

GOVERNANCE INNOVATION: ONE-STOP INTEGRATED SERVICE TO ENHANCE QUALITY SERVICE AND PUBLIC SATISFACTION

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Abstract

This paper aims to adopt a governance innovation policy that is new in current practice by One-Stop Integrated Services. Qualitative approaches to finding data were collected from multiple sources information who implemented overall license programs. This research conducted based on sources semi-structured interviews with key-informants, stakeholders, businessmen, and policy experts was used simple random sampling based on consideration types of services and distribution of industrial estates in assuming the number of elements in each sub-population is different. This research contributed to develop service governance that has succeeded in enhancing service quality and public satisfaction by One-Stop Integrated Services who has adopted digital transformed by government bureaucrats in designing service strategies, includes e-services, strengthening public supervision, and strengthening the innovation ecosystem so that the role of the community as service users can actively participate as government partners in the future.

Keywords: Governance Innovation, One-Stop-Integrated Service, Digital Transformed, Public Satisfaction.

1. INTRODUCTION

Development of the world today has gone so fast, technology has drawn boundaries between information and human needs. Speed and accuracy are also needed in the process of interaction between government and public (Kurniawan, 2016), but the freedom of mobility high citizens is not matched by their accuracy and also speed of the government in terms of special services serving the community. At this moment, the issue of public service as being the challenge that shows never stop to be encouraged (Samad et al., 2019). Challenge of human resource management facing an opportunity in enhancing a regulation proved utility of existing human resource in an effective and efficient way to achieve goals for all aspects in the government services, in particular providing excellent service for public. Placement of position apparatus that is higher than the public causes attitudes and behavior of government officials in Indonesia to be less in providing services. With such background and conditions, they need for change and adaptation of the government apparatus is very urgent, (Puspitasari et al., 2014) so that the logical

consequences of public service administration reforms are a must and a concern for the government so that it is necessary to innovate public services.

Governance innovations spearhead a comprehensive solution to meet expectations community (Pratama, 2019). Where the interaction between citizen and government basically requires services, even in the extreme it can be said that services cannot be separated from human life. With demands community to get excellent service, the government strives for good and maximum service to provide satisfaction to the community. Even this happened in the urban-village West Jakarta, where the role of the government is very central in providing quality services. However, in practice there are still crucial issues regarding service quality and satisfaction based on several research results that are very relevant to it. The main problem in public services is enhancing public demand for better quality services (Frinaldi & Embi, 2015; Badu, 2018). Therefore, the government as a means of service providers must be able to increase customer's satisfaction. That there is a kind of general measure, that is, if the customer can receive treatment and results in the form of rights with joy and sincerity, it shows that the customer has received service satisfaction This is important to get the public trust that comes to meet their needs. Lower of public satisfaction in the quality of services has an impact on the decline in the level of participation and public trust (Rhee & Rha, 2009; Yesil & Sozbilir, 2013).

Rapid economic development centers the impact of growing a number of places where entrepreneurs live and control their business activities, such as commercial property, offices, warehouses, hotels and apartments. Therefore, One-Stop Integrated Service (PTSP) as institutions needs to manage regional licensing. But, nowadays, there are various problems facing license application services such as authority processing of permits which is still spread at a various local government agency resulting in a long queue and expensive, long time-consuming permit application processing. This is indeed an irony because it is a city with an economy that is quite advanced in serving licensing as well as a benchmark for the success of increasing local revenue (Scupula & Zanfei, 2016; Suhendra, 2017). The next problem, based on data, we can note that quality of public services in West Jakarta is still low. For this condition, PTSP service delivery is still lacking, and weaknesses that need to be reformed with appropriate innovation measures so that quality of service increases while succeeding in increasing service satisfaction. In this context, government politics will be a reference to observe government's serious steps towards bureaucratic reform (Wicaksono, 2006). In addition, a low point of collaboration between related public institutions and their absence of managerial tools and innovative technology often results in citizens not having access to adequate service delivery. Improving their quality of public services and public satisfaction with services provided by local governments is the ultimate goal of bureaucratic innovation and reform (Sihombing, 2016).

