

Innovations and Challenges to Reform in Public Service in Realizing Good Governance

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ABSTRACT

Innovation in public administration reform plays a crucial role in realizing good governance. However, the main issue is resistance to change, which often stems from government employees who are comfortable with the old ways of working and are reluctant to adapt to new methodologies and resource limitations, both in terms of finances and human resources, which often become obstacles in the implementation of effective innovation. This study aims to find out Public Service Innovation in Realizing Challenges to Reform Good Governance in the future. This research is a type of policy research that is analyzed descriptively and qualitatively. The results of the study show that innovation in public services can be carried out with the achievement of changes in mindset and bureaucratic work culture, policy deregulation, organizational simplification, management improvements, arrangement of human resources of the apparatus, strengthening accountability and budget efficiency, strengthening supervision, and improving the quality of public services.

Keywords:

Innovation, Public Service, Good Governance

INTRODUCTION

In the preamble of the 1945 Constitution, it is stated that the purpose of the establishment of the Indonesian state government is to protect the entire Indonesian nation and all Indonesian blood, advance public welfare, educate the nation's life, and participate in implementing world order. In other words, development needs to be done. The success of development is determined by the government's ability to make and implement policies that are correct and appropriate to local conditions and to develop institutional tools that will become the main infrastructure in the implementation of development.

Governments in various countries develop their institutions to achieve predetermined goals and targets. The establishment of these institutions is known as public administration, which is one aspect of a state. Optimal and excellent public service performance in government agencies is a driver of success and increased service satisfaction to the community as a whole. This is also very important to increase the competitiveness of the region and realize good governance and has long been echoed. So that the development of the country can take place and in the end the development of the country can realize happiness for its people (Witra Apdhi Yohanitas, 2016).

In the current era of information technology, the development of public administration faces the challenge of continuously adapting to the impact of globalization. The main reason why we should emphasize the development of public services is to ensure that efficient public services are the key to driving Indonesia to achieve good governance in all aspects of social, national, and governmental life. Another reason is that improvements in public services can significantly influence changes in bureaucratic behavior and public interaction. Ultimately, important efforts related to improving public service processes require changes in service culture such

as mindset changes, mental attitude changes, and ethical changes in public service delivery.

The policy of organizing public services has been regulated in such a way by the government in laws and regulations. Precisely Law Number 25 of 2009 concerning public services (hereinafter referred to as the Public Service Law). The Public Service Law was born with several considerations, including:

1. The state must provide services to all citizens and residents to ensure the fulfillment of their basic rights and needs in the context of public services.
2. Building public confidence in the public service delivery process is an important step.
3. It is a step towards clarifying the rights and obligations of citizens and affirming the responsibilities of the state and business entities in delivering public services.
4. It aims to improve the standards of public services and ensure that they are delivered following the principles of good governance, while protecting citizens and residents from abuse of power in the delivery of public services.

In addition, improving efficient and transparent public services is critical in strengthening the foundations of democracy and good governance. This not only accelerates the process of fulfilling people's basic needs but also strengthens public trust in government institutions. Promoting the integration of information technology in the delivery of public services, can increase accessibility and convenience for citizens, while minimizing the space for corruption and abuse of authority. So it is hoped that reforms in public services can strengthen the role of these services as a key driver in achieving good governance.

The quality of public services is a basic requirement in implementing a good governance system. While there are many other important aspects of good governance, public service reform is a strategic focus as it is the direct foundation of the government's interaction with society. The government does face other significant challenges such as national character building, the petroleum crisis, deforestation and illegal logging issues, increased fishing theft, and illegal mining of natural resources such as sand and coal. However, prioritizing public services is essential because it can directly increase public trust and satisfaction, strengthen accountability, and promote transparency, all of which are core principles of good governance. With effective and efficient public services, the government can more easily address other issues because it has built a strong foundation through public trust and support.

Strengthening global competitiveness encourages the government to transform from a traditional model to an innovative model in the country's economic development. As such, various common indicators developed by rating agencies aim to estimate the country's competitiveness. In addition, the ongoing Industrial Revolution led to the expansion of innovation and considering it in management at all levels. In this case, governments should understand the impact of innovation on public administration and develop relevant legislative mechanisms and instruments to attract and support innovation (Vitalii Kondratenko, et. al, 2020). New public management concepts and principles may be needed to realize good public management if there are driving innovations for the long term (Leli Indah Mindarti, 2016).

