BEST PRACTICE OF SMART GOVERNANCE INNOVATION IN IMPROVING THE QUALITY OF PUBLIC SERVICES IN BADUNG REGENCY

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ABSTRACT

This study aims to determine the transformation of public services and forms of digital innovation in improving the quality of public services at the Badung Public Service Mall. This research is a type of descriptive research with a qualitative approach. Data collection techniques use documentation from websites, newspapers, and journals relevant to research. Data analysis in this study also uses the Concept Map feature on NVIVO12 Plus. The findings of this study indicate that the form of public service in Badung Regency prioritizes the innovative governance bureaucratic model because the service process to the community, which initially used paper, has changed by utilizing digital technology. The formation of the Badung Public Service Mall, which was analyzed using innovative governance theory in real terms, increased the quality and quantity of public services. This can be seen by 29 agencies working and affiliated with the Government, private sector, *BUMN/BUMD*, and having 12 adequate facilities. The establishment of the Public Service Mall also affects the number of visitors who come daily because various services in one place can be taken care of easily and quickly.

Keywords: *Public Service, Smart Governance, Public Service Mall*

A. INTRODUCTION

Decentralization and de-concentration are principles adopted in Indonesia. Decentralization is the transfer of authority from the central government to autonomous regions to regulate and manage government affairs in a unitary state in the *Undang-Undang Nomor 23 Tahun 2014* concerning Regional Government (Huda & Purwaningsih, 2021; Rangkasa, 2017). Decentralization and fair relations between the centre and the regions, sometimes known as regional autonomy, are two demands for change (Agustian, 2018). Regional autonomy refers to regional rights, responsibilities, and powers to control, manage and promote the interests of their people by applicable laws and regulations (Prayitno,

2017). To improve the welfare of people's lives, the regions now have significant autonomy to form their government due to this pattern of interaction between the centre and the regions (Herizal & Purwaningsih, 2017).

The granting of autonomy to district and city governments will be more responsive in dealing with various problems in the regions, thereby increasing the effectiveness of development initiatives in meeting community demands. Public service is one of the most crucial community needs (Male, 2019). Public service is one of the central issues in developing countries, including Indonesia, because public satisfaction is so low (Pribadi & Kim, 2021). However, the demands and interests of the community cannot be compromised (Lestari et al., 2020). Good and effective governance has succeeded in moving the wheels of government if it provides public services (Hardiyansyah, 2018). There are still many common examples of poor service delivery methods, including service insecurity, extortion, and neglect of the rights and dignity of those who use services (Kusuma et al., 2022). Such a situation is, of course, concerning because political reform still needs to raise the standard of public service. The community's hope that regional autonomy will further improve the quality of public services is still far from reality (Maani, 2009).

As decentralization progressed, its usage goals expanded to include facilitating access and delivering public service innovations tailored to the needs, capabilities, and knowledge of each region to accelerate and enhance public service delivery (Haryani & Puryatama, 2020). There are still several significant problems in the provision of public services, such as service discrimination, lack of time and money, cost uncertainty, and low levels of public satisfaction with the public service (Haryani & Puryatama, 2020). Two key aspects, bureaucracy and public service standards can be considered obstacles to implementing public services. It is known that the bureaucratic structure of the Indonesian state government is long, fat, and convoluted at all levels and types (Muliawaty & Hendryawan, 2020). Many Ministries/Institutions and Local Governments innovate in delivering public services in response to demands for speed, convenience, affordability, and efficiency in delivering public services (Suryana, 2019). Therefore, there is an urgent need to provide better and more sustainable public services in terms of the use of information technology in order to meet the need for more innovative, efficient, and quality public services (Al-Qatamin & Al-Omari, 2020; Ali et al., 2021). The government's initiative to improve public services is called the Public Service Mall. Before *MPP*, integrated services were called One-Stop Integrated Services (*PTSA*), then One-Stop Integrated Services (*PTSP*). Compared to the two previous offerings, the Public Service Mall provides a higher level of quality (Umam & Adianto, 2020).

