

Reward For Public: A Public Service Engineering

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Abstract—*The performance of the bureaucracy, in term of public services, is ultimately highly dependent on public participation. Bureaucratic targets for the number of people recording KTPs, managing the birth certificates or deaths, licensing, complying the compulsory education policy, vaccinations and medical tests, or participating in farmer groups / fishermen, will be accomplished if the community is actively involved in dealing with bureaucracy. Although all these bureaucratic affairs are mandatory things that need to be completed by the public, but on the other hand the public believes that they still have the option to whether obey or disobey. Therefore, the public commitments become very important to support the performance of government (public service), and to this issue, government should give more attention on how to stimulate and appreciate the public concern.*

This paper offers a new concept in designing the public services improvement through the provision of rewards to the public. Reward to the public who completed his public liability is a relevant innovation in public services to be applied. This provision of rewards to the public has relatively absent in public services, while it is important to increase public participation and satisfaction on the one hand and to changes the mind-set and behavior of government apparatus on the other. Rewards to the public can be given, adjusting the capability of the government, ranging from minimal cost such as applauded by all employees, appreciation certificates, letters of gratitude from local leaders to other types of rewards given after the community completed the public service.

Keywords—*Rewards for Public, Appreciation, Public Service Innovation*

I. INTRODUCTION

The bureaucracy's understanding that the public should be well served now is starting to increase slowly. Public confidence in the new face of responsive bureaucracy is also beginning to be seen. Improved bureaucratic performance also slowly already take into account the achievement of employee performance with evidence-based work, as well as providing facilities and additional income to provide satisfaction of apparatus at work.

However, this has not been accompanied by efforts to give rewards or appreciation to the public who make an arrangement with the public services or bureaucracy. One thing that our bureaucracy still does not realize deeply is to recognize that their performance is heavily depends on the contribution, participation, and activeness of the community to willingly (if we set aside that it is basic necessity) to dealing with bureaucracy. In fact, very few people in government ever use the word customer [1].

Reference [1] found that government agencies get most of their funds from legislatures, and elected officials, consequently their customers are captive (forced customers). Government managers assume that their customers are executive and legislative-because they are funded. So, while the business is serious about pleasing customers, government agencies are desperate to please interest groups [1].

Customers who feel the low speed of services show the behavior to skip or leave affairs with the organization. These behaviors include complaining, which is viewed by many researchers as a combination of negative responses that stem from dissatisfaction and predict or accompany defection (Riehins in 1983; Scaglione in 1988; cited by [2])

The performance of sub-districts related to people who have ID cards (KTP) will not be optimal if the community does not come to recording and handling KTP, even though this ID is a fundamental requirement that every citizen must have. In other instances, the performance of licensing affairs (business permit or IMB) will also not increase if the community is reluctant to make arrangements (excluding the consequences to be received), or for example, the performance of the education service related to illiteracy or school participation will not be optimal if the community are reluctant to send their children to school, or, for example, the health department's performance regarding the use of vaccines, free medication, family planning, etc. will also not be optimal for community contributions or participation to be involved. Each government performance figure is a direct contribution from the public. The government is no longer allowed to say that the people themselves will lose if they are unwilling to deal with public service providers. However, the bureaucracy or the government will lose if the community does not want to deal with the public service providers. The essence of bureaucracy as a public servant is no longer merely understood to serve the public who comes to public service providers, but is substantially understood as appreciating and acknowledging the public's willingness to deal with bureaucracy.

The essence that the authors wants to convey that the bureaucracy or government apparatus should not be lulled by the conception of the public need public service, but modified the understanding that the bureaucracy or government needs the community, our performance (bureaucracy) depends on the participation/ contribution of the community. If this is fundamentally understood and transmitted to the entire apparatus (ASN) optimally, then by itself every ASN will immediately assess every community that comes to manage in public service provider institutions is a very valuable treasure. As [1] mention, customers are the

most important people for an organization, because they (public) have taken the time, energy and materials to deal with the bureaucracy, the effort to reward or appreciate them becomes important to do.

