

# Innovation of Clean Water Services PDAM Tirta Benteng in Tangerang City

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**Abstract**—PDAM Tirta Benteng as an operator of clean water services in the area of Tangerang City is required to innovate in order to increase the coverage of clean water services and provide effective and efficient services. The innovation carried out by PDAM Tirta Benteng to increase the coverage of clean water services and improve the quality of service is a door-to-door pick-up service program. The purpose of this study was to analyze the innovation of clean water service in the city of Tangerang and find out the supporting and inhibiting factors. The focus of the research is the innovation of pick up service analyzed by the Rogers Innovation Attribute Theory (1) relative advantages (2) compability (3) complexity (4) triability (5) observability . This study uses descriptive methods with a qualitative approach, Determination of informants using purposive sampling technique. The data analysis used in this study is an interactive model from Miles and Huberman, which begins with the process of collecting data, simplifying data, presenting data and drawing conclusions, to test the validity of the data triangulation, namely observation, interviews and documentation. The results of this study indicate that the innovation of PDAM Tirta Benteng's pick-up service has been done well in improving service to the community as evidenced by the significant increase in the number of customers. The supporting factors of this pick-up innovation are leaders who support innovation, support employees to do services and encourage people to create good service. The inhibiting factors of the shuttle ball innovation are officers who lack response in response to customer complaints, lack of socialization, minimal budget and, lack of public access to receive information about PDAM services and the many forms of PDAM services.

**Keywords**—*innovation, pick up service*

## I. INTRODUCTION

### A. Background

Water is a basic requirement for living things in this world including humans. Without water, humans will experience difficulties in carrying out their lives, so the management must be arranged so that it can be used effectively and efficiently. Water is a resource that concerns the lives of many people, the management is held by the state. This is in accordance with the 1945 Constitution Article 33 paragraph (3), which reads as follows: "Earth and water and the natural resources contained therein are controlled by the state and used as much as possible for the prosperity of the people". Not only being a constitutional right, clean water is also a human right for every citizen. The supply of clean water is one of the meters to measure decent living standards in the components of the human development index and the poverty level in each country.

Clean water service is one type of public service that is the focus of improvement, because it is considered often to cause problems that affect community activities. Almost all community activities in daily life require clean water, especially for household needs. The PDAM is also required to always renew clean water supply services to the community in the context of providing public services. The need for clean water supply and service from time to time is increasing which is sometimes not matched by service capabilities. This increase in needs is due to an increase in population, improvement in people's lives and the development of cities / regions, services or matters related to improving the socio-economic conditions of citizens followed by an increase in the number of water needs per capita. The increase in water demand if it is not balanced with an increase in the production capacity of clean water will cause problems, where clean water is available will not be enough to meet the needs of the community in the area.

PDAM Tirta Benteng Tangerang City was asked to continue to increase the coverage of clean water services for the people of Tangerang City. According to Tangerang Mayor Arief R. Wismansyah, "Tangerang City as a whole is still lacking access to clean water. Of the 13 existing sub-districts, clean water facilities reached by PDAM Tirta Benteng only serve 41,000 connections. Although there is an increase of around 8,000 compared to 2016, this number is still far from the needs of the community with the number of households in Tangerang City 450 thousand, meaning that there are not yet 10% of the Tangerang City community served by PDAMs. (<https://serpongupdate.com/hut-ke-22-pdam-tirta-Benteng-jauh-conductinginovasi/13/10/17>). While some areas that have not yet been provided by PDAM facilities, currently they still use ground water to meet their daily needs.

To meet community needs and overcome existing problems, the PDAM Tirta Benteng must constantly innovate both in terms of products and services. In Government Regulation (PP) Number: 38 of 2017 concerning Regional Innovation, or renewal in the implementation of Regional Government (link: [PP\\_Nomor\\_38\\_Tahun\\_2017](https://www.jakarta.go.id/PP-Nomor_38_Tahun_2017)), Regional Innovation aims to improve the performance of the implementation of Regional Government. To achieve the objectives, the regional innovation targets are directed at accelerating the realization of community welfare through: a. improvement of Public Services; b. empowerment and community participation; and c. increase in regional competitiveness.

PDAM Tirta Benteng in 2017 targets the installation of 30 thousand new water connections for residents of Tangerang

City. The initial step to reach the target of 30,000 subscribed connections, PDAM Tirta Benteng Kota Tangerang made a breakthrough with the innovation of picking up the ball, by visiting door-to-door families who have not installed clean water lines on Saturday and Sunday. This is a form to accelerate clean water connections to the people of Tangerang City and accelerate new prospective customers according to their names and addresses collectively. The pick-up program implemented at PDAM Tirta Benteng is basically made to facilitate and meet the needs of the community.

