
RESEARCH ARTICLE

Public Service Innovation in the Era of the Covid-19 Pandemi in Tangerang District, Banten

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ABSTRACT

The government has a big responsibility for the best and quality services in all public service sectors to the community. However, during COVID-19, the government imposed strict health protocols that affected the quality of service. This condition requires the Tangerang Regency Government to innovate digital-based public services or information and communication technology. The theory of innovation in research uses the theory developed by Rogers, Everett M in his book Diffusion of Innovations, which looks at innovation from the dimensions of Relative Advantages, Compatibility, Complexity, Trialability and Observability. The research design used is qualitative with a narrative or descriptive study approach. Data collection techniques used triangulation techniques by means of observation, interviews and document review. Meanwhile, data analysis used techniques developed by Miles and Huberman, namely data reduction, data display, and conclusion drawing/verification. The results of the study show that during COVID-19, the Tangerang Regency Government has developed e-government-based public service innovations, including; the Population Administration Service Information System application (SIPENDUK), the Integrated Licensing Service Information System application (SIPINTER), the Integrated Online PBB Print Information System application (siCEPOT) and the Online Medical Check-Up Booking Information System application (Si BOMCU). Public service innovation development strategies that need to be used are; compiling and establishing a blueprint for an integrated e-government application system and creating an ideal institutional model in e-government management.

KEYWORDS

Public Services in the COVID-19 era, Innovation Strategy, Information Technology Adaptation

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1. Introduction

The government has a big responsibility to provide the best service to the community in all service sectors, both in the field of health services, tax services, population administration services, licensing services and other services. Service to the community is one of the government's main functions that must be carried out in addition to regulatory functions, development functions and empowerment functions. To maintain and increase public trust in government services, the government and regional governments must continuously improve the quality of services under any circumstances, including during the coronavirus disease 2019 (COVID-19) pandemic, which has had a significant impact on all aspects of people's lives, starting from economic, social, to everyday life, including public services.

The various steps that have been taken by the Central Government and Regional Governments in dealing with the COVID-19 pandemic include improving public services, especially in the health sector, including increasing the readiness of hospitals, providing halfway houses for patients and equipment according to international standards, including increasing the budget specifically allocated for all efforts to prevent and deal with COVID-19. In addition to these efforts, the Government and Regional

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Governments have also issued various policies, ranging from limiting social relations (social distancing), appealing to work from home for most State Civil Apparatuses (ASN) and private employees, limiting the number of congregations participate in worship activities.

The COVID-19 pandemic has prompted the Government and Regional Governments to develop public services that are able to respond to changing demands, one of which is by developing digital-based services or information and communication technology (e-Government) so that services are more efficient, fast, and easy to reach and elements of irregularities can be avoided. Implementation of e-Government in the implementation of government governance and public services requires the use of information technology and reliable human resources to manage it. Government services that are bureaucratic and seem rigid can be eliminated through the use of e-Government which is oriented towards people's satisfaction because it is more flexible and can be accessed 24 hours, whenever and from wherever the user is without going through face-to-face. As for what the Tangerang Regency Government has done to improve public services in the era of the COVID-19 pandemic, namely: First, providing clear information about service standards through social media (online) and websites. Second, improve the online service delivery system. Third, an adaptation of facilities, infrastructure and service facilities. Fourth, improve the competence of service implementers. This was carried out by the Regional Government as an adaptation effort to maintain and improve services to the community in the era of the COVID-19 pandemic.

Even though these various efforts have been made by the Tangerang Regency Government to provide services to the community, it cannot be denied that the COVID-19 pandemic has had a major impact on public services where there are still various obstacles, especially in service quality. Public dissatisfaction with public services still appears on the surface and is considered not fully in accordance with the ideal government service principles. To deal with public complaints about public services during the COVID-19 pandemic and to realize efficient, effective, fair, transparent and accountable public services, the Regional Government must carry out the service function in a professional, aspirational.

To measure that public services are running well in a country, you can measure it from the index innovation (innovation index), government effectiveness index (government effectiveness) and ease of doing business index (ease of doing business). Based on the 2020 Global Innovation Index (GGI) data, Indonesia's level of innovation is ranked 85th out of 131 economies in the world; this position has not changed since 2018. Then, judging from data from The Worldwide Governance Indicators Reports, the average value of the Indonesian Government Effectiveness Index in 2018, with an index value of 59.1 percent (ranked 59th), is still lagging behind other ASEAN countries, such as Singapore, Malaysia and Thailand. Furthermore, judging from the ease of doing business rating in the 2019 Doing Business report released by the World Bank (World Bank), Indonesia won an index of 67.96, ranking 73 out of 190 countries. The low innovation index, government effectiveness index and Indonesia's ease of doing business index indicate that public services in Indonesia are not very good, which in turn will have an impact on Indonesia's level of competitiveness and, in turn, an impact on public services.