Providing non-financial awards in the form of praise and recognition is an engineering technique in improving customer satisfaction on public services received and is an important breakthrough that needs to be implemented in real terms. Giving recognition to the public will also promptly encourage a change in the style of public services to be more appreciate to public service users. The mind-set and innovation of the public servant apparatus will continue to evolve to present better non-material awards in a sustainable manner.

Giving rewards or appreciation to the public who make the affairs with public services certainly can not stand alone, but is the completeness of excellent public services. The completeness of public service facilities and infrastructure, superior service providers and understand of excellent service, as well as a well-functioning internalized service culture will be perfect if combined with an appreciation effort to the public.

II. RESEARCH METHOD

This paper is the result of in-depth descriptive analysis of efforts to optimize the quality of public services that have been implemented. The collection of materials, data, information relating to this paper is collected from the author's experience during research related to public services in Kalimantan, and through observation (either directly or indirectly) on the way public service providers provide services to public users. Completeness of data and other information also derived from the results of literature study (desk research) sourced from various research results in the National Institute of Public Administration (LAN), books, various journals, proceedings, and other sources that support the writing of this article.

The focus of this article is to present the concept of giving awards or appreciation to the public doing the management of public services. Giving appreciation by service officers to the public is an important breakthrough in providing more excellent public services to the community of service users. Preparation of the model is built from the author's analysis as well as various existing concepts or theories in combination with the results of previous research.

It is generally known that appreciation is one of the important elements in an organization's management control system [3]. Awards also tend to be given to employees within an organization in order to motivate and prosper them. However, in this paper the intended rewards are those designated for parties outside the organization or who become stakeholders of public service organizations. The non-financial rewards in the paper are limited to the provision of public service support facilities and the most important is the appreciation, recognition, and praise.

III. CONCEPTUAL FRAMEWORK

Various public service innovation efforts are made, to improve the quality of public services from time to time. Service automation models, simplification of licensing arrangements, variations of service models, to integrating services have been widely developed as a form of public sector innovation [4]. Nevertheless, efforts to improve public services conducted by the government are still not perfect yet. The low level of accountability and transparency in the delivery of public services is one of the factors considered to be bad [5]. Furthermore, [6] indicates that although innovation has been developed but its nature is still partial, as it is usually not connected to the road map and the organization's long-term vision. However, the innovation of public service must be developed, because substantively proven can be the solution of existing problems for society [7].

Innovation of public service is divided into two parts, namely internal innovation that occurs within the internal scope of a public sector organization. While other is external innovation, which is innovation conducted by organization and directly related to society or other stakeholders in public service [8]. Actually, the various innovations made in the public sector are to improve the performance of public service bureaucracy. In accordance with the improvement of performance, then the image of government in front of society will increase. If the public service is innovative and better then the community will be satisfied, and the satisfaction will build public trust on the government as a public service provider [9]. The success of public service innovation requires public participation in it. Public participation encourages the community to be actively involved mentally and emotionally to the government as a public service providers, and contribute to the achievement of organizational goals as well as to share responsibility for the achievement of the goals [10].

To build a close relationship with the community as the recipient of the service, it is very important for the government as the public service provider to make an innovation strategy to increase community satisfaction, loyalty, and encourage more participation. Reference [1] even mentions that a democratic government is born to serve its citizens, and that's why the government's job is to find ways to please its citizens. One way is to create a reward / reward program [11]. In general, it is evident that rewards can stimulate the community as the recipient of the service, because they feel paid attention to its contribution to the service delivery process [12].

A. Rewards for public as an innovation in public service

Based on the definition of cambridge dictionary, awards or appreciation is defined as the act of recognizing or understanding that something is valuable or important; or the act of recognizing someone's worth as a person or showing that you are grateful for something that person has done. Ikäheimo and Laitinen in 2011 also Brink and Owen in 2007 explain that recognition is used synonymously with acknowledgement when it refers to an action where we acknowledge something as valuable (cited by [13]).

According to [14], rewards are categorized into two groups financial and non-financial rewards. The financial

rewards are also called extrinsic rewards and non-financial rewards are called intrinsic rewards. The financial rewards include pay, bonuses, allowances, insurance, incentives, promotions and job security, whereas the non-financial rewards include appreciation, meeting the new challenges, caring attitude from employer, appreciation and recognition motivates the employee.