### *B. Problem Formulation*

From the description of the background along with the clean water service innovation of PDAM Tirta Benteng, the formulation of the problem in general was arranged in this study, namely:

- 1) How is the innovation of clean water service (innovation pick up service ) PDAM Tirta Benteng in Tangerang City?
- 2) What factors hinder and support the implementation (innovation of pick up service ) of PDAM Tirta Benteng in the city of Tangerang?

### *1. Research Objectives*

The purpose of this study is to:

- a. Analyzing Clean water service innovation (Pick Up Innovation) PDAM Tirta Benteng in Tangerang City.
- b. Analyzing supporting factors and inhibiting the implementation of Pick Up Innovation of PDAM Tirta Benteng in the city of Tangerang.

The focus of this research includes the implementation of an innovative water supply service program for PDAM Tirta Benteng in the city of Tangerang, which is a ball picking innovation program.

### *2. Literature Review*

The term innovation is always interpreted differently by some experts. According to Suryani (2008: 304), innovation in broad concepts is not only limited to products. Innovation can be ideas, ways or objects that are perceived by someone as something new. Innovation is also often used to refer to changes that are perceived as something new by people who experience them. However, in the context of marketing and the context of consumer behaviour, innovation is associated with new products or services. New to refer to products that really have never existed before in the market and new in the sense that there are different things which are improvements or improvements to previous products that consumers have ever encountered on the market.

The essence of organizational innovation is the need to improve or change a product, process or service. Organizational innovation encourages individuals to think independently and creatively in applying personal knowledge to organizational challenges. All organizations can innovate including for corporate organizations, hospitals, universities and government organizations. The importance of value, knowledge and learning in organizational innovation is very important. According to Yogi in LAN (2007: 115), innovation is usually closely related to a dynamic and developing characteristic environment. The definition of innovation itself is very diverse, and many perspectives. The opinion of Damanpour quoted by Suwarno (2008: 9) states that:

"organizational innovation is a new idea, idea, or behavior in an organization that can be a new product, service, new technology, process technology, structural system and new administration or new plan for members of the organization. "

Furthermore according to Rogers in Suwarno (2008: 9) explained that:

An idea, idea, practice or object or object that is realized and accepted as something new by someone or group to be adopted. Innovation in general is as an effort to bring new ideas in an implementation characterized by a large, long-lasting and fairly general scale of change so that the implementation will bring considerable changes to the organization and organizational relations. Whereas seen from the special aspect of innovation is in public service innovation can be interpreted as an effort to improve, achieve, effectiveness and improve accountability obtained through approaches with new methods.

### *3. Typology of Innovation in the Public Sector*

Innovation Typology In Public Sector According to Khairul Muluk (2008: 45) in Wenny and Retnowati WD Tuti (2016) there are 5 existing Innovation typologies in the public sector:1). Innovation Products / Services; 2). Innovation Process service; 3) Innovation Method of service; 4). Policy Innovation; 5) System Innovation.

### *4. Innovation Level*

The level of innovation can be interpreted as a reflection of the magnitude of the impact caused by innovation to be an important aspect in the study of innovation. According to Mulgan & Albury quoted from Muluk (2008: 46) as follows:

a. Incremental innovation: that is innovation that brings changes small to existing service processes. Generally as innovation at this level it rarely brings changes to organizational structure and organizational relations. However, incremental innovation plays an important role in public sector reform because it can be applied continuously, and supports service knit that is responsive to local and individual needs, and supports value for money.

b. Radical innovation is a fundamental change in public service or introduction of ways that are completely new in the organizational process or service. Radical innovation is rarely done because it requires enormous political support because it has greater risk. Radical innovation is needed to bring real improvements in public services and meet the expectations of long-neglected service users.

c. Transformative innovation is innovation that brings changes in the structure of the workforce and organization. Transformative innovation requires a longer time to get the desired results and requires fundamental changes in the social, cultural and organizational arrangements. This type of transformative innovation is certainly more profound because it includes a systematic organizational structure.

