

# Analysis Level Innovation Of Public Service Field Licensing In The District Pinrang Province South Sulawesi

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**Abstract:** This study aims to describe and analyze the level of public service innovation field permits held by local governments at the district Pinrang, South-Sulawesi province of Indonesia. The approach used is a combination of qualitative and quantitative approaches to case study research strategy. Informant is an element of local government, community leaders, and the user community. While the respondent is the user community and the experts/expert. Data were obtained through observation, interviews, questionnaires, and tracking documents. Quantitative data analysis techniques using interval scale (*Scale Likert*) and processed using SPSS software, while the qualitative data analysis techniques using an interactive model which consists of four activities namely data collection, data reduction, data presentation and conclusion. The results showed that (1) Level of innovation of the eight dimensions of best practices; impact, sustainability partnerships, leadership, community development, transfer programs, local context, and gender equality as a whole to obtain an average value high. (2) some aspects that need to be improved so that innovations are being implemented can be the best practices that can be applied in other areas is to improve website performance and user empowerment, and adequate budgetary support (3) The commitment of all members of the organization in carrying out minimum service standards and standard operating procedures, transparency and accountability to be key to the success of service innovation field permits Local Government held in Pinrang.

**Index Terms:** Innovation, Best Practices, the quality of public services

## 1 INTRODUCTION

The program permits the field of public service innovation began intensive Pinrang implemented by the district government in 2012 through the relevant agencies and the Integrated Licensing Service Agency Investment. Although the adoption of innovation has not been carried out yet because of the high commitment of all members of the organization to want to learn, work hard and initiate banc mark in some other areas that have been successfully innovate, ultimately innovation program is generally considered a success though admittedly there are still weaknesses that need to be improved. A number of achievements have been achieved both at the regional and national level, leading him won a number of awards from both the central government and of other independent institutions. In order to improve the quality of public services in the areas of licensing, Pinrang district government made a number of innovations that include; (1) innovation policy by embedding multiple agencies involved in the office so that services become integrated.

Another policy is to make licensing services into one-stop service that makes it easy for the user community, the service is becoming more effective and efficient and keep costs down, (2) innovation in the service process by providing an online registration facility, SMS gateway, information systems using local application net area, the mechanism of payment through Bank, the innovative office layout (layout), and shaping public complaints unit, (3) innovative methods of service delivery by establishing a mobile service team to serve the people who live in remote areas, (4) information technology innovation and communication with applications and Investment Information Delivery System Electronic Investments and (5) innovation system interaction, which involves a number of external parties in the implementation of the innovation program of the Central Government, Corruption Eradication Commission, the Canadian International Development Agency (CIDA), Non Governmental, the Press and the user community. When analyzed the types of innovation that is implemented by the Local Government in Pinrang basically in accordance with the distribution of the types of innovation proposed by Halvorsen (2005) [1], Hartley (2005)[2], IDEA (2005)[3], and Anttiroiko (2011)[4] which essentially describes that innovation in the public sector not only in the form of innovative products / services and technological innovation but also include innovation policy, innovation in service delivery methods to innovation in the innovation system interaction or concept. Implementation public service innovation in the field of licensing Pinrang in the early days of the commencement of innovation programs, budgetary factors and lack of employee skills become weaknesses experienced by agencies innovation program providers. But with the high commitment of all members of the organization to want to learn and work hard eventually innovation programs can be run and provide benefits to some parties even able nominated in the top 10 best service providers permit the door in Indonesia. Focused on the description, the problem of this research is directed to: (1) How is the level of public service innovation in the field of licensing districts Pinrang? (2) Is the application meets the criteria of innovation best practices to be applied in other areas ?

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## 2. RESEARCH METHODE

The approach used in this study is a combination of qualitative and quantitative approaches, but more predominantly used qualitative approaches, whereas this type of research is a case study. The focus of this research are forms of innovation that has been carried out starting from the innovation policy, institutional, different types of innovation adoption are applied and how the strategies used in innovation and to analyze perceptions of the level of innovation according to the user community and the experts by using indicators of best practices covering dimensions of impact, partnerships, sustainability, leadership, community empowerment, gender equality, and the local context. The data collected in this study consisted of two types, namely primary data and secondary data. The primary data obtained through interviews with informants and data processing of results of questionnaire respondents in this research. While the secondary data obtained from the office of the Integrated Licensing Service Agency and Investment Pinrang, and office Pinrang Central Bureau of Statistics. Quantitative data were analyzed using SPSS software, while qualitative data were analyzed using an interactive model that consists of data reduction, data presentation and conclusion.

