



Public Service Innovation, in Village Administration Systems

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Abstract. Village government as a sub-system of village administration has the task and authority to regulate and manage village households, with the dynamics of the problems. One of the principles that must be considered in developing village service standards is the authority and type of service towards village autonomy. So public service innovation aims to support the acceleration of village government performance in providing optimal public services. This study aims to describe and analyze the performance of public service innovations, service synergy and integration and innovation impact in village administration service. The method used in this research is a quantitative approach with the analytical technique of The Inductive Mode of Research in a Qualitative Study, by Cresswel. This research shows the performance of service innovation should ideally be combined and integrated with the capabilities, flexibility (hybrid service) of the village apparatus so that it has an impact on the performance of the administrative service. To improve service performance, a strong relationship is needed between service orientation and product orientation, namely a meeting between village government officials (local government bureaucrats) who are able to synergize with BPD and public opinion on public services. Therefore, collaboration and synergy between village institutions (Village Heads, BPD, innovation developers, sub-districts and villagers) are needed to ensure simple, inexpensive and easily accessible administrative services for villagers who are relatively lacking in mastering information-based service systems.

Keywords: Village Administration Service · Service Innovation · Local Actor Interaction

1 Introduction

Law Number 6 of 2014 concerning Villages is an important and fundamental policy in village governance. One of the strategic decisions made by the government is the determination of the allocation of village funds in the context of implementing village rights and obligations. This further refers to the mandate of the law contained in article 24 that the principles of village governance include: legal certainty, orderly administration of government, orderly public interest, openness, proportionality, professionalism,

accountability, efficiency, effectiveness, participatory, and much more. Then the government should help increase the capacity of village government so that the mandate of the law can be implemented properly. Especially in providing and improving services to the community as citizens and easily accessible [1–3].

Based on regulations and some expert opinion, there are at least four things that must be implemented in the administration of village governance: a) Develop and establish service standards and understanding how to use it [4]. b) Stipulate, compile, and publish service notices; c) Placing competent implementers [5]. d) Providing facilities, infrastructure, and/or public service facilities. This is sufficient to support the creation of an adequate and democratic service climate as stated by Perry [6]. In the context of administrative services at the village level, the four things above are organized by the village government to serve village administrative affairs, including: a) General Administration; b) Population Administration; c) Financial Administration; d) Development Administration; e) Administration of the Village Consultative Body (BPD), and f) Other administrations.

However, along with major breakthroughs through the implementation of village laws, local governments also have homework that is not easy given the potential problems and failures of village government which are generally still weak in public service issues [7, 8], especially in village administration services. The questions posed by this study are how is the performance of Public Service Innovation in the Implementation of Village Government? How can service innovations be integrated so that they are more effective? The discussion also examines more deeply the various inhibiting factors and the impact of service innovation. Through this study a more appropriate model may be found in accelerating every innovation effort in the village as the lowest government.

2 Methods

In this study, the researcher uses inductive reasoning in constructing research propositions, as described by Creswell [9]. At the initial stage, data collection is carried out, primary and secondary data as well as data in the form of text and images. Next is the process of reading and coding. Then a description of the data that has been recorded, classified, and interpreted based on the context and category. The last stage is representation and visualization in the form of conclusions in the form of matrices, tree diagrams, and compiling research propositions.

3 Results

3.1 Innovation Performance

Based on the observations about the existing condition of the performance of population administration service innovations, there are the following findings. First, there is a population administration service process that is supported by the stages of innovation planning, socialization and implementation. The implementation process is by implementing an electronic-based public administration service application, as shown in the following Fig. 1:

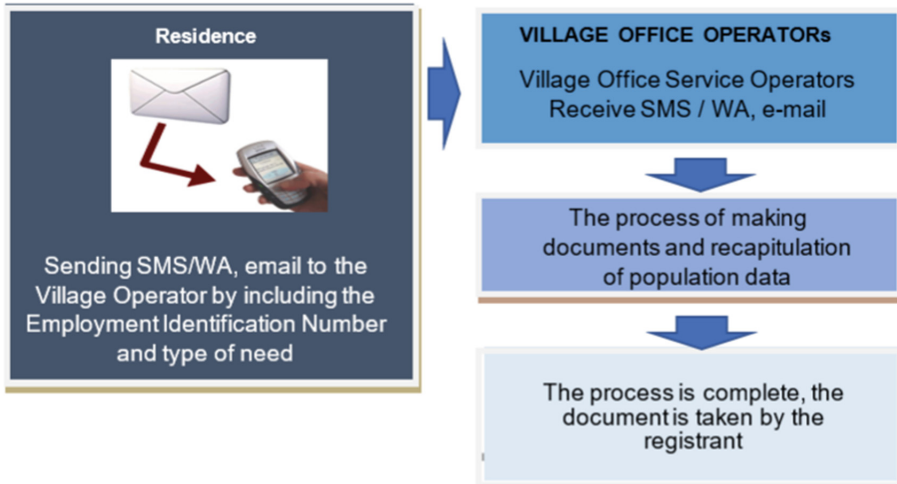


Fig. 1. Village population administration service flow.