The problems stated above do not cover all the problems faced in the implementation of e-Government; there are still other problems that each OPD may differ from other OPDs. This problem occurs because there are no clear rules regarding the implementation of e-Government in Tangerang Regency, so each OPD does not have guidelines that can be used as a reference. Of course, these problems require a comprehensive solution. This is where the role of the Tangerang Regency Government as the owner of the policy from a regulatory perspective is to provide a concrete central role. For this reason, in addition to the need for policies that regulate information systems and services based on information and communication technology within the Tangerang Regency Government, It is also necessary to innovate public services in all public service sectors so that during the COVID-19 pandemic, it continues to run well. Based on the description above and driven by a desire to find out more about public service innovation in the era of the COVID-19 pandemic, it is deemed important to conduct research on Public Service Innovation in the Era of the COVID-19 Pandemic in Tangerang Regency, Banten Province.

2. Literature Review

According to Muchlis Hamdi in Labolo (2014: ix), the government is a complex and developing phenomenon as old as this world. It becomes meaningful when it is able to give the widest possible meaning for the benefit of many people. With this understanding, the involvement of the entire community as beneficiaries in all government processes is expected to be able to create prosperity that can be enjoyed by everyone. In general, the government is the party in charge of exercising state power as stipulated in the laws and regulations. The objects and subjects of the organization carrying out these tasks include the executive, legislative, judicial and other institutions as regulated in laws and regulations. While the definition of government in a narrow sense is all activities and functions.

With regard to the main functions and tasks of government, according to Rasyid in Labolo et al. (2014: 34) that in today's modern government, government functions are divided into four parts, namely public service, development, and empowerment and

regulation. The implementation of the regulatory function, which is commonly known as the regulatory function in all its forms, is intended as an effort to create the right conditions so that they become conducive for various activities to take place, including the creation of good social order in various people's lives. The main functions and tasks of the Government are to provide services to the community and carry out development, empowerment and regulation in order to create.

As previously described, one of the main functions that must be carried out by the Government is the service function. Public service activities provided by the Regional Government through Regional Apparatus Organizations (OPD) and Regional Owned Enterprises (BUMD) concern the needs of the community in the form of public goods services, public services and administrative services. Public services or public services can be interpreted as all forms of services, both in the form of public goods and public services, which in principle are the responsibility of and carried out by Central Government agencies, in the regions and within the State Owned Enterprises or Regional Owned Enterprises, in efforts to meet the needs of the community as well as in the context of implementing statutory provisions. Meanwhile, according to Sinambela (2016: 6), the purpose of public service is to satisfy the community. Services in the business sector are profit-oriented, while services in the public sector aim to meet the needs of society. Therefore, public services aim to empower the community, not to deceive or burden them, so as to increase trust in the Government. Public service is the process of fulfilling the wants and needs of the community by administering the state with the aim of improving people's welfare. The government (bureaucrats) as public service providers need to maintain service quality by establishing service quality criteria and service standards and upholding the principles and principles of sustainable public service.

Changes are so fast that they almost occur in every sector of people's lives, encouraging the Regional Government to continuously innovate in public services. This is important because the conditions, demands and expectations of the community are increasingly developing, so it must also be followed by ways of government services which must also develop. Etymologically, innovation comes from the word innovation, from the word to innovate, which means renewal, change (in a) new way. Innovation can be interpreted as an invention, but the meaning is different from the invention in the sense of discovery and invention. Innovation resulting from discovery has the meaning of discovering something that existed before but was not known to anyone. Meanwhile, inventions are inventions that are truly new as a result of human creations. Government Innovation is actually a process of thinking and implementing these thoughts so as to produce new things in the form of products, services, new ways and policies in Government that can solve various problems in society as the duties and functions of Government. In other words, Regional Government innovation is an effort to introduce something new, either in the form of ideas, new methods or new approaches, as well as efforts to find creative solutions in order to improve Government performance.