### *5. Innovation Attribute*

According to Rogers in Retnowati WD Tuti(2018) said that innovation has the following attributes:

#### *a. Relative Advantages*

An innovation must have more advantages and value compared to previous innovations. There is always a value of

novelty inherent in innovation that is a characteristic that distinguishes it from others.

b. *Compability*

Innovation should also be compatible or compatible with the innovation that is being replaced. This is so that old innovations are not necessarily thrown away, other than for reasons of small cost factors, but also old innovations that are part of the transition process to the latest innovations. Besides that, it can also facilitate the process of adaptation and learning process towards innovation more quickly.

c. *Complexity*

With its new nature, innovation has a level of complexity that may be higher than previous innovations. However, because an innovation offers a newer and better way, this level of complexity generally does not matter.

d. *trialbility*

Innovation can only be accepted if it has been tested and proven to have advantages or value compared to the old innovation. So that an innovation product must pass the "public test" phase, where every person or party has the opportunity to test the quality of an innovation.

e. *observability*

An innovation must also be observed, in terms of how an innovation works and produces something better. Based on the description above it can be concluded that innovation is a new method of doing things

## 6. *Public Service*

There is a lot of scientific literature that has presented definitions about public services, but in this study some descriptions will be elaborated from some experts, according to Pasolong (2010: 128), service is basically defined as the activities of someone, group and or organization directly or indirectly to make ends meet. So it can be said that in service there are two aspects, namely someone or organization and fulfillment of needs.

According to Sinambela (2006: 5) public services are interpreted, providing services (serving) the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been set.

Based on several definitions proposed by several experts such as those above, it can be concluded that public service is a service activity carried out by service providers in meeting community needs that must be mobilized and publicly disseminated.

According to Daviddow and Uttal (1989) in Retnowati (2013), Services are activities / profits, offered by organizations or individuals to consumers / customers that are intangible and can not be owned. Furthermore, Denhardt & Denhardt (2003) affirm the principles in the New Public Service as follows1). Serving Citizens, Not Consumers; 2). Taking into account the public interest; 3). Respecting citizenship over entrepreneurship; 4). Thinking strategically, acting democratically; 5). Acknowledging that accountability is not a simple matter, public services should be more attentive, they must also be present in constitutional and statutory laws, community values, political values, professional standards and the interests of citizens; 6). Serve instead of arranging; 7). Respecting people, not just the productivity, organizations and networks they participate in

will most likely be successful in the long run if they operate through. the process of collaboration and leadership-based spreads out of respect for everyone.

## 7. *Public Service Innovation*

According to Yogi in LAN (2007: 113), innovation in the public sector is one way or even a breakthrough to overcome the problems and impasse of organizations in the public sector. The characteristics of a system in the public sector that is rigid must be able to be disbursed through the transmission of a culture of innovation. Innovations that are usually found in the business sector are now being applied in the public sector. According to Yogi in LAN (2007), it is reviewed more specifically, the notion of innovation in public services can be interpreted as achievement in achieving, improving and improving the effectiveness, efficiency and accountability of public services produced by new approaches, methodologies or tools in community service initiatives. In this sense, public service innovation does not have to be interpreted as an attempt to deviate from the procedure, but rather as an effort to fill, interpret and adjust the rules according to local circumstances.

Public service innovations can be concluded as breakthrough types of good service which are original creative ideas and / or adaptations or modifications that benefit the community. Innovation of public service itself does not require a new discovery, but can be a new approach that is contextual in nature. Theoretical Framework The pick-up program is an activity of PDAM Tirta Benteng in fulfilling public needs and one of the ways to solve problems of service to the community effectively and efficiently. The aim of this innovation is to realize the public service in terms of accelerating new connections, public complaints that have a responsive system and excellent performance to increase the coverage of clean water services in Tangerang City. This research will be explained through Attribute theory analysis of public service innovations proposed by Yogis in LAN (2007: 16) referring to Rogers' opinion as follows:

- 1) Relative Advantage.
- 2) Compatibility.
- 3) Complexcity.
- 4) Triability (Possible to try).
- 5) Observability.

## II. RESEARCH METHODS

In the research of PDAM Tirta Benteng Clean Water Service Innovation, using descriptive research with a qualitative approach, the data is explained and presented with quotations of words. The test is not done statistically, but rather non-statistically, namely by an argumentative explanation that contains logical reasoning and interpretation processes. The method of data collection in this study used observation, interviews and documentation studies.

This study uses the determination or selection of informants by using Purposive methods. The purpose of the purposive is to take informants who have criteria according to the topic of the problem ..

To check the validity of the data, triangulation is carried out which uses something else outside the data for checking

or comparing data. Triangulation with sources means comparing and checking the degree of trust in information obtained through time and different tools in qualitative methods.