The definition of a Public Service Mall, according to according to the *Peraturan Presiden Nomor 89 Tahun 2021*, is the integration of public services provided by Ministries, Institutions, Regional Governments, *BUMN/D*, and the private sector in an integrated manner in one place as an effort to increase speed, convenience, reach, comfort and security. As well as enabling ease of doing business in Indonesia, it enhances global competitiveness. The guiding concepts of Public Service Malls include accessibility, convenience, accountability,

coordination, integration, and efficiency (Presiden Republik Indonesia, 2021). That way, the public can quickly get services from service providers in one building, both in licensing services, non-licensing, and information services/complaints on services in public service malls (Datamora & Malau, 2019).

The quality of service at the Tuban Regency Public Service Mall through employee work professionalism states that from the competency assessment, the employees do not have adequate insight and knowledge (Octavia et al., 2023). As for the Public Service Mall in Hulu Sungai Utara Regency, some factors hinder the quality of its services, namely lack of human resources, lack of socialization, network system errors, inadequate personal computers, information and facilities, and infrastructure such as printers and parking lots (Maryati, 2023). Meanwhile, Samarinda City, especially the One Stop Integrated Services and Investment Service (*DPMPTSP*), still does not have a unique website related to the Public Service Mall (*MPP*) (Irawan & Hidayat, 2021). So, therefore research on intelligent governance innovations in improving the quality of public services still needs to be completed. This research fills that knowledge gap. This study aims to determine the transformation of public services and forms of innovation in improving the quality of public services in Badung Regency. This study was conducted at the Badung Regency public service mall because it is one of the best public services in Indonesia. This can be seen from the form of the service, which is digital, and in matters of service, it is completed in one place (one-stop service) (HR, 2023). This is reflected in the number of other regencies and cities that have conducted reference studies on public service malls in Badung Regency. Apart from the excellent service aspect, the fee and transaction system at the Badung Regency *MPP* service is also considered transparent. This will reduce the potential for extortion and contribute to the eradication of corruption that often occurs in Indonesia. The paradigm of public service before and now is very different. In the past, people were likened to entering a wilderness when accessing services, so they were often confused and tossed from one place to another (HR et al., 2023). However, everything has changed with the emergence of public service malls. It is now easier for the community and no longer challenging to deal with exceptional services in Badung Regency, which has implemented digital services and services in one place.

B. LITERATURE REVIEW
Public Service Innovation

Public service innovation is defined as the implementation of new ideas or modifications of ideas that have been used in other contexts to improve public service performance (Pratama, 2019). However, there are both motivators and barriers to public innovation activities. Due to the effect of competing governance models, academic and political interest in the potential for public sector innovation is expanding (Sønderskov et al., 2022). The presence of modern government service Digitalization was the catalyst for and made crucial innovation feasible (Mattsson & Andersson, 2019). A term used in the private sector, "transformation of public services in the digital age," refers to the necessity

to embrace new technology to stay competitive in the Internet era, when services and goods are supplied both online and offline (Mergel et al., 2019). Many intelligent government initiatives are ushering in a new wave of digitalization in the public sector as intelligent information and communication technologies (ICTs) make their way into public administration (Schedler et al., 2019).

In principle, this digital transformation is a breakthrough designed for services that will benefit the community significantly. This effectiveness and efficiency are values that must be built into service feasibility (Curtis, 2019). Meanwhile, from a technological perspective, information and communication in public services is a complex process considering institutional aspects (Henninger, 2017). In this context, in public services, collaboration with various stakeholders is needed in handling public problems, and one is also aware that it is to meet the needs of citizens (Wicaksono, 2019). Public services in the bureaucracy must have breakthroughs and innovations that can guarantee the quality of public services by the standards and demands of community expectations (Umar et al., 2019).