One of the simple population service innovation ideas above was created directly by the village apparatus. The picture describes the process of service innovation for the community in obtaining population administration services through the use of mobile electronic technology and the Service Short Message (SMS) and WhatsApp applications. Researchers conducted interviews with Informant 9, one of the village officials in Batu City about the innovation of electronic-based population administration services, as the results of interviews at the Village Government office, following:

For administrative services such as making cover letters for making ID cards and family cards, Certificates of Incapacity, Covering Birth Certificates, Covering Death Certificates and so on, the performance has been seen after using the electronic-based public administration service application. Even though it is still very simple, in practice, community members who need a certificate and others just need to send sms. WA or send an email to the village by writing down their NIK and the type of need which is followed up by the village operator for processing. Then the community simply came to the village office to collect the results.

Based on the results of the interviews above, it appears that the villagers have taken advantage of the innovation of population administration services. An innovation that is simple but quite helpful and solves problems which can be directly accessed by village operators for follow-up. Of course the initiative of the village apparatus to create administration service application aims to provide convenience and in an effort to build effective and efficient village governance.

Second, another innovation was found for population services in the form of e-KTP recording in the village. This is done through an interactive survey in stages with a home visit mechanism to facilitate the population data process. As the results of the interview:

“Actually, we residents feel that we are served by officials who come to our house to collect data, even though we don’t know exactly what age-level data collection is, the process is also quite fast”.

Based on the results of the interview above, it can be interpreted that the process of public service innovation is also through the home visit method. There is a priority for population data collection based on age, which is carried out by village officials, which makes it easier for the apparatus when residents come to the village office to process the e-KTP recording.

3.2 Innovation Integration and Synergy

The integration of innovation is important to support the effectiveness and efficiency of the service process. The researcher conducted an interview with a village community related to the innovation of population administration services between several villages. Based on the results of interviews, it was found that the integration of innovation can solve service problems for groups of people with disabilities or the elderly who do not always access technology or do not have communication devices. Based on the following interview:

“The service application is very easy for the community because it is a hybrid, initially only using SMS/WA via cellphone, but for most residents, especially the elderly, village officials can respond directly to village officials even though they cannot send messages in the application if there is a need for a cover letter for making an ID card and other”.

Based on the interview above, it can be concluded that there is a flexible character of innovation in local government. This illustrates that the street level bureaucracy is more adaptive in dealing with service vulnerability in the village. Various problems in the affairs of making cover letters for making KTP and KK, Certificates of Disability, Birth Certificates, and Death Certificates can be overcome through an integrative and hybrid approach.

The communicative principle in the integration of service innovations through communication between levels of village government and has been running as expected. In addition to being communicative, the integration of service innovation fulfills the aspect of open service and is integrated with public knowledge. Furthermore, the integration aspect of population administration service innovations in several villages is also related to access to information based on the education level of the village community.

Most of them graduate from elementary school and have the same level, so the complexity of integrating innovation in population administration services requires a separate approach based on the conditions and needs of people with low education. For example in terms of integration with new knowledge and information about agriculture, tillage, rice cultivation and plantations in terms of technological and policy developments. In addition, synergy and communication between sub-district and village actors in establishing cooperation is the key to the success of public services at both the sub-district and village levels. This interaction can be realized through various activity forums such as

the Village Development Planning Deliberation as the village highest forum for strategic policy.

3.3 Constraints and Impacts of Innovation Implementation

The process of service innovation based on community participatory aspects is an important question that researchers ask informants. Facts have been found. First, most people have not been actively involved and have not participated in the formulation of service innovations and their evaluation. According to several informants from elements of the village apparatus, the community was not involved in the formulation process or the preparation of innovations as shown in the following interview results:

“We only involve village officials in the process of formulating administrative service innovations, the goal is to make it effective. But in the future, we will involve the community more to participate in the process of formulating the innovation”.

Second, the recognition of performance. Administrative and land services in the village, although weak in terms of planning participation, appear to have had an impact on the recognition of the performance of village services. Several villages (Tulungrejo, Junrejo) received national level awards for the categories of increasing food production, anticipating food insecurity, and improving community welfare.

One of the impacts of service innovation is the degree of change in society to obtain effective services, as shown in the following interview results:

“Alhamdulillah, the simplest impact is that we can have identity documents such as KTP and KK, because the village facilitates these services. Especially regarding the speed with which the apparatus serves, we find it helpful so that it does not interfere with our work, saving our costs and energy”.