The capacity of local governments to adapt to development quality public services must be a major factor in increasing public confidence. Policies to support public sector innovation require data on how public sector organizations innovate and how strategic management approaches to innovation can influence the types of innovation developed (Arundel et al., 2019). Types of innovations developed such as: an evolutionary perspective can be developed in innovative corporate governance because (1) conventional economic approaches only consider a limited portion of complex problems, and (2) the limited vision applied in practice has pushed the economic system into a major coordination problem and turbulence (Krafft & Ravix, 2012). Some of the results of these studies indicate new changes that governance innovation does not have an impact on service quality but is predicted to affect customer satisfaction as well. Apart from looking for impacts on service quality, there are most of the studies in the literature support that the innovation is considered as one of the most important factors that affect customer value (Yaslioglu et al., 2013)

This paper aims to analyze the role of PTSP in adopting governance innovation policies that are still only practiced today. It seems the agency successfully outperformed other major cities in accelerating quality of licensing services and is expected to have an impact on increasing customer satisfaction. This points to the big question why licensing processes at the West Jakarta city level are faster than other city areas in DKI Jakarta Province, and why it impacts service quality and customer satisfaction, even though the licensing process uses a typology of public service innovation models (Halvorsen et al., 2005) and a place-based model and place design sensitive policies to respond to the peculiarities of regional innovation (Barca et al., 2012). Furthermore, PTSP has adopted two models and incorporates into the artificial intelligence model in accelerating public services carried out by government bureaucrats as a form of service digital transformation that includes e-services, strengthening public supervision, and strengthening the innovation ecosystem.

2. LITERATURE REVIEW

In the academic realm, research on public sector innovation as one of reform mechanism is not something new and has been widely studied in public administration contemporary. Surprisingly, most of the publications themed public innovation was relatively new since they published between 2009 till 2014 and highly focused on the American-Anglo-Saxon perspective (De Vries et al., 2016). In addition, regional study and international perspective tends to emphasize the metric, index and measurement instrument for public sector innovation and they mostly take place in the western context (Bloch & Bugge, 2013; Morisson & Doussineau, 2019). There are previous studies regarding the licensing service; (Bakri et al., 2016) study which evaluates the effectiveness and efficiency of public services carried out by regional

authorities in Perak, Malaysia. They study it is important to gauge for public perception toward the government as a whole. As many as 250 respondents in 10 local governments were selected and this study was conducted to assess the level performance of local authorities in Perak. In Indonesian context, research on public innovation mostly emphasizes on technological innovation and case studies approach (Anggadwita & Dhewanto, 2013; Kusumasari et al., 2018; Santoso, 2015; Sutanto, 2017). These published studies have not been able to capture the big picture of Indonesia's public service innovation (Pratama, 2019). In other words, none of the above studies offers a comprehensive analysis of public service innovation implemented by public organizations in Indonesia.

The quality of public services is resulting in interaction with various aspects (Albrecht & Zemke, 1990) care systems, human resource service providers, strategies, and customers. The service quality is very dependent on aspects such as how the pattern of its implementation, supporting human resources, and institutional management. Various relationships are identified between innovation and improvement in public services. Important lessons for policy, practice and research include the need to develop an understanding of innovation which is not over-reliant on the private sector manufacturing literature but reflects the distinctive contexts and purposes of the public sector (Hartley, 2010). By considering above two points in combination, we can see that it is becoming difficult for the government to grasp the overall situation, obtain sufficient information, and then establish or revise desirable rules at an appropriate timing. This is one of the reasons why we should consider a new governance structure. In this case, a modality of governance emerges where the government and the state set a general framework and make it function holistically by collaborating with companies and communities that are more familiar with the actual situation and have sufficient information, and in some cases are more flexible in dealing with matters.

From 2000 there emerged a new trend towards an organizational model variously termed the "new public service", the "new public governance" or the "post-new public management" (Denhardt & Denhardt, 2000; Dunleavy & Hood, 1994; Osborne, 1998). Each of these approaches to public administration is associated with different philosophies and conceptual models. The search process was a manual search of specific journal papers published from 1980 onwards. The journals were selected because they are known to include either empirical studies or literature surveys and to have been used as sources for other systematic literature reviews related to factors affecting innovation in public sector organizations. Ingredients of organizational innovation in the literature included shared visions; leadership and the organizational propensity to innovate; thus, the organization develops strategic intent and commitment across all levels (Hammel, 2000; Kanter, 1984; Kay, 1993). Another significant organizational factor that enhances innovation is the development of an appropriate organizational structure (Mintzberg, 1979;

Peters, 1988; Pfeiffer, 1994). Extensive innovation from within the organization and outside the organization has also been demonstrated to be influenced by organizational wide-communication (Meyer, 1994; Porzse et al., 2012.) Concluded, that innovation is a significant construct, which is likely to rely on several organizational factors such as knowledge creation and sharing, learning, leadership, and organizational climate.