According to Moleong triangulation is done through:

1. *Comparing observational data with interview data.*
2. *Compare what people say in public with what they say personally.*
3. *Compare what people say about the research situation with what they say all the time.*
4. *Comparing a person's situation and perspective with various opinions.*
5. *Compare the results of interviews with contents.*

### III. RESULTS AND DISCUSSION

#### 1. *Relative Advantage*

The relative advantage is the excess level of an innovation, whether it is better than previous innovations or from the things that are usually done. usually measured in terms of economics, social achievement, comfort, and satisfaction. The greater the real benefits that the adopter feels, the faster the innovation will be adopted.

An innovation must have more advantages and value compared to previous innovations. There is always a value of novelty inherent in innovation that is a characteristic that distinguishes it from others. PDAM Tirta Benteng's Ball Pick Up Program provides easy access to community services, which so far in the new connection registration service are still very conventional in providing services. The community must come directly to the PDAM office to take care of their various needs such as paying bills, arrears, registering new ones, as well as complaints about complaints about clean water services. The process is easier and less complicated than before. Because PDAM officers use the door-to-door system, which is to go to people's homes, the cost of listing new installations is also free with a 10x instalment program so that it can be reached by the lower middle class. This makes the ball picking program has the advantage and a very large value compared to before the existence of this program.

Based on observations, this pick-up service is very superior and provides more benefits to the community. The community ball pick-up program does not need to go far to take care of administration in registering new connections, paying bills, reporting complaints to the PDAM Tirta Benteng office, because PDAM officers will help with the door to door method and open the nearest outlet that can be reached by society. For new connection services only need to fulfil the requirements that have been explained by the staff / PDAM officers: A copy of the Family Card, Copy of ID Card, and fill in the new connection form. Even though not all regions are fulfilled with the service of picking up the ball. Because at this time the expansion of the coverage of the PDAM Tirta Benteng connection has only focused on zone one, namely the subdistricts of Cipondoh, the sub-districts of Neglasari, and sub-districts of objects.

From the documentation, it can be said that with before and after the innovation is very far, now the community is facilitated in clean water services without having to waste a

lot of time and money. People who have not received clean water due to the problem of pipe installation are expected to be patient. Service to the community is also very good and friendly, the staff are ready to help people who still have not installed the PDAM. The community is also very satisfied with the services provided by the PDAM, as evidenced by the increasing number of subscription connections since the ball pick-up program began.

Most people are very enthusiastic about the ball picking program because at the beginning of the ball pick-up program the number of new customers increased in October 2017 through the door to door program according to the name and address recorded 10,500 new potential customers. The progress of the installation of Subscription Connections (SL) conducted in 2017 has increased. In December 2017 the total connections installed have 6,607 new connections, overall the number of customers of PDAM Tirta Benteng has become 42,127 subscribed connections.

#### 2. *Compability*

Conformity is the degree to which the innovation is considered consistent with the prevailing value values, past experience, and the needs of the adopters. consistent or in accordance with the values, experiences and needs that exist. If innovation is opposite or not in accordance with the values and norms adopted by the adopter, the new innovation cannot be easily adopted by the adopter.

The PDAM continues to strive to continually improve clean water services that meet community needs, supported by other programs as well as adequate facilities and pre-facilities and technological advancements trying to make everything more efficient and easily affordable. Cutting out the bureaucratic flow that might be complicated before, cutting the time needed when the process is running shorter, and providing easy-to-reach requirements to complete all data needs. In this case PDAM Tirta Benteng innovated the Pick-up service, before all services were carried out at the PDAM office with the renewal of the door-to-door service method carried out on Saturdays and Sundays, all the service processes made easy with a fairly short time and little cost

Based on the results of the interview above to the PDAM and the community, it can be seen that the innovation of picking up the ball is very suitable with the needs that the community has been hoping for. because the ones who had to go to the PDAM office for all clean water services and waste a lot of time or money, now no longer because they only need to fulfil the requirements and fill out the forms, the community can enjoy clean water services from the PDAM.

Based on observations it can be said that the innovation of picking up the ball is very much in line with the expectations of the community for the ease of clean water services. so far the community must manage it themselves to the PDAM office, especially in the list of new connections. Now it is the PDAM officers who come to the homes of residents who have not installed it without spending money. In terms of value or the benefits obtained are the same, it can be interpreted in this pick-up service, the community will get more convenience in providing clean water, Arranging new connection lists and paying bills and reporting complaints without having to go to the PDAM office more efficiently time and cost . Currently the PDAM office is still active in serving the people who come

to register with the same terms and programs because not all regions have received ball pick-up services.