Creating a competitive environment as a tangible manifestation of the concept of innovation in good governance to realize the context of decentralization is a key element for a country's regional progress. In response, the government has implemented competitive reform and improvement initiatives to achieve efficient and

highly competitive public services at the local level. Bureaucratic reform in Indonesia, which began in 2004, is an important strategy to improve the quality of public services towards achieving good governance. It has a significant impact on various aspects of national life, particularly within the bureaucratic sector. The bureaucracy as an organization designated to maximize efficiency and administration (Harbani Pasolong, 2022) should be able to impact changes to every policy carried out. While these changes are important, they also bring complex challenges and require a sustained and lengthy process to overcome.

Innovation culture, which is a crucial component of bureaucratic culture, plays a vital role in the success of bureaucratic reform. Reform is a process of systematic, integrated, and comprehensive efforts, aimed at realizing good governance (Sedarmayanti, 2009). However, currently, innovation is not considered a core value in the bureaucratic culture of the Indonesian government, despite the wide opportunities for innovation in governance and development management. Innovation is crucial to be implemented by all levels of government, both central and local, especially with the shift from centralization to decentralization, which has highlighted the importance of innovation for the government. Thus, for the government, innovating is not just an option, but a necessity to achieve prosperity and welfare for its people and region.

With that, innovation in public administration reform plays a crucial role in realizing good governance. However, this process is not free from complex challenges. One of the main problems is resistance to change from within the system itself, which often stems from government employees who are comfortable with old ways of working and reluctant to adapt to new methodologies. In addition, limited resources, both financial and human, are often a barrier to the effective implementation of innovations.

The technology gap is also an important challenge, where not all regions have sufficient access to or capability in technology to support public administration innovation. This has the potential to create disparities in the quality of public services between regions. In addition, transparency and accountability issues also arise, where without an effective oversight system, innovations can be misused or not deliver the expected results. In addition, challenges in building effective collaboration between government, the private sector, and civil society often slow down the innovation process. Achieving good governance through public administration reform requires a holistic approach involving all stakeholders, but building consensus and productive cooperation is not easy. It requires a strong commitment from all parties and a willingness to continuously learn and adapt to emerging challenges.

In reform efforts, four key components are often the focus: government institutional arrangements, human capital, policy-making processes, and revenue and expenditure management systems. Each of these components requires special attention to ensure reforms can improve the efficiency and effectiveness of services provided by the government to the public (Lance Barbier and Robertson Khan, 2023).

Thus, in overcoming challenges in public administration reform, it requires a comprehensive and collaborative approach, involving various stakeholders (stakeholders) to ensure that public administration reform can achieve its goals in improving good governance. for this reason, there are several problems in realizing good public service reform innovation, requiring steps and strategies in achieving several policies according to what is aspired to in public services. This is also what is

interesting to discuss in this study related to Public Service Innovation in Realizing Challenges to Good Governance Reform.

METHOD

This research is a type of policy research, according to Asep (Asep Kertiwa, 2015), policy research is research that aims to establish or implement a policy. The policy to be achieved in this study is that public service innovation can Realize Challenges to Good Governance Reform following the policy provisions enacted by the government. Then this study analyzed descriptively qualitative.

RESULTS AND DISCUSSION

Public Service Innovation in Realizing Challenges to Good Governance Reforms

Providing services to the public is an important aspect required in every country. Public service is defined as the process of meeting the needs of individuals or communities in contact with a particular organization, following established rules and procedures. In this context, the role of government is crucial, not only to meet internal needs but also to serve the wider community, with the main objective of creating convenience and accessibility in various aspects of social life (Zulfa Auliana Haqie, et.al, 2020). In providing good public services to the community, there are at least 3 (three) things that must be considered, including (Khaerul Umam, 2019):

1. Quality and relevant public services
2. Normative dimensions and reflective dimensions (ways of acting) create a fair institution.
3. Ethical modalities, bridging so that morals can become real actions (systems, procedures that facilitate ethical actions)

Ensuring quality public services that are accessible to all levels of society is the primary responsibility of the government. To achieve this goal, the government must pay attention to various aspects, ranging from providing adequate infrastructure, and developing competent human resources, to implementing the latest technology that can speed up and facilitate the service process. For example, in the health sector, the government must be able to ensure the availability of health facilities that meet standards, trained medical personnel, and safe and affordable medicines. On the other hand, in the education sector, there should be efforts to build proper schools and recruit and train qualified teachers, in order to prepare a smart and skilled next generation.