That way, public services provided by the government must be able to follow and be in line with currently developing digital technologies (Halid & Hatu, 2022). The willingness and ability of the government to utilize electronic-based public services can increase community participation due to the opportunity to utilize electronic-based public services (Nugroho & Ma'ruf, 2019). In its implementation, public service policies in the digital era require innovation that can be effective and on target (Ramdansyah et al., 2022) and require digital technology in order to fulfil the main goals of digital government, which include increasing efficiency and service quality by reducing service waiting time, increase transparency, and offer seamless service provision across the organization (Layne & Lee, 2001). In the public sector, digitization has also been hailed as a means of enhancing services and enabling increased availability, richness, access to data, and improved actor interaction. These characteristics should improve decision-making, accountability, transparency, and relationships with citizens (Ramírez & Tejada, 2019; Royo et al., 2019; Vydra & Klievink, 2019). The era of digitalization dramatically affects the process of public services because the interaction between citizens and public authorities is related to public services in the digital era, namely public services that are mediated or internet-based (Jansen & Ølnes, 2016; Ida Lindgren & Jansson, 2013). Public services in the digital era have influenced interactions between citizens and the government (Ida Lindgren et al., 2019). Digitalization in public services is also seen as the primary means of achieving goals in public assessment (I Lindgren & Van Veenstra, 2018).

Smart Governance

Innovative governance provides boundaries and components related to society and technology that can be used and is also supported by community goals in implementing governance (Tomor, 2020). There are three components of Smart Governance, according to (A. Meijer & Bolívar, 2016; Tomor et al., 2019, 2021) namely the use of technology, community participation, and collaboration between government, community, and private sector. Innovative governance is

also influenced by city-specific factors (Ruhlandt, 2018). Although the different Smart Governance models show some convergence, it is clear that each city has its own story (Mandić & Kennell, 2021). In other words, the aims that local players agree upon and the level of cooperation and inclusion in communication between local government, organized interests, and individuals form their governance strategy (Nesti, 2020). In research (Ranchod, 2020) Smart Governance is essential in the process of technological transformation in cities. Therefore the concept of Smart Governance also includes the provision of the desired citizen services through smart infrastructure (Faraji et al., 2021).

Therefore, the efficiency, quality, and wise direction of government intervention in society are necessary for intelligent governance (Giuliodori et al., 2022). It can be viewed as a multifaceted and multilevel construct that takes into account elements like openness (Gil et al., 2019), stakeholder collaboration (Ricart & Berrone, 2017), the capacity to secure social infrastructure through public-private partnerships (Berrone et al., 2019), and a citizen-centred approach to problem-solving (A. J. Meijer et al., 2016), long-term thinking and proactive management are required (Ruhlandt, 2018), with judicious use of public funds and a strong desire to invent innovation (Bolívar, 2018).

C. METHOD

This study used a qualitative approach with descriptive methods (Lexy, 2006). Qualitative descriptive research is a method stage based on the post-positivism philosophy where data is analyzed from the results of the acquisition of the researcher's reasoning abilities which relate data, information, and facts and are interpreted based on the formulation of objectives (Sugiyono, 2013). Descriptive research with a qualitative approach is also intended to describe research results and draw conclusions (Creswell, 2016). Data collection techniques use journals, websites, and analyzes that are carried out qualitatively descriptive, namely discussions and problems and explanations of circumstances, then try to analyze in a systematic, logical, and consistent manner by examining in detail and depth related to the problems in the research (Suyanto, 2015). This study also uses the Concept Map feature on NVIVO12 Plus to assist researchers in mapping existing forms of innovation at Public Service Malls in Badung (Farhan HR & Nurmandi, 2022; Farhan HR & Purnomo, 2023).

D. EXPLANATION
Badung Regency Public Service Transformation

The presence of the Public Service Mall is not only to unite various services in one place. However, the presence of *MPP* reflects a bureaucratic transformation in public services that is increasingly efficient and effective. This transformation is demonstrated by changes in public service business processes through technology. Thus, services to the community that initially used paper were slowly changing by utilizing digital technology. So with the presence of *MPP*, services will prioritize the innovative governance bureaucratic model. Therefore, information technology in *MPP* is necessary to support innovative governance, especially in complementary services.