Understanding public service innovation, it is necessary to trace notion innovation to get a comprehensive idea of terminology and its usage within public sector context. The word “innovation” was coined by Schumpeter in late 1920 (Hansen & Wakonen, 1997; Ziemnowicz, 2013) to designate the commercial applications of new technology, new material, and new methods in the advancement of economic development and industrialization. Thus, compared public sector, innovation studies in the area of business and private sector is more established field of study (Fragerberg et al., 2005). What makes different between public and private innovation is the driving force in its implementation. The former emphasizes on public goods and public-values, which mean government agencies, push innovation programs to achieve widespread improvements in governance and service performance, including efficiencies and the effort to increase public value, while the latter is obsessed with competitive advantage and profit oriented motives (Urbancova, 2013).

Innovation a very complex concept and has been defined in many different ways. The definition is highly leaned on its context, disciplinary background and its research streams. The cross-disciplinary nature of innovation studies and its various methodologies have also contributed to its dispersed meaning. Simply put, innovation is regarded as “doing things differently” (Hansen & Wakonen, 1997). In the public sector, specifically (Mulgan & Albury, 2003) define successful public innovation as the creation and implementation of new processes, products, services and methods of delivery in providing public services. It then results in significant improvements in outcomes, quality service and customer satisfaction. Service innovation capability describes an organizations ability to provide value to customers. This service is carried out repeatedly and continues to develop new services to improve existing ones.

Capability of service innovation is described as a multi-dimensional phenomenon consisting of four interrelated things, namely the dimensions of strategy, knowledge management, networks, and customer involvement (Kurniawan et al., 2019). The results study found that innovation service has a positive and significant effect on customer satisfaction. Therefore, the empirical results can be interpreted that the more telecommunications operators in Ghana involved in the practice of strong service innovation meet customer needs, the higher the customer satisfaction level of service offerings (Mahmoud et al., 2017; Fragerberg et al., 2005). The concept of innovation service is different from product and technological innovation, because service innovation functions to introduce technology-based services to the market.

This definition underscores innovation process is non-linear and involves complex 'feedback mechanisms and interactive relations involving science, technology, learning, production, policy, and demand'. The innovation process occurs over time and involves interactions of a wide range 'organizations that gain, develop, and exchange various kinds of knowledge, information, and other resources'. Interactions are thus the most value determinant important of technological innovation since it facilitates learning and accumulation of knowledge (Asheim, 2008; Hammel, 2000; Kanter, 1984; Kay, 1993). These several strategic issues which differ between private and public sector often appears pessimism for some parties who assumed that innovation in public sector was an important thing. Innovation on public sector can well take place and can affect the work performance, example of transparency and accountability that supported by adequate infrastructure, including political infrastructure (Sihombing, 2016).

This research is a literature review about SWOT, qualitative and descriptive (Gurel, 2017; Oetomo & Ardini, 2012). This study will examine SWOT analysis through the impact of external and internal organizational factors and policies in which they play an important role in the field of public service development that requires strategic planning (Oetomo & Ardini, 2012). Conceptually, the results of this study are used as a first step in making services that are easy, inexpensive and affordable and easily accessible to the public. Public service innovation can also be a modification of existing innovations to improve public service delivery, either directly or indirectly. Specifically, contribution generated in this study is to suppress the service process "from-by-for-citizens" by government bureaucrats in designing digital transformation based service strategies so that the role of the community as service users can actively participate as government partners in the future, especially in urban-village West Jakarta which is an example of governance innovation for other regions in Indonesia. With hope that other researchers who are interested in examining innovation in digital technology-based licensing services can adopt this model with a simple case.