Most of the organizations have gained the immense progress by fully complying with their business strategy through a well balance reward and recognition programs for employee [15]. Deeprose in his research 1994 argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. Intrinsic rewards are intangible rewards or psychological rewards like appreciation, positive and caring attitude, and recognition plays a vital role in motivating employee and increasing his performance [15]. commitment of employees is based on rewards or recognition.

Reference [16] describes that recognition provides one mechanism for elevating the visibility of desired behaviors and creating favorable social consequences for the recipient. Honneth (cited by [17]) articulated the quintessential dimensions of recognition in social life. Formatively, they fell under three headings, namely recognition of the subject's: (a) need for love and care (b) rights as a human being and (c) strengths or contribution to a community.

Recognition is a strategy that is frequently used by charitable and nonprofit organizations. We define recognition as a public expression of appreciation given by a group to individuals who undertake desired behaviors. Although recognition can include elements that have economic value such as cash awards or prizes, these aspects are neither necessary nor sufficient. Indeed, recognition symbols such as plaques, certificates, and trophies have no commercial value once they have been personalized to include the recipient's name, organization, and charity event (unless, perhaps, the recipient is famous). At the same time, personalizing a recognition object increases its symbolic value to the recipient because it incorporates meanings that were absent in the original commodity (e.g., an "off-the-shelf" trophy or plaque). Recognition is therefore distinct from commissions, bonuses, or incentives that are effective because of their monetary value. The rewards created by the act are primarily personal (e.g., feelings of satisfaction and competence) [16].

Many experts have defined rewards, most of which are related to organizational rewards to employees. However, in the context of innovation, rewards can be given to society as an important part of public services. In general reward is defined as an appreciation of material or action/ speech for the contribution given, or success that has been achieved by someone [18]. Reference [19] gives opinion on rewards is a positive form of benefit, so it is not always manifested in material form. So, rewards can also be in the form of praise, appreciation, or other positive things. Mahsun in his research in 2006 divides the rewards into two types: 1) social reward, a compliment and self-confession from within and outside the organization, which is an extrinsic factor derived from outside the environment; 2) physic rewards, usually coming from within (intrinsic) and related to self-esteem and

satisfaction or pride of the results achieved, such as praise, flattery, and congratulations as a form of recognition and can bring satisfaction for one's self.

Reference [20] provides several kinds of rewards that can be given, namely: 1) give praise, this way is the easiest to do. The use of words (good, good job, great, etc), as well as gestures (Showing thumbs, slapping shoulders, clapping, etc), can be done; 2) flexibility (autonomy) or provide authority to engage and contribute more honor, reward in an activity this form is usually to provide; 3) gifts, gift giving in the form of goods can be done. This reward is also called material reward; 4) a mark of appreciation, by symbolically giving the award.

While belief in the importance of recognition exists, few organizations have an effective rewards and recognition strategy that covers all three essential recognition areas, i.e. everyday recognition, informal recognition and formal recognition [21]. Most organizations have long established organization-wide formal award programs that usually lead to evolving department-specific awards and more informal recognition and social recognition. What repeatedly gets missed is the need for everyday recognition that acknowledges everyday contributions on the job from a majority of employees and acts as reinforcement of the importance of formal recognition programs. Everyday recognition validates the attitude of caring and appreciation for a majority of employees. It also gives support, credibility and meaning to the few who receive the nominated or earned formal or informal awards.

Giving rewards by public service units to service users is an innovative strategy to increase public satisfaction. Reference [21] explains that implementing innovations in public organizations is not an easy task. Rarely is innovation in the public sector quick and painless. Before attempting to radically change or rejuvenate the organization, managers need to ensure that they have the necessary support and resources. Research on innovation has proven that leaders and supporters are the key to success in innovation. The leadership of an organization capable or successful in improving the image of the organization into an organization that is trusted by the public is an achievement, and is a non-financial performance criterion [3].