Then the results of the research through interviews with one of the informants said as follows in the results of the interview:

“Our impact is that having a residence document makes it easier for children or families to go to school, get social assistance, and get recognition as citizens from the government. For example, for schools, our children get easy access because their residence documents are complete”.

The description of the research results described above provides a clear picture of the performance of service innovation based on process, integration and impact. This can be seen from the achievement of targets and the realization of population administration services such as identity cards (KTP), marriage certificates, marriage certificates and/or divorce certificates. Based on empirical data that from the number of people in several villages in Batu City who have ID cards/KK, birth certificates, and certificates of incapacity until 2019, the targets and realization of the types of Population Services in several villages in Batu City that have been described show average achievements. The average realization of types of population administration services for KTP and KK is 94.75%, birth certificate is 97.75% and certificate of incapacity is 88.50%.

4 Discussion

Innovation and improvisation is always needed in dynamic public services and involves several actors [10, 11]. Based on the results of research from the side of the process, integration and impact of population administration service innovation performance, it was found that there was a link with strategic research issues in the village as shown in the following Table 1.

4.1 Interaction Between Actors in Public Service Innovation in Village Government

The performance of service innovation in the administration of village government can occur because of the integration between actors, which if supported 1) the existence of structures and functions in the implementation of democracy in villages that are more efficient [12]. This structure can be regulated by the local government law, especially the existence of the sub-district as a regional apparatus to provide guidance to the village; the village government as the organizer of the village government 2) There is strong support from village institutions. In the implementation of village governance in Indonesia, it is known that the Village Consultative Body (BPD) as a legislator, representation of aspirations, and supervision, then the Village Community Institution (LKD) as a forum for

Table 1. Strategic issues and village programs.

Strategic issues	Government innovative program	Relevance of strategic research issues to issues facing local governments
Performance of public service innovation in village governance	Formation of the Village Innovation team, The role of sub-districts and districts in supporting innovation.	The Village Innovation Team aims to encourage and strengthen village capacity oriented to priority programs The Ministry of Village
Performance of Population administration service innovation	Simple electronic-based public administration service innovation, for population administration services; ID card (KTP) and family cards (KK), Certificate of Disability, Birth Certificates, Death Certificates	Independent electronic-based public administration service innovation, according to strategic policy issues faced in Batu City, namely improving good governance.
Performance of land administration service innovation	Agricultural technology innovation with the business/industrial sector Innovation through farmer group reorganization	Innovation through farmer group reorganization and strategic issues in Batu City, including increasing production, and added value of the agriculture and fishery sub-sectors

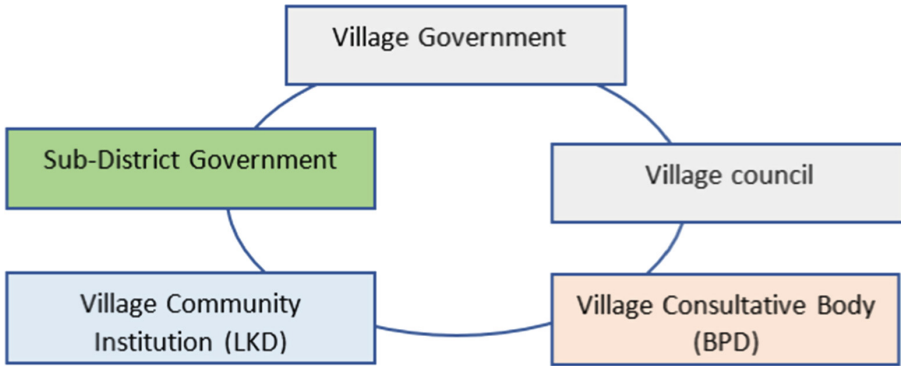


Fig. 2. Interaction between village actors.

empowering village communities which also participates in planning and implementing development, including the Village Consultative Body as the highest forum for strategic decision-making in the village.

How is the cooperation and synergy of actors in the performance of public service innovations in the administration of village government in Batu City, in the following interaction:

The sub-district organization as a regional apparatus above the village government plays a role and functions to provide guidance and supervision of village government activities, implementation of activities such as BUMDES workshops, this is one form of interaction carried out by the sub-district in increasing the capacity of village officials in the governance of service innovation.