Based on the results of documentation, it can be said that the compatibility between what is expected by the community has been fulfilled. With the innovation of picking up the ball, the value and benefits were previously the same, there was nothing different, only the convenience that differentiated the innovation of picking up the ball with before.

From the results of observations, interviews, and documentation as well as the theory of Roger's Attributes about the suitability that this ball picking innovation can be said to have been in accordance with the needs and conditions of today's society. Where what is needed by the community in terms of the service of managing a new connection is a service that is fast, easy, and not convoluted and flexible procedures. All community needs for clean water service management services have been answered by the presence of a ball picking innovation. This is evidenced by the many people who are interested in registering new connections to the PDAM, and not leaving the old way of regular service with a variety of service options. Because this pick-up service has only been focused on expanding the coverage of zone I areas so that other people who want to register for new connections can come directly to the PDAM office with the same requirements.

### 3. *Complexity*

In the renewal carried out in any system it becomes natural that if there are difficulties, the difficulty itself is no longer an obstacle but becomes a benchmark for becoming better in developing systems to be more perfect. The level of complexity of an innovation to be adopted, how difficult it is to understand and use innovation. The easier an innovation is understood and understood by adopters, the faster innovation is adopted.

From the results of observations, interviews and documentation it can be said that the innovation of the 10-time ball and instalment service launched by the Mayor of Tangerang City and PDAM Tirta Benteng was very successful in meeting the community's needs for easy, fast and free fees, so that all community members could accessing the ball pick-up service, but there are still problems namely the still uneven distribution of water in several zones of one, namely Batu Ceper, Cipondoh, Benda and Neglasari sub-districts.

According to Rogers in Suwarno (2008: 43) that the Pick-Up Innovation of the attributes of complexity innovation is the complexity associated with mechanisms, procedures or service procedures that may have differences in the implementation before this innovation. Because there is a ball picking program, all services are done easily and door to door, so the complexity is not a problem.

### 4. *Triability (Possibly Tried)*

Innovation in public service is the application of a new method or method that is different from the method previously aimed at improving the old method so that it can provide benefits to its users. Innovation in public services will be accepted by the community as a service user if it has benefits that have been proven through a trial phase where everyone has the same opportunity to try it.

Triability is the level at which an innovation can be tried first or must be bound to use it. An innovation can be tested in real terms, innovation is generally adopted faster. To further accelerate the adoption process, an innovation must be able to show its superiority.

According to Rogers in LAN (2007: 16) it is possible to try to improve efficiency and effectiveness. In this case the PDAM updates the conventional service method by fully implementing the concept of picking up the ball, although not as a whole.

Based on the results of observations, interviews, and documentation of pick-up service, the trial phase has passed where without socialization but directly involved the community with ease of requirements and instalment patterns, making the community enthusiastic and satisfied with this service, resulting in an increase in the number of PDAM Tirta Benteng customers.

### 5. *Observability (Ease Observed)*

The degree to which the results of using an innovation can be seen by others. The easier it is for someone to see the results of an innovation, the more likely the innovation is adopted by a person or group of people. Innovation must be easily observed how the innovation works and how innovation can produce something better or more profitable than before. Innovation in PDAM Tirta Benteng's ball pick-up service can be easily observed how it works and how innovation can produce something better or more profitable than before. The way the PDAM staff work for the Ball Pick up service program is not much different from the previous method so that people are easy to understand the procedures and requirements for new connections to pay bills and complaints.

The difference in the innovation of picking up service with the previous service was on bureaucracy and the use of a door to door system that was applied from the beginning to the end of the process of picking up this ball. The benefits generated by the innovation of the PDAM Tirta Benteng ball pick-up service can also be easily observed, namely from the decrease in costs incurred by the community in the installation of new connections.

Based on the results of interviews with PDAM officials, it was said that the innovation of picking up service was very easy to access, because there were officers who went directly to the residents and registered who wanted to install new connections by simply filling in the forms and attaching copies of KTP and KK. Registration is free of charge, the community is also given the convenience to install 10 times the installation fee that will be charged after the water flows. According to the community, the access provided by the PDAM is very easy, fast and free of charge, saving time and saving costs. Access provided by PDAM staff is also very easy, they swiftly help the community in providing direction and explanation.