Reference [22] depicts that innovations in governance and services are more ambiguous. Here innovation is usually not a physical artefact at all, but a change in the relationships between service providers and their users. In such change judgements have to be made about processes, impacts and outcomes, as well as product. The drivers (innovation) in the public sector are to achieve widespread improvements in governance and service performance, including efficiencies, in order to increase public value (Moore, 1995 cited by [22])

Reference [23] argues that in order to introduce effective systems of public governance we must understand the motivational patterns of people that work in an organisation. Reference [24] identify two general models of motivation, one associated with a "logic of consequence", the other with a "logic of appropriateness". They suggest that motivational models built on a logic of appropriateness involve the following sequence of decisions: What kind of situation is this? Who am I? How appropriate are different actions for me in this situation? and Do what is most appropriate. This

sequence is indicative of behaviors we observe in public and nonprofit organizations that cannot be explained by a logic of consequence.

B. Customer satisfaction as the goal of public service

Satisfaction according to [25] is the feeling of pleasure or disappointment of someone who emerged after comparing the perception / impression to the performance (or outcome) of a product and its expectations. A quality of service should also be linked to customer expectations and desires for the products offered by the company to satisfy customers. Therefore, all innovations carried out need to consider or based on customer expectations, because customers are entitled to assess the quality of a product by comparing what they expect with what they receive [26].

Because of service intangibility, a firm may find it more difficult to understand how consumers perceive services and service quality. Service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis (Lewis and Booms, 1983; Smith and Houston, 1982, cited by [27])

Gronroos in 1982, postulated that two types of service quality exist: technical quality, which involves what the customer is actually receiving from the service, and functional quality, which involves the manner in which the service is delivered. In addition, Lehtinen and Lehtinen's in 1982 basic premise is that service quality is produced in the interaction between a customer and elements in the service organization. They use three quality dimensions: physical quality, which includes the physical aspects of the service (e.g. equipment or building); corporate quality, which involves the company's image or profile; and interactive quality, which derives from the interaction between contact personnel and customers as well as between some customers and other customers. They further differentiate between the quality associated with the process of service delivery and the quality associated with the outcome of the service (cited by [27])

Reference [26] explains that in providing excellent service to a government agency should prioritize customer satisfaction. To realize customer satisfaction, the public service providers must provide the responsibility and best ability in providing services to customers. Quality of service is a quality that must be linked to customer expectations and satisfy customers, in other words it is important to listen to the voice of the customer then help him to formulate his needs. As [2] says "with service excellent, everyone wins".

Excellent service contains three main things, namely the attitude approach related to customer care, efforts to serve with the best action, and the purpose to satisfy customers with a particular service-oriented standards excellent service is the total service provided by a company, done consciously, integrated (must be done by all employees) and consistent (the quality of service of each unit must be the same / standard) with reference to the highest standard of service quality with a view to satisfying customer needs. As according to [26] Excellent service, is the concern to customers by providing the best service to facilitate ease of fulfillment needs and realize satisfaction, so they are always loyal to the company.

Reference [28] in their research suggests five broad service dimensions that customers use as criteria to judge service quality. The dimensions are not mutually exclusive, yet they provide a framework helpful in understanding what customers expect from service providers.

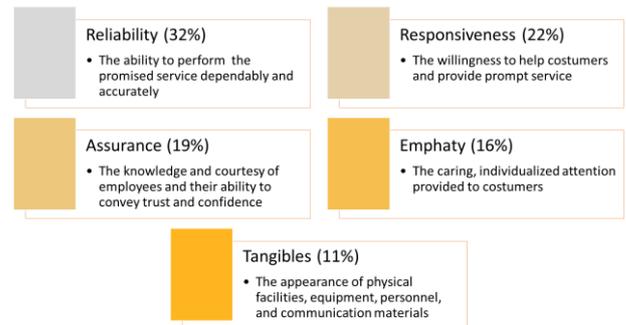


Fig. 1.
Five Dimensions of Service Quality [28]

Although reliability is the most important dimension in meeting customers' service expectations, the process dimensions—especially assurance, responsiveness, and empathy—are most important in exceeding them. The process dimensions of service, however, provide the opportunity to surprise customers with uncommon swiftness, grace, courtesy, competence, commitment, or understanding. The opportunity is present to go beyond what is expected. In effect, exceeding customers' expectations requires the element of surprise, and the best opportunity for surprising customers is when service providers and customers interact [28].