Badung Regency is one of 11 regencies/cities throughout Indonesia designated by the Ministry of Administrative and Bureaucratic Reform as the location for organizing Public Service Malls in 2018. Since 17 September 2018, the Badung Public Service Mall, which is the third MPP in Bali which was inaugurated after the Denpasar City *MPP* and Karangasem *MPP*, considerable progress and developments in public services in Badung Regency after the existence of the *MPP*, the Badung *MPP* is the *DPMPTSP* office which used to function only to administer permits. However, now several services are in that place.
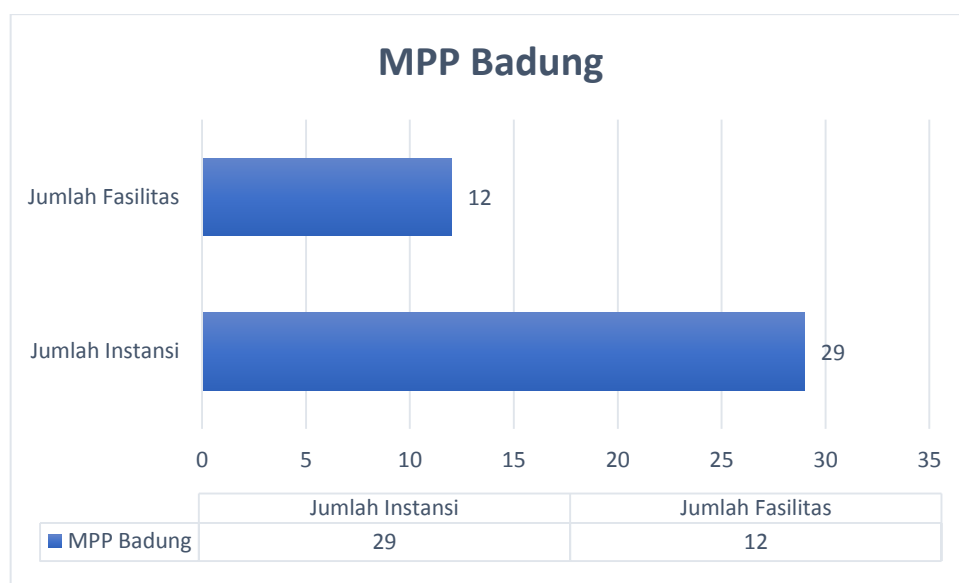

Figure 1. Number of combined Facilities & Agencies (Source: https://pelayanan-publik.badungkab.go.id/)

The graph shows that the third *MPP* in Bali cooperates with 29 agencies from the government, *BUMD/BUMN*, and the private sector. These agencies include *DPMPTSP*, *DLHK*, *Bapenda*, *Disdukcapil*, Health Office, Manpower Office, Cooperatives, and *Haki*. The eight agencies are government agencies, while *PDAM*, *BPOM*, *BPD* Bali, *Taspen*, *Pos*, *PLN*, *BRI*, and Garuda. The eight agencies are agencies from *BUMD/BUMN*, private agencies are only *Peradi*, and vertical agencies as many as 12, namely the Bandung Police, *BNN*, *Kejari*, *BPN* Bandung, *BPJS Health*, *BPJS* Employment, North Badung *KPP*, *South Badung KPP*, *Kemenkumham* Immigration Division, Ministry of Law and Human Rights Division of *Haki*, Customs and Denpasar District Court. In addition, there are 12 adequate facilities at *MPP* Badung, including Lounge Facilities, Lactation Room, Disability Facilities, a Children's Playroom, Self Service, a Complaint Room, a Worship Room, Cafeteria Facilities, Mini Library, Health Protocol, Parking Area, and Smoking Area.

With the formation of *MPP*, the community gets various licensing and non-licensing services, including passport management, *BPJS* to SIM extension, and other administrative arrangements according to the agencies that are members of

the Badung *MPP*, and the service process is straightforward and also swift. This is proven by the number of visitors, which has increased significantly in 2022.

