

One-Stop Administration System: Public Service Innovation in the Indonesian Public Sector

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Abstract

Purpose: The study aims to explore the several public service innovations and the role of one-stop administration systems.

Approach/Methodology/Design: The study presents a review of literature on public service innovations. A number of research articles were analysed, highlighting the success of one-stop administration innovations.

Findings: In Indonesia, there have been several public service inventions as well as multiple Samsat service developments. In the sense of public services, innovation can be characterized as service quality improvement by renewal, imagination, or new development. A host of Samsat offices in Indonesia's different regions have innovated. In addition to the Samsat Drive Through, which received the Top 99 Public Service Innovations 2018, there were also innovations, West Java Samsat Ngabret, which established 5 innovation services, and the most recent, East Java Samsat, which launched the first innovation in Indonesia, namely paying motorized vehicle taxes and legalizing annual vehicle registration online. Socialization of the general population must be expanded in order to introduce programs to the general public, and server upgrades must be made in order to maintain service efficiency

Practical Implications: The study presents a theoretical foregrounding for further research on one-stop administration systems. This paper identifies certain gaps, and further research studies might address the effectiveness of some of these one-stop administration systems.

Originality/value: The study highlights the successful public service innovations in Indonesia and how people perceive the projects.

1. Introduction

Assessing the efficiency of public service is a difficult task, particularly when it comes to administrative or service-related services. This arises because issues about the efficiency of public care are not widely publicized in terms of public reactions, even though the availability of public sector appraisals is the standard for determining whether a nation is struggling or succeeding. The level of service should be dictated not only by the state but also by the population (Rezha, 2013). Other structural shortcomings in the delivery of public programs may be seen; the key deficiency lies in the organization's architecture, which is not deliberately built in the sense of delivering resources to the community, is full of hierarchies that render processes convoluted (bureaucratic), and uncoordinated. The government also has a propensity to perform two roles at once, the administrative role and the execution function, which allows public programs to be ineffective (Mahsyar, 2011).

The present state of public service delivery is also characterized by a government structure that

is ineffective and inefficient, and the quality of human capital available to government authorities is not yet optimum in terms of delivering services. This is shown by a large number of reports or complaints received from the general population, either directly or via social media. Public programs are both operations carried out by public sector agencies in an attempt to satisfy public requirements, and the application of regulatory mandates to meet all of these needs necessitates bureaucratic creativity (Monoarfa, 2012).

When it comes to organizations, Sutarno (2012) defines creativity as “modern forms of operating structures carried out in an organization to facilitate and foster competitive advantage.” The active application of a creative concept, or the mobilization of ideas, technical expertise, and experience to develop new goods, systems, and services, is what innovation is all about. According to Jong and Hartog (2010), creativity behavior is an individual practice that seeks to incorporate fresh and useful ideas about systems, goods, or procedures. In terms of delivery, public services in Indonesia continue to have many flaws, including: (1) being less receptive, (2) being less descriptive, (3) being less available, (4) being less organized, (5) being bureaucratic, (6) being less willing to hear citizen concerns/recommendations/expectations, and (7) being inefficient. The key shortcomings of human resources are attributed to integrity, honesty, sensitivity, and ethics (Wahid, 2017).

As a result, creativity is required to enhance and even increase the consistency, reliability, and efficacy of public service delivery, because, by innovation processes, strategies, and technology can be developed that reduce costs, shorten service time, reduce bureaucracy, and, most significantly, instill public confidence in government results (Sari, 2014). The definition of innovation in public utilities, the Innovation Dimensions, and the Innovation in SAMSAT Services in many Indonesian regions are examined. This paper aims to explain the Public Service Innovation One Roof One-Stop Administration System, providing an analysis of the project and reflecting on the public perception of the service.

2. Literature Review

Public Sector Management

The public sector bears a great deal of obligation in delivering community programs and must be assisted by a skilled and knowledgeable Human Resources (HR) apparatus inside the government bureaucracy. Private-sector corporate practices spawned the ideas that have evolved in public-sector management (Setiyono, 2007; Irianto, 2011). The administration of public institutions in the public sector is facing a transition. Any service, from health to waste control, and from courts to housing management, tends to be subject to reorganization based on business principles (Walsh, 1994). The public sector is homogeneous enough in terms of the particular problems under consideration (managerialism, funding limits, and bids for additional resources) to enable some more general lessons regarding strategic management challenges to be learned across public institutions (Llewellyn & Tappin, 2003). This managerial method has proven useful in recent years for the introduction of reform reforms aimed at enhancing consumer orientation and collaboration across public-sector organizations (Ongaro, 2004).