3. METHOD

Qualitative research implies an extensive collection of data from multiple sources of information. The data were collected to uncover their PTSP role in authority and through the investigation governance structures implemented license programs and overall missions. Semi-structured interviews with informants were selected by purposive technique purposefully selected, to the extent that they truly understood the themes and problems in this research work non-participant observations, and document (Denzin, 1990). The data analysis consisted of examining, categorizing and recombining evidence to 'produce empirically-based findings' to explore some of the institutional mechanisms underpinning design and implementation (Yin, 2014).

Primary data collection in this activity was carried out by distributing two forms questionnaire; First, questionnaires to a businessman (in the fields of economy, property, tourism, mining, communication and information, trade, agriculture, industry and transportation) to find out the extent of perception, expectations and assessment of service ecosystem products. The second with stakeholders who use PTSP services in West Jakarta. Aim to assess generally about service quality and measure satisfaction with their services (using SWOT analysis). For secondary data needs, in order to support and become a reference material in analyzing and formulating licensing innovation strategies for PTSPs in all provinces of DKI Jakarta. The distribution of questionnaires and interviews was carried out by following a number of fields that have been determined, then distribution to five major cities in West Jakarta. The method used is simple random sampling based on consideration of types of services and distribution of industrial estates in assuming number of elements in each sub-population is different. For research purposes, samples taken using the Slovin method were taken:

$$N = \frac{N}{1 + Ne^2}$$

N = population; e = margin of error (5%)

TABLE-1: SAMPLE RESPONDENTS

Business Group	Population	Respondent
Economy Creative	82	68
Property	44	40
Tourism	12	12
Communication & IT	77	64
Trade	91	74
Agriculture (Food)	80	67
Industry	49	44
Transportation	15	14
Σ	450	383

From Table-1 seen that population number N=450, by taking e=0.05, number respondents taken as a sample is 383. Selection of respondents is done randomly based on sample group (businessman), while for interviews with community leaders, the determination of respondents did not use the measured sampling method because of the difficulty of measuring the population, existing criteria for statues, and difficulty guessing the willingness of these figures to become respondents (Yin, 2014). The concentration of respondents taking from these figures is a representation of each field that is a measure of their character, namely business leaders, politicians, and government figures. Data collection methods used is as follows:

- a) Literary study, researchers use various data and theories collected through books, journals, newspapers, papers, seminars, online information, and other written material as a basis for writing.
- b) Interviews are conducted by asking informants based on interview guidelines that have been prepared. Specifically, it was carried out on entrepreneurs, stakeholders and government figures.
- c) Participatory observation is used to collect data about behaviours that occur naturally in their usual context. Specifically, this technique is used to identify West Jakarta government policies in support of licensing innovation governance.
- d) Focus group discussion (FGD), an effective tool in obtaining broader data on issues of concern to the group of entrepreneurs represented. FGD is conducted on Creative Economy Entrepreneurs; College; Bappelitbang, Ombudsman (ORI); National Innovation Committee (KIN); Integrated Economic Region Development Agency (BP-Kapet)

4. RESULTS AND DISCUSSIONS

a) PTSP environmental characteristics

Reform in Indonesia has implications for efforts to create good governance by improving quality of public services and eradicating corruption in a directed, systematic and integrated manner. Efforts to achieve state goals in the concept of state welfare in advancing their society democratically, both in the political, economic, and socio-cultural fields, require bureaucracy that is reformist, efficient, creative, innovative, professional and capable of responding to the challenges of changing social dynamics. The government is taking steps to organize its institution of public service providers through bureaucratic reform (Aji, 2019; Yusriadi & Misnawati, 2017). Bureaucratic reforms as a practice of power that operates through a discursive process, namely the creation of truth claims on certain reform models, which are then followed by disciplinary practices to change the behaviours of bureaucrats (Gaily, 2011; Paskarina, 2017). Based on these objectives, bureaucratic reforms clearly want to achieve an increase in quality of public services. This is the main core reason for their adoption of governance in public policy innovation.

However, with the strong impetus for change from the external side that occurs, then adaptation must be made to meet quality organizational performance, especially in the field of public services. These characteristics affect the performance of the bureaucratic apparatus and the poor quality of public services. Innovation public sector is one way or even a breakthrough to overcome congestion and organizational deadlock in the public sector (Suwarno, 2008). The characteristics of a rigid system in the

public sector must be able to be disbursed through the transmission of a culture of innovation. Innovations that are usually found in the business sector are now beginning to be applied in the public sector. Innovation culture must be better maintained and developed. This is inseparable from external dynamics and demands for rapid changes, which occur outside public organizations. In addition, changes in society are also so important that the public sector can be a sector that can accommodate and respond quickly to any changes that occur.