The graph shows the number of visitors to *MPP* Badung from 2022 to November, as many as 30518. In January, the number of visitors who came to *MPP* was 2877, and the lowest number in 2022 was in February, with as many as 2267 visitors. This is because there are many red dates on weekdays in February, and the number of dates in that month is minimal. In March, there was an increase of 3310 visitors. In April, there was a decrease of 2673, 2269 visitors in May. In June, the number of visitors was the most, a little as many as 2110. In July, there was an increase of 2761 visitors. In August, there was an increase to 3228 visitors.
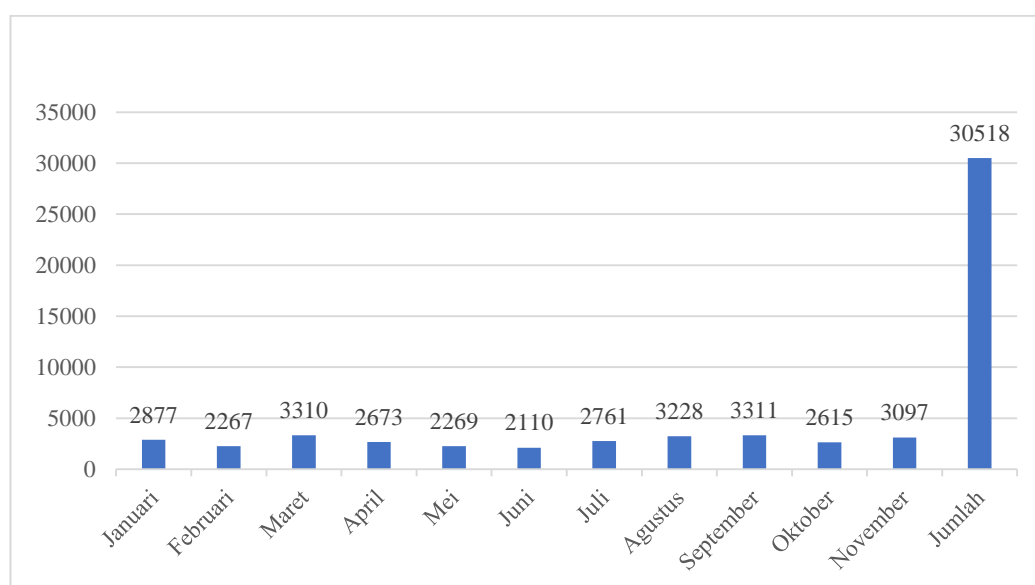

Figure 2. Number of Badung MPP 2022 visitors (Source: https://pelayanan-publik.badungkab.go.id/)

The highest number of visitors in 2022 was in September 3311. This is because there are no red dates in that month. In October, there were 2615 visitors, and in November, there were 3097 visitors. In practice, the presence of the Badung *MPP* can increase the standard and scope of public services provided in the Badung Regency. There were only about 50 service applicants per day prior to *MPP*. However, since the formation of this *MPP*, the number of applicants has proliferated, with more than 100 applicants per day. This is because Badung Regency is innovating to improve the quality of *MPP* services so that it can make it easier for the community to arrange permits through the Laperon application (Online Licensing Service) without having to come first to register and can take care of more than one permit in one place. Meanwhile, before *MPP* existed, if people wanted to take care of more than one permit, they had to come to the appropriate office, which could have been more efficient in terms of time and cost.

Forms of Innovation in improving the quality of public services at the Badung Public Service Mall

In implementing innovative governance, several aspects must be fulfilled. These include public participation, public information disclosure, governance transparency, and information and communication technology. These aspects are the primary support for realizing innovative governance, which has implications for improving the quality of public services in Badung Regency. The implementation of intelligent governance intersects with electronic-based government systems.
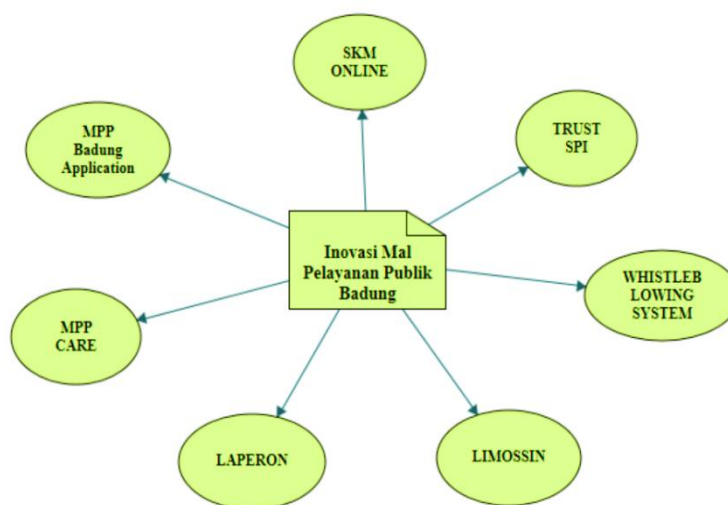