According to Fryer et al. (2009), the anticipated changes in efficiency, accountability, openness, service quality, and value for money in the public sector are yet to be achieved. There

are three types of performance improvement issues in the public sector: technical, systemic, and commitment. Externally forced consolidation and reorganization jeopardize the effective execution of performance improvement. Reforms to the public sector, which are often implemented through many nations, aiming to enhance their efficiency. As a result, changes can be seen as long-lasting, as they have been in India since the beginning of many centuries from the existing institutions. The label 'public sector' Reforms described more narrowly, on the other hand, are not novel (Heeks, 1998). Indonesia has implemented substantial economic and political reforms to promote democracy, strengthen responsibility, and increasing the openness of public sector activities. As part of this change, accrual accounting is now expected, as are independent audits and transparency requirements for central and local government agencies (Bell et al., 2012). Indonesia has taken the opportunity to reform the financial administration of the public sector. It is proposed that improved financial transparency would enhance government agencies' financial responsibility and assist policymakers, both internal and foreign, whose actions would be focused on financial data (Mir & Sutiyono, 2013).

The Concept of Innovation in Public Services

The function and acts of government operations are linked to innovation. This is consistent with the introduction of regional autonomy, which grants regional governments the authority to devise policies; therefore, the involvement of public officials in the regions in producing public policy developments is anticipated to grow, with a positive effect on the standard of policies or regulations to be drafted (Sururi, 2017). Bloch (2007) stresses that creativity has diverse aspects and it can take the form of fresh or reformed products or services, systems, marketing strategies, or operational methods that are alternatives to challenges that the organization has encountered. Innovation is described as rebirth / innovation / new invention capable of adding value (value-added). In the sense of public services, innovation is identified as the renewal/creativity / new development of public services to increase service quality (Fitriana, 2012).

Innovation may take the form of theories, processes, or artifacts that are viewed as novel by someone. Changes that are seen as novel by the experiencing population are most often referred to as innovations (Suryani, 2008). While innovation has grown rapidly in Indonesia, it is still carried out in a fragmented and static manner. Partially since an invention is not often linked to other inventions. They are not linked to a corporate path map and lack a long-term view (Utomo, 2016).

Innovation Dimensions

De Jong & Den Hartog (2007) go into greater detail regarding the dimensions of creativity as shown by a variety of mechanisms, namely: (1) Recognizing openings, opportunities emerge as a dilemma emerges or is viewed as a difference in what it can be and what it is. As a result, creative action begins with the ability to see openings. (2). Issue solutions: When confronted with a problem or considered to be a problem, the convergent thought style employed is to issue as many suggestions as possible in response to the current problem. Creativity is needed at this time. (3) Ideas are studied; if not all proposals can be included, then an analysis of the ideas that emerge is carried out. Divergent or conical thought-forms are used. One of the fundamental concerns is how many the theory offers in terms of drawbacks and rewards. Plausible ideas are embraced, whereas unrealistic ideas are rejected. The analysis is carried out

indefinitely before the solution with the highest chance of performance is discovered. (4) Application, at this point, the willingness to take chances is essential. The chance of performance and loss is referred to as danger. This refers to the likelihood of achievement as a result of the desire to regulate actions to accomplish objectives or innovate.

The Australian Institute of Public Administration (IPAA) (2014), in particular, proposed the innovation component of public programs, which proposes three dimensions of innovation for public policy: 1. formal introductory phrase Complexity refers to the advancement of theories or concepts in handling creativity, and allows for greater coordination and engagement within the organization that produces plans. Planning necessitates the generation of proposals, ideas that can be used to solve the challenges at hand. (2). Increasing interdependence or mutual partnerships that favor different parties participating in creativity, such that this feature addresses the advantages of the initiative being developed for the program target audience and how the concept is applied. The needs of different stakeholders must be recognized, acknowledged, and taken into account. (3rd). Faster and deeper improvements require one to be able to lighten the strain of past activities and ingrained expectations to find new ways that lighten the workload of previous work; these shifts can be reflected in the output.

One-Stop Administration System Service Innovation

Various revolutionary government services are born out of different issues inherent in various areas, including automotive support networks. Motorized vehicle development has hit 15% each year, or 7.9 million vehicles per year. The rapid growth of motorized vehicles is supported not only by Indonesia's huge population (240 million) but also by the characteristics of Indonesians who like to change vehicles to demonstrate their presence and status in society (Winarno, 2014).

The preference for private cars over public transit allows citizens to finish administrative tasks as soon as possible (Mursalim, 2019). The Samsat Joint Office (One Roof Single Administration System) is a public service provider that issues Motor Vehicle Registration Certificates (STNK) to the public. The Samsat Joint Office is a collaboration of three (three) agencies, namely the Police, the Revenue Service, and PT. Jasa Raharja (Persero), that work together to carry out their responsibilities. Since its inception in 1976, the Samsat Joint Office has strived to increase the standard of services offered to the public by being open, accountable, inexpensive, fast, and clear to generate community satisfaction with the services it offers (Prianggono & Manuputy, 2010).

Furthermore, according to Jati (2011), the Samsat Office bureaucrats carried out the introduction of New Public Management half-heartedly through the Drive-Thru method. Since all is still managed by the Regency/City Samsat Office, this is attributed to the restricted practice of public facilities in this mechanism. Furthermore, public access to Drive Thru-based facilities is now restricted to the distribution and disclosure of knowledge provided by bureaucrats, causing users to become apathetic and permissive. Another factor impeding the New Public Administration public sector change is that the public, culturally, prefers to access public services in the old way, especially in the management of the Motor Vehicle Tax (PKB).