In addition, the government also needs to encourage active community participation in decision-making processes related to public services. This can be done through the establishment of dialog forums that allow citizens to express their aspirations and feedback on the quality of services provided. Transparency in the management of public services is also very important because with transparency, the public can monitor and evaluate the performance of public services directly, thus minimizing the potential for corruption and abuse of authority. In today's digital era, utilizing online platforms to provide public services can also improve efficiency and expand the reach of services, allowing citizens to access various public services from home without the need to spend time and money to go to public service offices. With a comprehensive and sustainable approach, it is hoped that public services can be continuously improved, creating a prosperous society and a developed country.

To realize good governance reform through public services faces various complex challenges, including:

1. **Reduced Public Interest in Public Services:** The transition to the best possible service-oriented mode of governance has posed serious challenges to public interest in public services. Changes in the users of public services tend to reduce the public interest in terms of eroding the public-private distinction, narrowing the composition of service recipients, deteriorating conditions of accountability, and decreasing levels of public trust (M. Shamsul Haque, 2001).
2. **Differences of Opinion on Reform Strategies:** While there is universal recognition of the declining quality of public services and the need for reform, there are significant differences of opinion on the strategy and sequencing of reforms for individual countries according to their capacity and level of development. Reforms require improvements to the bureaucracy, careful preparation, patience, necessary investment, and the ability to neutralize opposition (Gerald E. Caiden dan Pachampet Sundaram, 2004).
3. **Addressing Public Dissatisfaction with Public Services:** There is great public dissatisfaction with public service delivery at all levels of government. This requires critical improvements in public service delivery and challenges the bureaucracy to achieve them. The importance of effective public management and the creation of an open, transparent, and accountable public service system (Mokta Mamta, 2013).

Realizing good governance reforms through public services faces multiple challenges, including declining public interest in public services due to market orientation that erodes the distinction between the public and private sectors and narrows service recipients. In addition, differences of opinion on the strategy and sequencing of reforms add to the complexity, requiring strong political support and a pragmatic approach. Public dissatisfaction with public services makes clear the need for improved quality and effectiveness of services, as well as increased transparency and accountability in their delivery. This challenge demands a holistic and adaptive approach to public service reform to more effectively meet people's needs and expectations.

For this reason, maximum efforts to manage public services are indicative of achieving the goals of public services in a country. In realizing the innovation of public services, increasing effectiveness and efficiency in meeting the needs of the community must be the main goal. With the continuous development of technology and the changing needs of citizens, governments need to adopt innovative approaches to design and deliver services that are more responsive and adaptive. Public management practitioners and scholars are increasingly recognizing that it is necessary to develop innovative approaches and governance capacity, to tackle tough challenges under the growing complexity of economic and political governance. As a result, reform and innovation programs and innovative solutions have become widespread around the world. Such reforms and innovations are expected to achieve better governance (Jiannan Wua dan Richard M. Walker, 2020).

Such efforts may include the implementation of the latest digital technologies, such as application-based service systems and the use of big data for real-time analysis of citizen needs. This will not only speed up the service process but also improve the accuracy and relevance of services to the actual needs of the community.

In addition, active community participation in the process of designing and evaluating public services is also very important. With feedback from the public, the government can continuously improve public services to reflect changing needs and preferences. Therefore, collaboration between the government, private sector, and civil society is key to creating sustainable innovative solutions for better public services.

In the context of such intensive collaboration, the implementation of transparent and accountable public policies is crucial. This ensures that all parties, including the wider public, have a clear understanding of how the public service system works and how decisions are made. To achieve this, the government can utilize online platforms to provide access to information on policies and procedures related to public services, allowing the public to provide direct input and participation. Furthermore, capacity building for civil servants in managing and implementing new technologies is essential so that they can respond quickly to the changing needs and expectations of the public.

In addition, periodic assessments and evaluations of the public services provided should become routine, to identify areas in need of improvement and to celebrate successes that have been achieved. By involving stakeholders in this evaluation process, the government can ensure that the services provided truly reflect the needs of the community. Finally, it is also important to recognize and adapt best practices from around the world, which can be integrated into domestic public service systems to improve service quality and efficiency. With this comprehensive and inclusive approach, public service transformation can be realized, bringing significant benefits to the entire society.