Figure 3. Forms of Badung *MPP* Innovation (Source: Researcher Analysis With NVIVO 12 Plus)

The picture shows seven forms of innovation in the Bandung Public Service Mall. The following are several forms of innovation in improving public services in the Badung Public Service Mall, including:

***MPP* BADUNG Application**

The MPP BADUNG application is an easy solution application for registering queues online. This online queuing application was developed in an integrated and digital manner at the *MPP* Badung Regency. This application will make it easier for the public to collect queue numbers online before visiting *MPP* Badung, so that service time becomes more effective.

***MPP* CARE**

The acronym CARE refers to the complaint, Appreciation, Response, and Electronic. *MPP* Badung created CARE as an electronic-based complaint system. The aim is to become a forum for conveying complaints, aspirations, criticisms, and ideas related to public services in the *MPP* area of Badung Regency. Small and medium enterprises in the Badung area. With the help of this service, the community, especially MSMEs in Badung Regency, will have access to faster and more convenient services. One hundred fourteen incoming reports, 0 in the verification process, 114 have been responded to, and 0 have not been responded to. This means that the community submitted the incoming complaint process and

immediately responded in real time. There are four stages in an *MPP* CARE complaint: filing a complaint, verification, follow-up, and completion. In the first stage of filing complaints, three categories will be submitted: complaints, aspirations, and requests for information. After that, enter the second stage of the verification process, which will be verified by the office no later than 2x24 hours. After entering the third stage, the follow-up process, the officer will provide a follow-up on your complaint based on the verification results. At the completion stage, you will receive a notification via SMS & email related to your complaint. In addition, there are three alternative types of complaint services, namely through the *MPP*, *SP4N*, and *Sidumas*-compliant rooms.

LAPERON

LAPERON stands for Online Licensing Services, an information system for non-business licensing services developed by *MPP* Badung to make it easier for the public to obtain non-business licensing online.

LIMOSSIN

Integrated Online Car Licensing Service Single Submission Pick up the Ball for Micro, Small, and Medium Enterprises in Badung Regency is an extension of *UMKM LIMOSSIN JEBOL*. With the help of this service, the community, especially MSMEs in Badung Regency, will have access to faster and more comfortable services.

WHISTLEBLOWING SYSTEM

According to the *Undang-Undang Nomor 30 Tahun 2002* concerning the Corruption Eradication Commission. People who know and want to report an act that leads to a violation that occurred in the Badung Regency *MPP* environment can use the Whistle blowing System application.

TRUST SPI

Transparency, Responsibility, Upright, Sustainable, and Technology, abbreviated as TRUST, are critical components in providing the best service to the community. SPI, an acronym for Integrity Assessment Survey, is a survey conducted on institutions to track and map corruption risks to increase awareness of these risks and strengthen anti-corruption systems.

The table below the integrity assessment index has 12 indicators that are assessed, including requirements with a score of 85.86, service procedures with a score of 85.42, turnaround time of 64.23, cost transparency with a score of 85.22, behavior of officers with a score of 91.23, free from collusion/gravity with a score of 96.03, free of practice scalpers with a score of 97.47, free from corruption with a score of 87.38, free from nepotism 97.13, free from discrimination with a score of 98.47, free from extortion with a score of 99.11, and free from abuse. When viewed from the integrity assessment, *MPP* Badung received an average score of 90.54 from 973 people who assessed the integrity services available at *MPP* Badung. The community is more satisfied with being free from extortion when viewed from the highest score with a total of 99.11, while in settlement time, they get the lowest score with a total of 64.23.