Public service innovation is needed in order to improve and even increase the effectiveness and efficiency of public service delivery through improving systems, methods and technology that can speed up the service process, cut bureaucracy, reduce costs and facilitate access to services. The public service innovation attributes used are Rogers' innovation attributes which include relative advantage, compatibility, complexity, trialability and observability. The selection of Rogers' attributes is considered to have advantages compared to other theories; namely, Rogers' innovation attributes can help explain people's intentions to adopt digital-based public service innovations or information and communication technology. Regional innovation is an agent of development. Meanwhile, Regional Government innovation is an effort to introduce something new, either in the form of ideas, new methods or new approaches, as well as efforts to find creative solutions in order to improve Government performance. Regional Governments must continuously innovate, especially in public services, especially in the era of the COVID-19 pandemic, which demands that all parties, both public service providers and the people served, maintain health protocols without neglecting the quality of service. Therefore, every public service provider needs to develop an innovation.

Electronic Government or E-Governmentor, commonly known as e-gov, is an effort to develop electronic-based government administration or an arrangement of management systems and work processes within the Government by optimizing the use of information and communication technology. The term e-government refers to the use of information technology by government organizations to make them more effective and transparent. With e-government, it is expected that service to the community can be better, the internal effectiveness of government organizations will increase and access to the community. Implementation of e-Government takes place in 3 (three) schemes, namely G2C (Government to Citizen), G2B (Government to Business), and G2G (Government to Government). But now G2E (Government to Employee) has also been accepted as the fourth type in implementing e-Government. Alshehri and Drew argue that G2E is a form of relationship between Government Institutions and their employees, whose purpose is to provide services to Government employees electronically.

Types of E-government Relations consist of 4 (four), namely; Government to Citizen (G2C) is a type of government-community relationship, with the aim of being able to improve the interaction between the government and the community and to facilitate the public in finding various information about government, while Government to Business (G2B) is a type of government-business relationship, which aims to provide ease of doing business for the community from the business community. Temporary *Government to Government*(G2G) covers all activities between Governments, both between units in one Government agency and

between Governments. Whereas *Government to Employment (G2E)* is a type of government relationship to serve more specifically to employees or employees, with the aim of providing service and convenience to employees and employees.

Cahyadi (2003) outlines the success factors of e-government as follows: 1). Extensive support from both top managers/top officials (policy makers) and managers/officials at the operational level; 2). Willingness to change the way/method of working together, sharing and managing data and services from Government Institutions. 3). Ability to improve work culture, skills and regulations concerning government administration and financing in each government agency in order to support the implementation of e-government. 4). Start implementation on a small scale and develop according to community demand, adoption rate and acceptability rate. 5). Creating justice in access to information and services. 6). Building information technology facilities and supporting regulations in order to guarantee the security and confidentiality of data for every member of the public. 7). There is an adequate level of expertise and information technology infrastructure.

Strategy is a comprehensive plan or comprehensive plan as well as actions or activities carried out by the organization to achieve a predetermined goal. The strategy of increasing public service innovation is one of the bureaucratic reform agendas, which starts from the bad reality of factual conditions. The quality of service is largely determined by the quality of attitudes and government apparatus that are not commendable, corrupt, and irresponsible. The use of digital-based public service innovations or information and communication technology in government administration services is essentially in accordance with regulations. This section will explain the laws and regulations that encourage and support the implementation of e-government based services.

3. Methodology

By using a qualitative research design with a descriptive approach, it is hoped that this research can obtain an in-depth picture of public service innovation in the era of the COVID-19 pandemic in Tangerang Regency and can answer the problems formulated at the beginning of this research and draw conclusions and provide recommendations for improvements in future. The data needed in this study consists of primary data and secondary data. Primary data and secondary data were obtained from interviews with the public, implementers and policymakers, both in the form of documentation and records related to public services. The main informants in this study are the public as users of the Public Service Information System application. Selection of informants from elements of society using accidental sampling. In this study, researchers used data collection techniques with triangulation techniques by means of observation, interviews, and document review. The instrument in this study was the researcher himself, where the researcher was directly at the research location to conduct interviews and collect secondary data using interview guides. Data analysis in this study consisted of 3 (three) simultaneous activity flows, namely data reduction, display or presentation of data and writing conclusions.

4. Results and Discussion

This section is a comparative or descriptive analysis of the study based on the study results, previous literature, etc. This study uses indicators from Rogers which define public service innovation through attributes in innovation, including; relative advantage, suitability, complexity, trialability and observability. With these attributes, innovation is a new way that is believed to be able to replace the old way in the process and results. Thus, innovation tries to continuously replace and develop old ways (methods), even old principles that are no longer relevant, including models and procedures that have been considered obsolete.