Providing excellent service as an effort to achieve customer satisfaction and loyalty, service providers can be guided by the service excellence factor which according to [26] consists of ability, attitude, attention, action, and accountability. Attention is the full concern for the customer, whether related to the attention to the needs and desires of the customer as well as an understanding of his suggestions and criticism. Full customer care will cultivate a sense of empathy [29]. Empathy is a caring attitude to give attention to the society to the needs that are in need of service. Employees' concern to always prioritize the needs of the community will support the creation of the quality of public services [29]

Reference [28] explain that Quality service sustains customer confidence and is essential for a competitive advantage. Excellent service can also be energizing because it requires the building of an organizational culture in which people are challenged to perform to their potential and are recognized and rewarded when they do. Quality is defined by the customer. Conformance to company specifications is not quality; conformance to the customer's specifications is. Spending wisely to improve service comes from continuous learning about the expectations and perceptions of customers and noncustomers. One of the most common service-improvement mistakes that companies make is to spend money in ways that do not improve service. Aside from

being wasteful, such spending hurts the credibility of the service-improvement cause. When invested monies do not produce results, there is little incentive to spend [28].

IV. RESULT AND DISCUSSION

Rewards to the public ultimately need to be injected into a culture of public service. Recognition of the importance of the public to the performance of public services needs to be realized through a social engineering. This social engineering technique is to manage the final part of a ministry by giving an appreciation of the public's willingness to follow all established service channels, as well as an appreciation of the time that has been wasted waiting for the desired end product of public service. This technique is expected to give the impression of a positive, fun, and happy farewell from a public service provider to a public service user. On the positive impression, service users have a special experience and do not hesitate to do the self-management back in the future. The point is how this process adds value to customers [1].

The author analyzes the applying model of appreciation to the public into two different levels (figure 2). These two levels are the first level, which touches more on the physical aspects such as providing additional facilities for public service users during service management. Furthermore, the second level touches more on the soft or emotional aspects of public service users because the appreciation made by service personnel seeks to create close intimacy relationships through recognition or praise. As revealed by [28] that customers expect service companies to treat them fairly and become resentful and mistrustful when they perceive otherwise.

Previously, the value of rewards or appreciation given by public service officers to the public will provide at least two obvious implications namely, increasing public trust and satisfaction to the government, as well as increasing the confidence of public service officers in providing the best service to the community. Unlike salaries and welfare, social rewards are more difficult to measure financial value, but the value of these awards is very important [3].

Increasing public trust and satisfaction to the government is a manifestation of a public assessment that feels respected, appreciated, glorified, or flattered by the government in the form of appreciation or rewards. Appreciation or rewards given by the government needs to be given or delivered sincerely, pleasantly, and sincerely.

Service is a key component of value that drives any company's success. To the customer, value is the benefits received for the burdens endured—such as price, an inconvenient location, unfriendly employees, or an unattractive service facility. Quality service helps a company maximize benefits and minimize non-price burdens for its customers [28].



Fig. 2.
Applied Model of Service Provider Appreciation to the Costumer of Public Service
(Source: Author Analysis, 2018)

The increased confidence of public service personnel created by itself due to high organizational support to provide all the instruments of appreciation that exists. The organizational environment and all existing employees also participate internalize the realization of the realization of appreciation to the public and together. As [30] finds that effective recognition occurs in organizations with a strong, supportive culture.

Appreciation at the first level of relative has been done by most public service units provided by the local government. Appreciation to the public at the first level tends to have physical dimension (Figure 3), such as providing free drinking facilities (even in BPSDM Kota Samarinda provides full coffee drinks and baristanya), children playground, magazine-reading facility, charger facility for mobile-phone, Free Wifi, spacious lounge area, clean, fragrant, and air-conditioned.



Fig. 3.
Example of Applying First Level Appreciation to Public Service Provider

Throughout the author's experience, relatively no public service units in Indonesia have reached the second level of the above concept. At the second or highest level, public service units have been able to utilize techniques or social engineering approaches to build a high attachment / emotional relationship or in other words build intimacy with

the service user community. Intimacy means intimacy, closeness, and warmth between two parties. This intimacy shows the service officers' sincerity in giving recognition to the public who is served that they are very important to the bureaucracy. If this second level runs successfully, then any negative perceptions related to bureaucracy will disappear by itself, or at least an unpleasant feeling because it has been waiting / queuing long enough to turn into happiness.