Based on observation, the pick-up service is very easy to access by the people who will take care of the new connection, because the community no longer has to take care of it directly to the PDAM office, but the PDAM staff will come to the residents so that all services can be reached by the community, such as paying bills, complaints and registering new connections, everything can be done, which is opened by the PDAM at a place that is affordable to the community. Especially in zone I, the ease of access can also be seen

starting from the arrangement of new connection requirements until water flows home. Even if it is not charged a penny, it has provided easy access to people who are less able to get clean water services.

The main supporting factor in the innovation of Pick Up service is;

a. *Leadership that supports innovation.*

There is a program of the Ministry of Public Works and Baseline Kemen PUPR 100-0-100 which is achieving the target of 100 percent access to clean water with the existence of this 100-0-100 program so that each PDAM is required to make an innovation. The leader's encouragement starts from the central government, the mayor of the city of Tangerang and the PDAM leadership has a vision and mission which is then realized together to provide the best service to the community.

b. *Employee support for service*

In service activities, PDAM employees have a Decree to do pick-up service from the Mayor of Tangerang where services are carried out on Saturdays and Sundays. Pick Up Service Innovation is influenced by employee enthusiasm in encouraging service innovation. PDAM staff also give priority to public service standards where it will become a reference for conducting services.

c. *Encouragement by the community to create good service*

Influential society in giving encouragement to innovation in picking up service. From the findings research, it is evident that when PDAM Tirta Benteng conducted socialization in each village and RT / RW, there were suggestions and input from the community regarding the public service needs desired by the community. Needs related to services are convenience and access to services and water quality.

The main inhibiting factors faced in this Pick Up Innovation are:

a) Employees who are less responsive to customer complaints. In the innovation of picking up service, proving that only a few people carry out this ball picking program, this actually affects the process of managing services to the city of Tangerang. But on the other hand, the PDAM intends to hold training or training for officers, especially those who are directly related to serving the community.

b) Lack of socialization of innovation Pick up Service to the public. How many users of Innovation in pick-up services in the city of Tangerang argue that the socialization regarding the existence of these innovations must be intensified because there are still many people in the city of Tangerang who do not know about the existence of these public service innovations

c) Minimal budget. The budget or funds needed for the expansion of the coverage of new connections is very large, this is also an obstacle in the service innovation process. This has an effect on the PDAM pipeline work that requires a long time to come out, so that the process of running clean water services for some areas is slightly hampered and makes people reluctant to install new connections.

d) Lack of access to PDAM information. This makes the public not aware of the programs in the PDAM

e) The many forms of services offered by PDAM Tirta Benteng. There are still many people who use ground water even though there has been a socialization of clean water so that an active role is expected from PDAMs and the people of Tangerang City to work together to develop this innovation.

#### IV. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study it can be concluded as follows:

1. Innovation The pick-up service has run quite well and is of high quality because it is able to answer the needs of the community and get a positive response from the community. This can be seen from the increasing number of customers that increased significantly.

2. Supporting factors for the innovation of pick-up service are:

- a. Leaders who support innovation. The support of the leader starts from the central government, the mayor of Tangerang City and the PDAM Head has a vision and mission which is then realized together to provide the best service to the community.
- b. Support employees to do service.
- c. Encouragement by the community to create good service

3. The driving factor of the ball pick innovation is:

a. Employees who are less responsive to customer complaints The lack of funds earmarked for the development and refinement of these innovations is very influential because the expansion of the pipeline network requires large funds and this can hamper the process of picking up the ball because the length of time the pipe installation is made people are reluctant to install new connections.

b. Less socialization is carried out to the community so that many people do not yet know about the policy in the clean water service of PDAM Tirta Benteng.

c. It is difficult to access information from the PDAM.

d. The many alternative forms of service offered by the PDAM.

4. Suggestion

There are a number of suggestions that can be useful for improving clean water services at PDAM Tirta Benteng in the city of Tangerang, especially in the innovation of picking up the ball so that the future can be even better. Suggestions for overcoming problems are:

a. Conduct regular training or training (scheduled) to PDAM officers to be more responsive to address customer complaints for better service and immediately create a call center so that customers easily report complaints about complaints.

b. The PDAM budgeted its own budget specifically for Innovation in picking up the ball.

c. Need to improve Socialization of clean water. This can be done through cooperation with the community during the pipe installation process.

- d. Providing information that is easily accessible so that the public knows information from the PDAM.
- e. PDAMs simplify the form of services so that not too many alternative services are offered.

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