On the other hand, to motivate every level of government, it is necessary to reward innovation and progress in providing public services to the community. In the Indonesian government system, there are awards at every level of government institutions, which through the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan RB) has announced the Top 50 Commended Public Service Innovations in 2022. This innovation is divided into the Top 45 Public Service Innovations and 5 Outstanding Achievements of Public Service Innovation. The awardees come from various agencies, including six ministries, four agencies, five provinces, 22 districts, and eight cities (Feny Aprianti, 2022).

The many benefits of delivering public service innovations are one of the important keys to improving efficiency and effectiveness in delivering services to the public. These innovations are not only related to the introduction of new technologies, but also include updates in service processes, methods, and strategies. As such, "service-based" innovations are specific and identifiable (Gallouj, F., and Djellal, F. 2010). Service-based innovation is a specific and identifiable concept, that emphasizes improvements and developments in the way services are delivered to users.

This concept is closely related to the idea that services can be improved through various methods, including the use of new technologies, changes in operational processes, as well as the development of innovative business models. This kind of innovation is not only limited to the introduction of new tools or technologies but also encompasses the way services are designed and delivered, thereby increasing the value gained by service users. Essentially, service-based innovation focuses on the user experience and aims to meet their needs more effectively and efficiently. This can include improving service quality, accessibility, ease of use, as well as service personalization.

By putting the user first, these services seek to create significant added value, which in turn can increase user satisfaction and loyalty. In the context of public services, service-based innovations could mean the introduction of online platforms to ease access to government services, the use of big data to improve the quality of decision-making or even new approaches to delivering health services that are more integrated and patient-focused. These are all examples of specific and identifiable innovations in the context of services, where changes made in service delivery have a direct impact on the end user.

Service-based innovation requires creative thinking and a user-centered approach, as well as collaboration across sectors and disciplines to implement it effectively. It requires organizations to not only be open to change but also actively seek new ways to improve and enhance the services they offer. As such, service-based innovations are very specific and are identified through tangible outcomes felt by service users. Apart from technology, innovation in public services can also take the form of policy changes that enable greater collaboration between the public sector, the private sector, and civil society. This creates an ecosystem that is more dynamic and responsive to community needs.

Participatory approaches in the development and implementation of public services are also an important part of innovation, where people are not only considered as recipients of services but also as active partners in the design and evaluation of services. Performance measurement of public services is also very important in innovation. By adopting more comprehensive and result-oriented measurement methods, public service agencies can more accurately assess the impact of their services and identify areas that require improvement. This helps in allocating resources more efficiently and ensuring that public services can meet high-quality standards and are relevant to the current needs of society.

In a global context, public service innovation also requires adapting to challenges and opportunities arising from global socio-economic changes, such as urbanization, demographic changes, and climate change. Innovative solutions often require multidisciplinary approaches and collaboration across borders and sectors. Overall, innovation in public services is not just about applying new technologies, but more broadly encompasses changes in ways of working, thinking, and collaborating. A holistic and adaptive approach, capable of responding to evolving needs and challenges, is key to creating efficient, effective, and people-oriented public services.

With the existence of several challenges in providing excellent public services to realize good governance, reform innovation is needed to accelerate the fulfillment of community needs, and a fast service with a high level of effectiveness and efficiency is needed (Robi Cahyadi Kurniawan, 2016). This, the author can describe in the form of a Roadmap image in providing public services with a good system.