1. Population Administration Service Information System Application (SIPENDUK): Population Administration Service Information System Application Innovation (SIPENDUK) carried out by the Tangerang Regency Government through the Tangerang Regency Population, and Civil Registration Service is one of the Tangerang Regency Government's strategic efforts in providing services to the community as citizens whose services must be prioritized even in the COVID-19 pandemic situation, the Tangerang Regency Government is obliged to meet the needs and the community's desire to obtain the right to population administration services.
2. Application of the Integrated Licensing Service Information System (SIPINTER): Innovation of the Integrated Licensing Service Information System Application (SIPINTER) application carried out by the Tangerang Regency Government through the Head of the Tangerang Regency One-Stop Investment and Integrated Services Service (DPMPSTP) is a form of local government responsibility in providing superior service in the field of permits to the people of Tangerang Regency even though in the COVID-19 pandemic situation there are all face-to-face service restrictions.
3. Integrated Online PBB Print Information System Application (siCEPOT): an innovation of the Tangerang Regency Government's Integrated Online Printable Information System (siCEPOT) through the Tangerang Regency Regional Revenue Agency has provided quality assurance of service during the COVID-19 pandemic, this is proof of the government's commitment and responsibility region in providing excellent service in the field of taxation to the people of Tangerang Regency.
4. Application of the Online Medical Check-Up Booking Information System (Si BOMCU): The innovation of the Online Medical Check-Up Booking Information System (SI BOMCU) at Balaraja Hospital has provided quality assurance of service during the

COVID-19 pandemic; this is proof of the commitment and responsibility of the local government in providing superior services in the field of health services.

Based on the results of the study shows that there are several supporting factors for the development of public service innovations in the era of the COVID-19 pandemic in Tangerang Regency, including 1). Strong leadership, 2). Policy Changes, 3). Availability of Infrastructure, 4). Availability of Human Resources. Meanwhile, based on observations, interview results, and data obtained, several factors inhibiting public service innovation as described below: 1). Budget Limitations, 2). The database has not been integrated, 3). Server and application security is not maximized, 4). Social Influence.

Public Service Innovation Development Strategy in the COVID-19 Pandemic era in Tangerang Regency; Based on the analysis of current conditions and future conditions (gap analysis) as described above, it can be concluded that several strategic points for the development of public service innovation in Tangerang Regency are as follows: 1). It is necessary to prepare and determine the e-Government Application System Blueprint to serve as a guide for the Tangerang Regency Government in developing e-Government. 2). The development of e-government-based public service innovations must be integrated; 3). The Tangerang Regency Government needs to create an ideal institutional model for managing the implementation of e-government within the Tangerang Regency Government by using a combination of centralized and decentralized models. 4). Recruit and develop human resources (HR) who have the ability to use information technology to support their duties and work obligations. 5). The Tangerang District Government needs to continue to develop reliable public services based on e-government. 6). Continue to develop infrastructure.

5. Conclusion

E-government-based public service innovations used during the COVID-19 pandemic in Tangerang Regency, among others; application of the Population Administration Service Information System (SIPENDUK) used by the Tangerang Regency Population and Civil Registry Office, application of the Integrated Licensing Service Information System (SIPINTER) used by the Tangerang Regency One-Stop Investment and Integrated Services Service (DPMPTSP), Print Information System application The Integrated Online PBB (siCEPOT) used by the Tangerang Regency Regional Revenue Agency (BAPENDA) and the Online Medical Check-Up Booking Information System (Si BOMCU) application used by Balaraja Hospital in Tangerang Regency are the right solution in providing quality, fast public services, inexpensive, transparent and accessible 24 hours.

Factors supporting public service innovation in the COVID-19 pandemic era include; (1) strong leadership, leaders who have leadership, good insight into e-government and paradigms for changing ways of working, behavior and habits from conventional-based services. (2) policy changes. (3) availability of infrastructure. (4) availability of human resources (HR). Factors inhibiting public service innovation in the era of the COVID-19 pandemic, among others; (1) budget constraints. (2) the database has not been integrated. (3) server and application security is not maximized. (4) social influence.

The strategy for developing public service innovations in the era of the COVID-19 pandemic in Tangerang Regency is: (1). It is necessary to prepare and establish an e-Government Application System Blueprint to serve as a guide for the Tangerang Regency Government in developing e-Government. (2). The development of e-government-based public service innovations must be integrated. (3). The Tangerang Regency Government needs to create an ideal institutional model for managing the implementation of e-government within the Tangerang Regency Government. (4). Recruit and develop human resources (HR) who have the ability to use information technology to support their duties and work obligations. (5). The Tangerang Regency Government needs to continue to develop reliable public services based on e-government. (6). Continue to develop infrastructure.

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