## 3. RESULT AND DISCUSSION

To answer the research questions posed in this study the authors refer to the criteria of best practices formulated by the UN-Dubai Municipality,(2003)[5]. Innovation program assessed using indicators consisting of: the impact of innovation programs, partnerships, leadership, community empowerment, gender equality, local contexts, transferability, and sustainability dimensions. Based on the results of the study showed that respondents assess the impact of the implementation of the licensing service innovation is at a high level. People consider that the licensing service innovation programs are implemented in the form of one stop service and develop innovative measures adopted from other regions proved to cause such effects; increasing application of business & non-business licenses, an increase in investment, increased employment in the trade sector, the increase in the original income and regional economic growth, which in turn have an impact on improving the welfare of the community in the district Pinrang. Level of innovation in terms of the dimension partnerships are at a high level. Respondents considered that the local government has involved a wide range of external parties to cooperate in public service. However, from the results of discussions with a number of stakeholders and experts revealed that the maximum dimension of the partnership have not been done in the implementation of innovative programs. Government institutions outside the regional government is already involved and has contributed in the development of innovative programs of public service, but the involvement of the private sector, nongovernmental organizations (NGOs) and community users still unwell so it is suggested that the next element of the community is involved both in the planning stages of the innovation program , in assessing the implementation and ongoing innovation program at this time. Level of innovation in terms of the dimensions of leadership was rated by respondents occupy a high level. Respondents assess the ability of policy makers in directing the legislative leaders, government officials, community leaders, professional organizations, NGO leaders / NGOs, and the ability to direct its

resources. Commitment Regional Head innovation support programs contribute to the success of the innovation program. Similarly, the leadership displayed by the Head of Licensing Services and Investment, is effective in describing the vision and mission into action plans, its ability to coordinate with all relevant agencies and be able to influence his subordinates to want to work hard with dedication. Serve a leadership style characterized by creative and innovative, responsive and flexible, and highly committed to the duties and responsibilities become one of the determinant factors for successful innovation in the district Pinrang licensing services. The level of innovation of community development aspect in the judgment of the respondent at the level of being, this is in line with the perception of the informant and the experts who basically considered that the community empowerment program licensing service innovation has not been much involved. Meaning of community empowerment in this aspect is the extent of community involvement in the whole process of implementation of public service innovation. Based on the results of the study revealed that community participation was limited to following a meeting held in the office, the presence of residents at the meeting just to listen to the things pertaining to the implementation of program activities, residents are given the opportunity submit proposals or suggestions that need to be held. whereas the non-governmental organizations / Local NGOs involved in the program outreach programs. The lack of citizen participation in the implementation of innovation programs as well as community factors alone. Search results the authors showed that society generally entrusted to the bureaucratic apparatus which they better understand what should be done, but it also seems to lack the knowledge society, especially in terms of technical innovation related to the implementation of programs of public service. The lack of involvement of the general public is also based on the consideration that the duties and functions of these institutions requires knowledge, experience and even special skills to run it so that people are less empowered, and vice versa locals trust the government's ability. Novation level of service in terms of licensing gender equality dimensions are at very high levels. The results show respondents in this case the Government Licensing Service Agency and Investment Pinrang provide services and equal treatment and equal justice to all citizens regardless of background socioeconomic status, gender, and employment or public office. Gender equality refers to a common understanding of the legal status and treatment experienced by the community. In the context of licensing and investment services, gender equality dimensions properly addressed by government officials. government officials. Equality does not mean the same average and the same sense, but can also be distinguished by characteristics inherent aspects of the subject and object services obtained. From the observation appears to gender equality in the service process, in reality, already executed. As an example of equality in service time is set in the Standard Operating Procedure so that whoever the person is that kind of affairs at the time of completion as well as long as no obstacle that can not be avoided, eg Building Permit application already exists a maximum time limit of completion, as well as business license, non-business licenses and other permits, each has a maximum time limit permits had to be issued regardless of who it is who beg, all treated equally. Similarly, the imposition of equality in rates, determining the amount of costs to be paid by the public is the same along the same kind without any