4.2 Actors in the Performance of Village Government Service Innovations

Building awareness and learning of actors in service innovation performance is an important element for village government in improving the competence, knowledge and skills of village innovation actors [10, 13, 14]. This is to support the success of population and land administration service that are often encountered and implemented in villages. Based on analysis, the process of building actor awareness in supporting the performance of service innovation refers to the opinion of Carmon and Scott [13], as follows Fig. 3:

The village head acts as the owner as well as the local government bureaucrat, participating in determining the construction plan with the BPD. To determine the success and improvisation of innovation, developers are needed, namely village technicians or paid operators who are able to build a start-up network of village administration services. The process can be simplified as follows Fig. 4:

The village head and BPD set up a Village Innovation Implementation Team or TPID as a Village Innovation Program (PID), namely developers, who are based at the sub-district level, and have a job to manage the Operational Fund for Village Knowledge Management and Innovation Activities (DOK). These funds are used to finance operations and support activities for villages that are committed to replicating innovation through local income (APBDes) and knowledge management, documentation

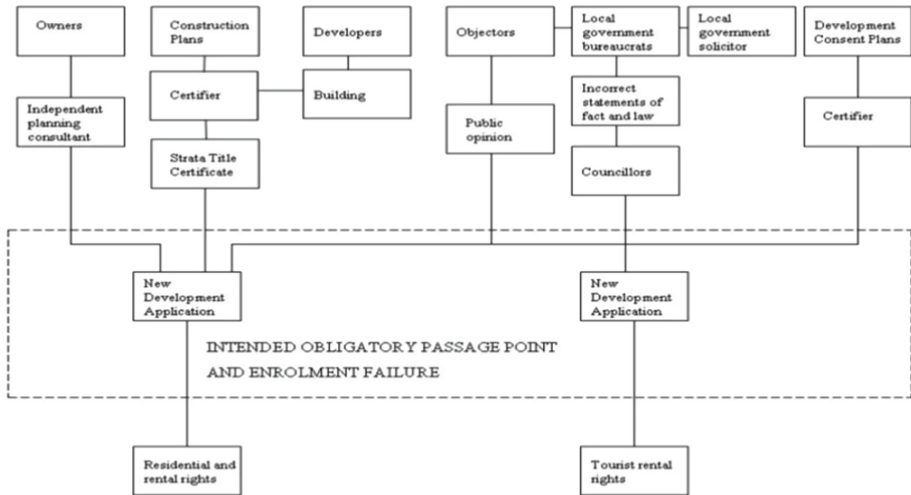


Fig. 3. The process of building actor awareness.

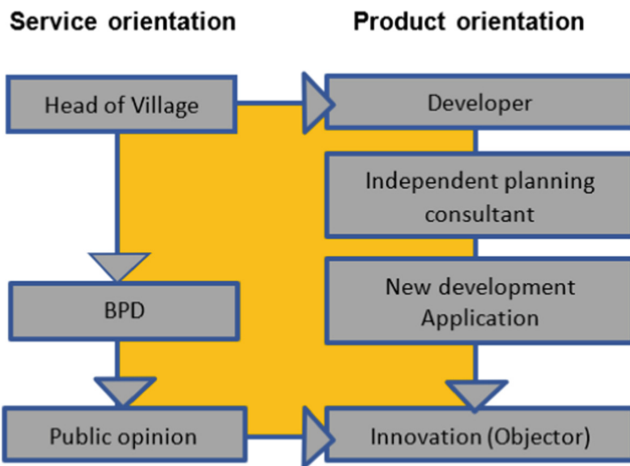


Fig. 4. The Process of building service orientation

and dissemination of digital innovation activities [15]. This team was formed through a deliberative forum in the sub-district involving various stakeholders.

Various innovations can be developed between the village and the innovation developer. However, what needs to be the focus in village land and administration services are:

- Administrative innovation can encourage Village investment in general in the fields of: infrastructure, local economic development, and improving the quality of human resources [16].

- These innovative initiatives and activities can be developed by the private sector or replicated elsewhere with some adjustments [17].
- Administrative service innovation can accelerate the development of superior village and inter-village products.
- Increasing village productivity through a systematic, planned and participatory knowledge management process.

5 Conclusion

In the process of implementing administrative innovation, integration is needed that involves the community, including the poor or marginalized and groups with disabilities. In the context of innovation performance, the community is encouraged to play an active role in the process or flow of program stages and their supervision by contributing energy, thoughts, or materials. In terms of integration and synergy of innovations, all parties with an interest in village development activities are encouraged to cooperate and synergize in carrying out the agreed activities. In order for the impact of innovation to be more pronounced, the community needs to have access to all information and decision-making processes so that management can be carried out in an open and accountable manner, both morally, technically, legally, and administratively.

This study finds theoretical implications if government involvement is too massive it will weaken the potential of local residents to innovate. There is a special feature in the village government as a street level bureaucracy. That every service in the village must contain high flexibility and be a hybrid between technology, analog and direct interaction. There must be a balance between service orientation and product orientation. No matter how sophisticated an innovation is, it will not be effective if it does not pay attention to public needs and public opinion.

This study recommends the need to facilitate more measurable stages of implementing village innovation practice management. Systematic administrative innovation through identification, documentation, exposition and replication, namely facilitating villages that are interested in adopting or facilitating smart and sustainable practices.

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