Table 1. Badung MPP Integrity Assessment Index

Badung MPP Integrity Assessment Index	Amount
Requirements	85.86
Service Procedure	85.42
Settlement Time	64.23
Cost Transparency	85.22
Officer Behavior	91.23
Free From Collusion/Gratification	96.03
Free of Calo Practices	97.47
Free From Corruption	87.38
Free From Nepotism	97.13
Free From Discrimination	98.47
Free From Extortion	99.11
Free From Abuse	98.98
Average	**90.54**

Source: https://dpmptsp.badungkab.go.id/survey-integritas

SKM Online

Based on the *Peraturan Menteri Pemberdayaan Aparatur Negara dan Reformasi Birokrasi Nomor 14 Tahun 2017* concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Delivery Units. The Community Satisfaction Survey (CSS) aims to improve the quality of public service delivery and measure the level of satisfaction of service consumers.

Table 2. Graph of Badung MPP Community Satisfaction

Graph of Community Satisfaction MPP Badung	Amount
Requirements	85.05
Procedure	85.66
Speed	84.43
Fees/Tariffs	83.45
Products/Services	84.98
Executor Competency	85.37
Executing Behavior	85.85
Procurement Handling	84.76
Mean & Infrastructure	85.81
Average	**85.04**

Source: https://pelayanan-publik.badungkab.go.id/skm

The table shows that nine indicators are used to assess the graph of community satisfaction with public services in Badung. Among them are requirements with a score of 85.05, procedures with a score of 85.66, speed with a

value of 84.43, costs/tariffs with a value of 83.45, products/services with a value of 84.98, competence of implementers with a value of 85.37, behaviour of implementers with a value of 85.85, procurement handling with a value of 84.76, facilities and infrastructure with a value of 85.81, from the point of view of community satisfaction. Badung *MPP* got an average score of 85.04 from 683 people who surveyed satisfaction with the services provided by Badung *MPP*. Facilities and infrastructure in *MPP* Badung get the highest score, with a total of 85.81, while the lowest score is in fees/tariffs, with a score of 83.45. To improve service quality, the element with the lowest value needs to be prioritized. While elements that have a high enough value must be maintained. However, if you look at the values of the nine elements that have been determined, all of them can be categorized as sufficient, from the Community Satisfaction Index (*IKM*) conversion interval value above 76.61, in the category of service quality B (Good).

Based on Smart Governance theory, there are three essential components, according to (A. Meijer & Bolívar, 2016; Tomor et al., 2019, 2021) namely the use of technology, community participation, and collaboration between government, community, and private sector. Smart Governance is critical in the technological transformation process in cities (Ranchod, 2020) The Smart Governance concept also includes providing desired community services through smart infrastructure (Faraji et al., 2021) Therefore, efficient, quality, and wise government intervention is needed for society to realize innovative governance (Giuliodori et al., 2022) It can be seen as a multifaceted and multilevel construct that considers elements such as openness (Gil et al., 2019)stakeholder collaboration (Ricart & Berrone, 2017) capacity to secure social infrastructure through public-private partnerships (Berrone et al., 2019) and a community-centreed problem-solving approach (A. J. Meijer et al., 2016).

E. CONCLUSION

This study concludes that before the formation of the Badung Public Service Mall, the service process to the public used paper. However, after establishing the Public Service Mall, the service process changed by utilizing digital technology because it implemented an intelligent governance bureaucratic model. The existence of *MPP* Badung in real terms can improve the quality and quantity of public services, especially in the Badung Regency area. This can be seen by the fact that 29 agencies are members of the Government, the private sector, and *BUMN/BUMD* and have 12 adequate facilities. The formation of *MPP* also affects the number of visitors who come every day because various services in one place can be taken care of easily and quickly. In 2022 the highest number of visitors will be in September, with 3,311 visitors. There are several novelties in this research, including various innovations carried out by the Badung Regency Government in line with technological advances in the field of public services, so that the service process becomes easy, fast and cheap. This can be seen in multiple forms of innovation in the Bandung Public Service Mall, such as the *MPP* Badung Application, *MPP* CARE, LAPERON, LIMOSSIN, WHISTLEBLOWING SYSTEM, TRUST *SPI*, and *SKM* ONLINE.

There is also a limitation that this research only focuses on transformation in public services and forms of public service mall innovation in Badung Regency. On the other hand, recommendations for further research are to be able to compare the quality of public service malls in Indonesia in the public service sector with innovative models in the use of technology so that in the future, the process of public services in Indonesia is no longer extended, expensive, and lengthy so that in practice there are no more extortions in implementation.

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