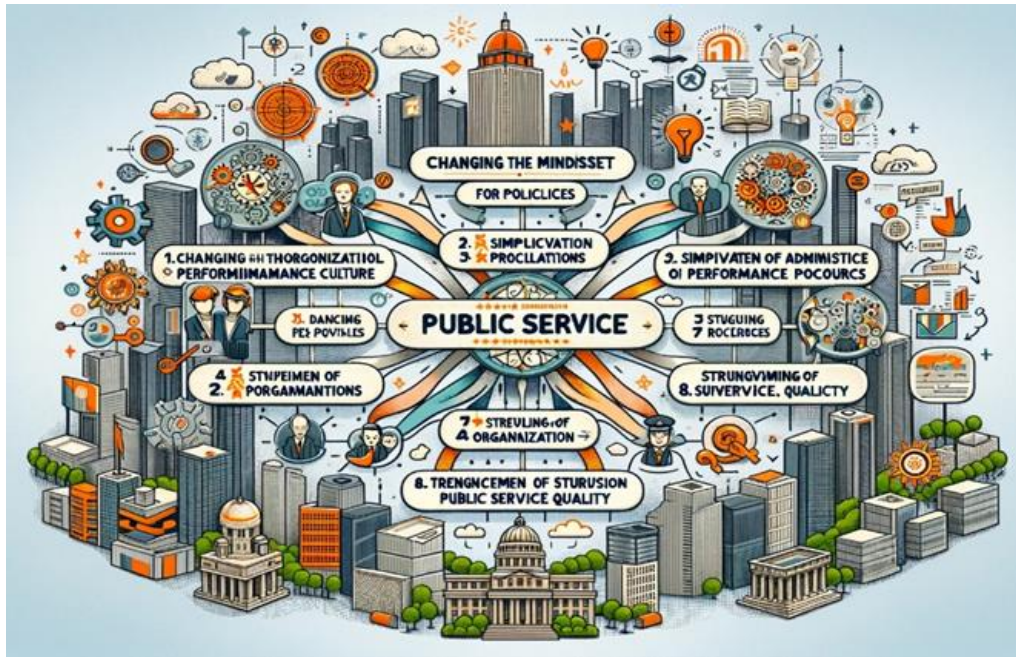


Figure I. Roadmap for Public Services with a Good System

From the figure of the Roadmap for public services with a good system above, we can see that the arrangement for providing services with the best system includes 8 (eight) aspects. These aspects include:

1. Mindset Change and Bureaucratic Performance Culture: This is an important first step, where the organization focuses on developing a positive and productive work culture, encouraging innovation and collaboration.
2. Policy Deregulation (Regulatory Simplification): Once a culture that supports innovation and efficiency is established, the next step is to simplify regulations and policies to reduce the burden of bureaucracy and speed up work processes.
3. Organizational Simplification: With simpler policies, organizations can more easily simplify their structure, eliminate redundancies, and ensure each work unit has a clear and effective role.
4. Governance Improvement: This involves optimizing daily work processes, ensuring efficient and effective procedures, and improving coordination between work units.
5. Apparatus Human Resources Structuring: Enhancing HR capabilities through training, recruitment of appropriate talent, and a fair and transparent appraisal system to ensure that the organization is supported by competent and motivated individuals.
6. Strengthening Accountability and Budget Efficiency: With better human resources and more efficient work processes, organizations can more easily account for the use of resources and budgets, ensuring that every dollar is spent wisely.
7. Strengthening Oversight: Strong oversight is needed to ensure all processes go according to plan, prevent abuse of authority, and ensure quality public services.

8. Improving the Quality of Public Services: Finally, with all these elements in place, the bureaucracy can focus on improving the quality of services provided to the public, ensuring that services are fast, easily accessible, and meet the needs of the community.

To improve performance and efficiency within the organization, a comprehensive set of steps is required starting from a change in mindset and work culture that supports innovation and collaboration, followed by deregulation of policies to reduce bureaucracy, simplification of organizational structure for role clarity and efficiency, improvement of governance through more effective work processes, enhancement of human resource capabilities, strengthening accountability and efficiency of budget use, and strengthening oversight to ensure proper policy implementation. These steps, if implemented continuously, will lead to improved quality of public services that are more responsive and meet the needs of the community.

As such, innovation in public services is a key element in realizing good governance reforms. This transformation is not only limited to the adoption of new technologies but also to fundamental changes in the government's approach to service delivery. Innovation enables governments to increase transparency, strengthen accountability, and speed up service processes, all of which are important pillars of good governance. In the long run, this will not only increase public trust in service delivery institutions but also ensure that they continue to adapt and evolve in line with the changing needs and expectations of society.

Thus, in a broader context, innovation in public services has the potential to transform the interaction between government and society, making it more dynamic, transparent, and inclusive. This, in turn, can increase public trust in government, strengthen the foundations of democracy, and promote social welfare. Innovation in public services is therefore not only a tool to address the challenges of governance reform but also a strategic step towards building responsive and accountable governance in the future.

CONCLUSION

That innovation in public services to realize the challenges of good governance reform can be carried out with a form of achievement, namely changing the mindset and culture of bureaucratic performance, deregulating policies, simplifying organizations, improving governance, structuring apparatus human resources, strengthening accountability and budget efficiency, strengthening supervision and improving the quality of public services. apart from that, an efficient and good form of public service achievement is implementing an online platform that is easily accessed by the public.

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