distinction. All kinds of licensing proposed tariff has been determined citizens. It seems that the motto of this institution "Your Satisfaction is Our Goal" are internalized and implemented by the staff of the Bureau of Licensing Services and Investment Pinrang. Based on the above description it can be concluded that the dimensions of gender equality in service delivery innovations in the field of licensing and investment are in line empirical facts that occur in the field. Level of innovation is reviewed in the context of the local dimension is at a high level. Local context refers to aspects of local community needs, internal resources owned, local cultural aspects, as well as aspects of the program has ever known before. People consider that public service innovation is applied it is already a requirement of today's society. Respondents rating their high-dimensional local context due to the lack of understanding of citizens that innovation is implemented by local governments have compatibility with the needs of local communities and local resource utilization is high, including the utilization of human resources as a whole using local labor. Level of innovation in terms of aspects or potential transferability of innovation programs developed in other areas are at a high level, this means that the respondent judge conducted a public service innovation district government Pinrang worthy as an example of best practice that can be replicated and developed in other areas. Transferability is an extraordinary dimension because people judge that the program can be replicated and applied by other Local Government. Innovative services programs are considered successful when the public has received recognition from various parties and designated as one of the references in the administration of licensing services in Indonesia that currently Pinrang often get visits from other local governments, especially from the local government of eastern Indonesia. Appreciation of the innovation performance also came from various parties so that upon the inauguration of the Public Service Center Pinrang attended and inaugurated by the Commissioner of the Corruption Eradication (KPK) in Indonesia. Innovation services licensing program that can be transferred to other areas such as; knowledge, transparency in service, moving services / mobile services, information systems and technology, payment mechanisms, transparency in the implementation process of innovation and accountability systems. One of the innovations that are simple and yet enviable is incremental innovation in the use of uniform "batik" is used all the employees, including the leadership of every working day. Although this seems things are mediocre but the atmosphere in the office is able to create a more comfortable, relaxed and friendly between the apparatus with the user community. The relationship between the citizen forces impressed users with no gaps and no rigid. Uniform "batik" is a special characteristic of employees in the Agency and Investment Licensing Service that distinguishes it from employees who work in other environments Pinrang Government agencies. The basic consideration is the use of batik uniforms to eliminate bad impression, given the perception that has been developed among the general public if they see bureaucratic apparatus with uniform civil impressed as being a rigid bureaucracy, bureaucracy as a ruling should be respected and served, the community as if nothing helpless when dealing with bureaucrats who act as ruler. Bureaucratic impression is what you want removed under the aegis of Ministry of licensing and capital investment Pinrang. Level licensing service innovation seen from the dimensions of

sustainability gained high value according to the respondents' assessment. People consider that the innovation program implemented by the bureaucratic apparatus in Integrated Service Agency licensing and sustainability investments can be guaranteed because the program is supported Oleg number of regulations in the form of local regulation, Regulation and Decisions Regent Pinrang Pinrang. Support sustainability innovation also comes from a number of parties such as; Central Government, other independent agencies, and supported by the local community. However, there are concerns on the sustainability aspects of innovation policy. From interviews with informants revealed that Government policy brings together several administrative services at the Public Service Center Building with the aim of integrating a number of services that are related to each other, it does not yet have a strong legal basis so doubt its sustainability in the future if a change of leadership of the. The results of this study also showed that the expert evaluations of the performance of public service innovation field permits to obtain high scores. The significance of the high value given to the experts is that all components involved in the process of realizing the licensing service innovation and investment in general has worked well. Dimensional inputs which include the availability of infrastructure, implementation services, information availability services, quality of human resources, legal basis and financial management in general has been going well, despite the financial aspects still need to be improved. Level of innovation performance in the dimension of the process according to expert evaluations also showed a high level, this means that some aspects of the process which includes the use of process technology, the minimum service standards, the use of the information by the public, timeliness of service, complaint mechanisms and financial arrangements in general dimensions have contributed to the successful implementation of innovation programs. Meanwhile, the output dimension that includes the output level of quality, the growing amount of service, equality of citizens and the development cost of the service has shown a significant increase from the years before the innovation program. Based on the results of the research can be formulated a number of factors that affect the successful implementation of innovation programs at Pinrang licensing services, as follows:

