim of improving community services. Tangerng government support with Mayor Regulation Number 3 of 2016.</p> <p>Obstacle Factor: Lack of Outreach to the community.</p>

				<p>face-to-face media.</p> <p>Compatibility:</p> <p>The Tangerang Live application is compatible with the previous application. The previous application was not immediately discarded but became part of the Tangerang Live Application. The Tangerang Live application also has compatibility with the required facilities and infrastructure, namely, technological devices such as; server, internet network and control room or known as command center.</p> <p>Possibility to try: has been tested for approximately 3 months and is always being improved from version 3.0.0 to 3.7.0 to suit the needs of the community.</p> <p>Observability:</p> <p>After the government has made efforts to socialize the procedures and how to use the Tangerang Live Application Service innovation, the public can observe the convenience and advantages of the Tangerang Live Application service.</p>	<p>Human Resources. Not all people understand how to use Tangerang Live.</p> <p>Not yet accessible by IOS smartphones.</p>
6.	Gerry Indra Satria Banabera	Analysis of Digital Village Governance Innovations in Progress Public Services in East Nusa Tenggara	Qualitative Research with a descriptive approach Technique Respondents: Community and Kelurahan Naikoten II employees	<p>Relative Advantage</p> <p>Facilitate the government in providing services to the public and make the public aware of the importance of managing population data and PBB payments</p> <p>Increase the creativity of the kelurahan and make the kelurahan proud because it can provide unlimited services during office hours.</p>	<p>Support Factor:</p> <p>Utilization of existing facilities and infrastructure as well as information and communication technology in providing services.</p> <p>Increasing</p>

				<p>Compatibility:</p> <p>The first innovation so that there is no compatibility with previous innovations. However, the products in it are already existing products from 2011</p> <p>This innovation is also able to adapt to the conditions and needs of the people of Naikoten II Village,</p> <p>Complexity:</p> <p>Has complications both for the village and the community. However, this is considered low in terms of community support and involvement in digital village innovation.</p> <p>Possibility to try:</p> <p>Received a positive response when the public test was carried out. It has been carried out by other sub-districts in Kupang so that the level of possibility of being tried is the same as other sub-districts in Kupang.</p> <p>Observability:</p> <p>Increase the effectiveness of services provided by the government with fast and easy procedures. Overall satisfaction is felt by the community which is indicated by the conveniences that are felt in accordance with the initial objectives of developing this innovation.</p> <p>Because it is easy to observe, it has an impact on reducing government performance, such as saving time, costs and more efficient</p>	<p>efficiency and effectiveness in providing services to the community.</p> <p>Triggering public awareness for managing personal data and paying off land and building tax payers.</p> <p>There is full support from the community with the implementation of this innovation.</p> <p>Issuance of a Mayor Regulation which is the legal basis/normative reference for the implementation of this innovation.</p> <p>There is a third party that cooperates in funding the development</p> <p>Obstacle Factor:</p> <p>Reliance on 1 (one) staff/computer operator to access and operate the server computer.</p> <p>Most often there is network damage and server failure which disrupts service activities.</p>
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					<p>There is still a lack of adjustment by some people so that they are still served manually.</p> <p>There is no special budget from the Regional Government to fund the implementation of this innovation.</p> <p>There is frequent rotation or mutation of employees which will affect the service process in the Naikoten II sub-district.</p> <p>The reduced level of employee discipline due to reduced workload due to this innovation.</p>
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5. Conclusion

It can be concluded that the government needs to continue to develop existing innovations. Making innovations that are integrated, not making many innovations but not integrated. Continuing to continue to develop existing innovations to be better and more perfect because this will reduce the budget spent. Providing continuous training or training for government employees and continuing to promote innovation so that they become part of our own society. One Agency One Innovation. One agency one innovation. the government is encouraged to become an agent of innovation in each place so that the ultimate goal of public services is to meet the needs of the community through improving the quality of services can be achieved and public reform as expected by the President can be realized quickly. Greetings Innovation.

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