Based on the results of the research, it shows that respondents assessed that the implementation of the licensing service innovation in PTSP currently greatly facilitates the licensing service process, seen from the bureaucrats who provide easy information services both directly and online systems. Respondents considered that the licensing service innovation program which was implemented in an integrated one-stop manner and developed innovative steps adopted from other regions proved to have this effect; increased application of business and non-business licenses, increased investment, increased employment in the trade sector, local revenue and regional economic growth, which in turn had an impact on improving the welfare of the people in West Jakarta and urban villages. The Government of the Special Capital Region of Jakarta (DKI) has modified the PTSP organizational structure in order to achieve its targets by incorporating innovation strategies, including administrative technology by utilizing data from digital transformed models for public services.

b) Technology for Online Single Submission (OSS) Model

The online single submission (OSS) model is an information technology-based licensing system that integrates licensing in the regions and the centre in order to facilitate domestic business activities. This OSS is also mandated by Presidential Regulation Act Number 91 of 2017 concerning the Acceleration of Business Implementation. With the online single submission, business actors no longer have to go to various service offices or regional apparatus organizations (OPD) in the local government to take care of business licenses that are fairly complex and multi-layered which must be obtained one by one step by step. Following explanation about some interesting facts from interview:

“Applicant investors will be guided to fill in all data forms that are uploaded to the system online after the clerk checks company notarial deed. Even if his application is classified as a large investor, then he is welcome to just sit around without having to bother. The matter of entering data can be left to officers only” (Informant A, 2019)

“Investors don't need a long time or days to submit and apply for your business and investment permits. At present you only need less than half an hour to come to the One-Stop Integrated Services Office

(PTSP) in the Investment Coordinating Board (BKPM); relevant ministries or institutions that already have a PTSP, and let the integrated system take care of the rest". (Informant B, 2019)

"Investors do not need to take days to process an investment permit application, just provide less than an hour to come to the One Stop Integrated Service (PTSP)" (Informant C, 2019)

"Unlike the previous licensing where requirements must be met before being issued, a business license is directly issued by OSS. However, after permit is issued there is a commitment that must be fulfilled by the business actor. This commitment must be fulfilled within a different deadline depending on permit submitted. If commitment has not been fulfilled after deadline, permission that has been issued will be automatically canceled by system. Examples of commitments that must be met are location permits, water permits, and environmental permits for businesses that require infrastructure". (Informant D, 2019)

"If applying for an investment permit online with this online single submission, the applicants can directly monitor, to what extent their investment permit has been submitted. If it is stopped at one agency, for example, the task force (task force) in the relevant ministry or institution will conduct an evaluation" (Informant E, 2019)

"Ease doing business at various scales has been encouraged by Government with structural reforms, including with licensing system reform. The application of One-Stop Integrated Service (PTSP) and Online Single Submission (OSS) is expected to be effective in reducing bureaucracy and making it easier for business people. Government has implemented the Online Single Submission (OSS) as a system that integrates all business licensing services that are under the Minister's authority; Institutional Leaders, Governors, Regents or Mayors conducted electronically. Through the licensing system reform, we encourage standardization to make the licensing bureaucracy at the central and regional levels easier, faster, and also more integrated" (Informant F, 2019)

PTSP West Jakarta has made changes that have a positive impact by improving licensing services quickly and efficiently, with an orientation so that public satisfaction can be achieved in accordance with the expectations of its public customers, their making various innovations in public service management one of which is through online single submission (OSS) application. This application helps the licensing process to permit issuance more quickly in only 5-10 minutes by serving 75 types of permits issued by PTSP. The OSS application is a product of management innovation to facilitate, expedite, accelerate and bring government services to the public due to inadequate infrastructure. The success of innovation carried out through the implementation of OSS is very important for public service bureaucratic reform so that in its implementation it can provide convenience, speed and smooth service and satisfaction of licensing services. In addition, OSS services have several elements such as Policy; Procedure; Personnel

and Organization, become indicators and concerns that continue to be developed effectively and efficiently so that operationalization of its implementation can continue to contribute to community service. To achieve this, the head of PTSP must try harder to make changes for the better; of course the aim is to facilitate public services. This achievement also requires good work discipline from every employee in the PTSP office, because a good discipline attitude reflects the amount of responsibility a person has for the tasks assigned to him, which in turn will encourage enthusiasm or enthusiasm for work, and encourage organizational realization aim effectively.