This behavior indicates that the customer has a good bond with the public service provider [2]. When customers praise the organization, pride or preference for the organization to others, or voluntarily participate or participate in the activities of the organization indicates that they are tied to the organization. Recent research offers some evidence that customer satisfaction and / or service quality perceptions positively influence the intention to behave in these ways.

Technically, implementing this level 2 appreciation also needs to be accompanied by a level 1 appreciation (Figure 4), namely running the social appreciation, as well as complementing the supporting facilities / supporting public services. When public service users come first in public service management, they will experience a first-rate appreciation, then at the end of their public service will receive a social appreciation experience (second level). The real difference between first and second level appreciation, seen from the experience of "feeling" and "receiving" experience. Feel in the sense that the public can see, use, and feel the completeness and convenience of public service facilities available. The receiving experience is intended that the public will be given a deliberate social impression by the service officer at the end of the public service as a high expression of gratitude for the public's willingness to manage the public service.

The types of social appreciation (recognition or praise) to be executed need to be agreed or to be discussed first with all employees. Whether the public service user after making the final service of the public service is given a congratulation or gratitude directly; shake hands; clapping hands while standing by all employees; provide vouchers/ shopping vouchers at government cooperatives; or to provide certificates/ souvenirs/ letters of appreciation from local leaders or agency heads.

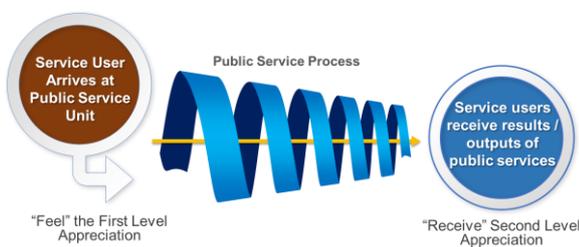


Fig. 4.

A Technical Combination of the Implementation of First Level Appreciation and Second Level Appreciation

Furthermore, all public service personnel need to be trained to honestly and sincerely exercise the non-material

appreciation to the public to become a "habituation" in a quality public service culture. Opening an input space from the public can also be a source to multiply the kinds of breakthrough social appreciation. Another follow up that needs to be done is to evaluate the level 2 that has been run and the public response to the social appreciation, to then be re-adjusted. Level 1 appreciation and level 2 appreciation if able to be combined properly will give birth to public service institutions that have world-class public service quality.

Excellent service reliability allows an organization to compete. The addition of excellent process service creates a reputation for superior service quality. To reach these heights, organizations must capitalize on opportunities to surprise their customers. Managers should consider this question: "What is the 'wow' factor in our service?" [28].

Ultimately, the strategy to implement awards or non-material awards requires strong support from the organization's leadership, as well as a shared commitment to implement it consistently. As [30] explains that strategies are only as good as the leadership that implements them. They have to be effectively communicated and become part of the culture. Some of these can happen through improving the living of the values, and providing skills and awareness. Recognition and feedback skills need to be educated and reinforced, as well as modeled and demonstrated by all levels of leadership. Surely, this will change the image of bureaucracy significantly impressed rigid, unfriendly, ignorant, lack of appreciation into a public service organization that has a close emotional relationship with the user service.

V. CONCLUSION

From various explanations above can be concluded that innovation in the form of public service engineering in the form of appreciation to the public who dealing with the public services is very important and crucial to be implemented in order to realize the quality of public services more optimal. Local governments or, in this case, public service providers should be encouraged to make innovative efforts to establish "intimacy" relationships with the service user community

Appreciation to the public can be distinguished into two levels: first-rate appreciation that relies primarily on physical facilities for service users (supportive), and second-degree appreciation that focuses on building an "intimate" relationship with service users. The second level of appreciation can be created through public service engineering mechanisms, which can be done through, giving thanks directly, handshake, applause by all existing employees, or also giving certificate / souvenir / thank you letter to the public of public service users. As a result of this second level of appreciation will change the apparatus's perspective in providing services to the community by not only focusing on the fulfillment of physical facilities supporting the service, but has reached the effort to give appreciation to the public through elegant ways and respect the users of public services.

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