- 1) Innovation program is supported by a number of regulations that become legal basis, either in the form of local regulation, Regulation and Decisions Regent. In addition, there is a policy of the central government in the form of the Act or in the form of Decree which is used in the implementation of innovative programs.
- 2) Strong support from the local government are realized by providing a representative office with the support of infrastructure and other facilities as well as providing human resources.
- 3) Having a clear vision and mission and realistic. Vision and mission of this organization is the way in achieving organizational goals in public service, especially in the field of licensing services.
- 4) Leadership Factor; leadership becomes an important variable and the dominant influence on the success of service innovation licensing program. Leadership ability to communicate with a number of relevant agencies and other stakeholders and the leadership ability to manage all of its resources into the success factors supporting innovation programs conducted by the Bureau of

- Licensing Services and Investment Pinrang district.
- 5) High commitment of all members of the organization ranging from level to level leadership willing to learn and staff to work hard and consistently run a minimum service standards and standard operating procedures is a key to the success of the innovation program.
  - 6) Transparency and accountability; This aspect is an important factor in improving performance in the implementation of licensing services. Transparency carried out on the whole process of implementation of innovation programs, ranging from planning, implementation and assessment of innovation programs so that the chances of corruption and collusion can be minimized. Meanwhile implemented accountability system periodically to submit progress reports to the activities of a number of stakeholders.
  - 7) Licensing service innovation program undertaken by the local government received the full support from the local community at least participate in supporting the creation of a community atmosphere conducive environment so that the program can run smoothly innovation. Support people can also be seen from the high awareness of the citizens abide by the rules and meet all the requirements associated with obtaining a permit

supported by stakeholders ultimately judged a success and program innovation become a reference for other local governments in the implementation of public services in Indonesia.

2. The level of innovation of the overall dimensions are at a high level, this means that the dimensions of the impact of innovation programs, partnerships, leadership, community development, transfer programs, local context, gender equity, and sustainability in general innovation programs have been implemented well and contribute to the improvement of the quality public services and the improvement of people's welfare. Even so, there are dimensions that still needs to be improved on the aspects of partnership and empowerment aspects.
3. Innovative public service programs are implemented in the field of licensing Licensing Service Agency County and the Investment Pinrang when assessed using indicators of best practices according to the UN has met the criteria and best practices has the potential to be replicated and developed in other areas with a record of some aspects that need improvement: community empowerment aspects, aspects of partnerships with the private sector / NGO, increase website performance, and procurement parent server in the Public Service Center building Pinrang district.

Based on the results of research and discussion can be formulated that the theoretical contribution of this research is the birth of a new view that the public service innovation in the field of licensing services especially not always have to be expensive and can only be started if the already available funds and manpower which has superior and professional skills. But an innovation program can be started with only supported by even modest budgets can achieve when there is a strong commitment from management and all employees to be willing to learn and work hard and strong commitment to consistently run a minimum service standards and standard operational procedures. This phenomenon is the notion Mulgan and Albury (2003)[6] which describes some of the barriers of innovation in the public sector which are barriers in terms of budget. Public service innovation in the field of licensing districts Pinrang recognized early in its implementation is lacking sufficient budget but the budget is not a factor of weakness become an obstacle for local governments to innovate. The synergy between the Regional Government support with a strong commitment from the leadership and the entire staff at the Agency for Investment and Licensing Service to study the success of innovations in other areas accompanied by a willingness to work hard to bring this organization is able to achieve achievement as one of the best public service providers in Indonesia and designated by the Central Government as a reference for other local governments in the implementation of the public.

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## 4. CONCLUSION

1. Of a number of public service innovation field permissions implemented through the Local Government Licensing Service Agency and Investment Pinrang basically no original innovation created imitative of its own but is done by adopting innovations that assessed successfully applied in other areas later replicated and developed in the district Pinrang. However, because of the ability to develop innovations that accompanied the adoption of a strong organizational commitment and