The role of Head PTSP in West Jakarta succeeded in showing orientation to change the characteristics of leaders who emphasized or paid attention to improvement strategic decisions and simplified the coordination function. In other words, echelon level employees who are in the low leadership level are able to make basic changes in public services through OSS innovation with policy outputs in order to facilitate public administration services. Apart from structure, culture, and human resources, the internal environment also includes organizational resources such as organizational processes and systems, including organizational strategy, information systems, and control systems. From the Service Standards adopted by PTSP, it was found that OSS its open information policy and implementation until West Jakarta. Such openness is the right of the service user if he feels denied service based on applicable service standards. Mechanism for handling complaints openly has been notified to the public through information media in the service waiting room. Different efforts made by OSS application to improve the quality of licensing services, including (1) adoption of standard services, (2) open to all criticisms, suggestions and complaints and provide all the information needed for the services provided, has been achieved in its efforts to support its effectiveness, (3) the characteristics of the organization always reflect on conditions that exist outside the institution and within the institution itself, meaning that in the business world it is always focused on its customers who are not only from the outside organization but also people within their institution.

c) Strategy selection: One agency one innovation policy

Innovation is believed to be an important thing done in organizations because it can realize organizational success (Damanpour & Schneider, 2009; Jiménez-Jiménez & Sanz-Valle, 2011; Yesil & Sozbilir, 2013; Vila & Coll-Serano, 2014). Innovation is considered as a way for organizations to develop innovative products and services to the community so that they can continue to compete in their business environment (Schermyly et al., 2013). One of the government service products in West Jakarta in particular, generally in Indonesia, namely: One Agency One Innovation. The strategy is a continuation of various efforts that have been made by the government, such as improving service regulations, human resource service personnel, and service processes and mechanisms that are still considered not in

accordance with what is expected by the community. Facing such conditions, One Agency One Innovation is an effort to accelerate the improvement of the quality of public services by encouraging the growth of innovative service models that can inspire, set an example, and can be replicated through knowledge transfer. According to Bertucci & Adirana (2005) explained several principles of governance innovation i.e. integrated service; decentralization services delivery; utilizing partnership; engaging citizen and taking advantage of information and communication technologies. Integrated services are an idea that combines several kinds of service placed in one certain space: one-stop-service. To create positive changes, one of the policies to take by PTSP it constructs an innovation that can launch government activities so that it can achieve planned goals of ease service for citizens (Albrecht & Zemke, 1990). Based on the results of the study it was found that governance innovation in PTSP is still not effective in improving services that are fast, easy, cheap, and transparent. This is because it is still constrained in compiling mechanism services provided, has not been able to increase public interest in registering documents online, especially at sub-district level, so that they still use registration mechanism manually. To overcome these problems, a policy such as one agency one innovation is needed in the form of improving existing services in a new way and at the same time managing the potential of PTSP West Jakarta to build a technology-based network that is able to connect between various institutions related to licensing until reaching village level.

By improving services in all walks of life he leads, starting from upstream to downstream with a variety of simple innovations. So that the value of services can be done quickly and efficiently, hoping for community satisfaction can be achieved in accordance with community expectations. This condition can be realized only by realizing public services oriented to the ease of accessing licensing in the regions (Dwiyanto, 2013). Access to services for investors can be created if the state apparatus has a high spirit of dedication and professionalism in the delivery of public services. One agency-one innovation policy at PTSP west Jakarta aims as the driving force and leverage of each government agency in an effort to accelerate the implementation of bureaucratic reform as well as learning material for the idea of public service innovation that runs in each of these institutions. Thus innovation in public service does not require a new discovery, but can be a new approach, but can be a new approach that is contextual in the sense of innovation is not limited to the birth of the concept of a breakthrough concept, but innovation can also arise from the expansion or improvement of quality in existing innovations (Halvorsen et al., 2005)