Global Online Samsat is an automated network infrastructure organized by the National Samsat Advisory Team focused on the Republic of Indonesian laws and regulations for online payment and legalization of Motor Vehicle Taxes (PKB), Road Traffic Accident Funds (SWDKLLJ),

and Non-Tax State Revenues (PNBP) Endorsement of STNK that can be performed nationwide via a mobile service program. Residents no longer need to visit the Samsat office to obtain motorized vehicle documentation thanks to the National Samsat Online service, which can be downloaded from the Playstore. Administrative and regulatory environments where the scope of operation may be applied All Samsat in the province of Indonesia can be accessed via National Samsat Online. The National Samsat Online service framework only accepts annual Motor Vehicle Tax Payments, SWDKLLJ, and STNK.

SAMSAT Service Innovation in several Regions of Indonesia

Samsat has produced many technologies, one of which is the Samsat Drive Through. Polda Metro Jaya applied the word Drive Thru to the first Samsat under the name Samsat Drive-Thru. This breakthrough, which is the result of a collaboration between the Traffic Directorate of the Greater Jakarta Metropolitan Police, the DKI Jakarta Province Regional Tax and Retribution Agency, and PT. Jasa Raharja (Persero) DKI Jakarta Branch, is listed in the Top 99 Public Service Innovations 2018. The Samsat Drive-Thru facility eliminates the requirement for the public or taxpayers to exit their cars to provide facilities. This program aims to make it easy for taxpayers to drive four-wheeled vehicles. Taxpayers are not required to exit their vehicles to make tax payments or verify STNK. It is sufficient to hand over the STNK to counter one from inside the car. The STNK will then be obtained at counter number two. Drive-thru service is more time-efficient; once the administration is completed, the business can be completed quickly.

Apart from Jakarta, another city that is following suit is Samsat Kota Makassar; for Makassar City, there are two Samsat Drive Through Pettarani facilities, and Kedai Samsat in Hertasning Field just serves STNK or annual taxes validation. Meanwhile, tax payments and automobile registration renewals must also be made at the Samsat Stationary where the vehicle is licensed. This Samsat Staying Up service only accepts tax payments for private vehicles registered in all districts/cities in South Sulawesi; it does not accept tax payments for public transportation vehicles or official vehicles.

Samsat West Java Ngabret (Samsat JBret) is another field that is innovating, with 5 (five) service developments. Taxpayers who wish to render annual West Java PKB fees, the Legal Territory of the West Java Regional Police, will use these five operation developments. Payment of PKB and SWDKLLJ by Bank bjb Teller; (2) Payment of PKB and SWDKLLJ by Financial Technology (Fintech) Startup Industries such as Tokopedia, Kaspro, Bukalapak, Online Bank Payment Points (PPOB), and Modern Outlets such as Alfamart, Alfamidi, and Indomaret; (3) Electronic Payment Obligation (e-SKKP); (4) Printing of Electronic STNK Ratification Vali

In addition to West Java, which is much more revolutionary, the East Java Provincial Government introduced a fresh and first innovation in Indonesia, namely paying motor vehicle taxes and legalizing annual STNKs online at more than 16,000 Indomaret outlets across Indonesia, through the East Java Samsat. Taxpayers do not need to return to Samsat to print Proof of Payment Obligations because after paying electronically, they can receive an e-TBPKP, which can be downloaded on their cellphone and printed by themselves and is valid at the police station.

From conducting research related to Samsat technologies, such as research by Suwastiti (2016), it is important to socialize the public to improve people's mindsets and to restore servers so that there is no longer difficult when inputting data and the service operation is not hindered.

Mustofa's (2017) research identifies many issues that must be addressed, including the use of media for socialization in relation to the implementation of innovation in motor vehicle tax payment services through the Samsat service, which must be replicated so that the information can be comprehensive and conveyed to the public as taxpayers, and the need to include backup internet providers so that the motor vehicle tax payment system can function. Hidayati (2016) also believes that slow and systematic socialization from the service provider to the consumer is needed such that the public directly understands the clarity of the service. This is crucial because regardless of how effective the service innovation offered by the provider is if it is not explicitly introduced or shared. to the general population such that there is little question about using the service.

3. Conclusion and Suggestion

Public service innovations continue to be developed to meet the demands of the community in getting fast, precise, efficient and effective services. A host of Samsat Offices in different regions of Indonesia have implemented innovations. In addition to the Samsat Drive-Thru, which was named one of the Top 99 Public Service Innovations of 2018, there were also innovations, West Java Samsat Ngabret, which established 5 innovation services, and the most recent, East Java Samsat, which launched the first innovation in Indonesia, namely paying motorized vehicle taxes and legalizing annual vehicle registration online. Apart from the benefits and ease of this Samsat service breakthrough, there are certain drawbacks, such as poor group socialization and underutilized servers.

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