5. FINDINGS

Based on research conducted there is a new value from governance innovation of the One-Stop Integrated Service West Jakarta emphasizes more on the aspects of improvement resulting from the innovation activities that have been carried out with the measurement parameters "how far" the services

that have been provided to the people who have met the conditions have an impact for enhancing service quality. Information collected from observations, interviews and instrument filling, and the results of FGD analyses that have been carried out subsequently determine the influencing factors which consist of external and internal factors. Then the authors arrange these parameters into the interview indicators in table 2 and table 3 below:

TABLE -2 - PARAMETER GOVERNANCE INNOVATION FOR SERVICE QUALITY

No	Question Indicator (External Factor Elements-EFE)	Average Scoree
1	PTSP structure applies level of division of labor and position	0,61
2	Formalization component related to standar operation procedure	0,18
3	Stakeholders accept the suitability value service product	0,12
4	Centralization relates to decision making authority	0,37
5	PTSP manages and equips HRD to provide excellent public service	0,67
6	Technology enables their government to more easily manage HRD	0,49
7	The government can use HRD to management application	0,19
8	Management process from employee data collection, mutation, attendance, to payroll is managed more effectively and efficiently	0,43
9	Transparent services can encourage the level of public trust in service	0,21
10	Several cities in Indonesia have begun to utilize integrated licesning management information system to support one-stop integrated servives	0,11
11	All government service can be accessed online	0,09
Σ		3,47

Source: Processing Data in 2019

TABLE_03: PARAMETER GOVERNANCE INNOVATION FOR SERVICE QUALITY

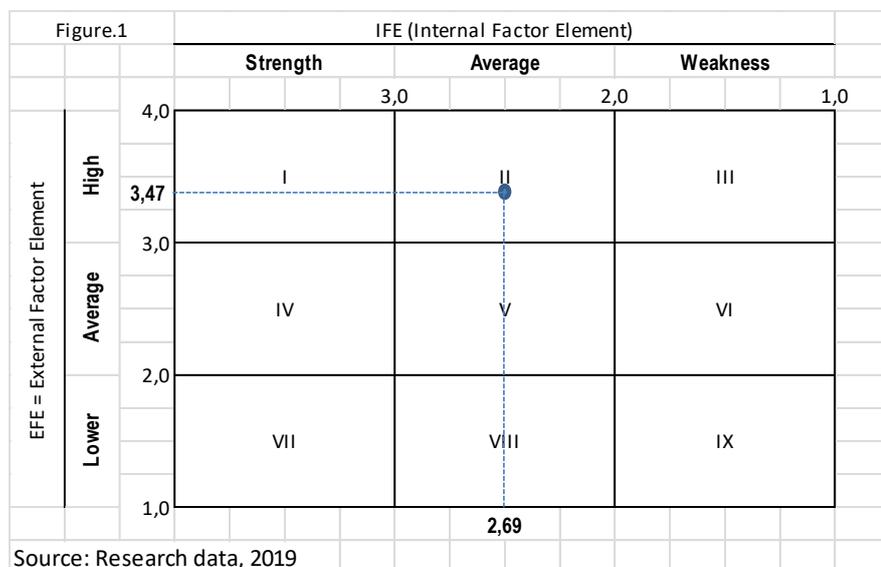
No	Question Indicator Internal Factor Elements-IFE)	Average Score
1	Implementation of service is in accordance with minimum standards set by their government	0,27
2	PTSP service are oriented to the quality service that have a wide impact on values of public administration	0,39
3	Ease of customer access in PTSP service requests	0,21
4	Timeliness of service has an impact on effectiveness of documnet processing time	0,11
5	Comfort and convenience in service process	0,33
6	Ability apparatus in using tools in service process	0,45
7	Accuracy and expertise of officers in processing customer service	0,38
8	The Government of the Special Capital Region of Jakarta (DKI) supporting is high	0,34
Σ		2,48

Source: Processing Data in 2019

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Score 4.0 indicates that service governance innovation by PTSP had potential to enhancing quality service values and can reduce some weaknesses that exist while score value of 1.0 is not predicted to provide opportunities for quality service values. The number of factors does not affect the weight value because all factors must always be 1.0. Score obtained is 3.47; this shows that through external factors it can be predicted that there are values to improve quality services that are above average. From the EFE table that has been compiled it can be seen that: PTSP manages and equips HRD to provide excellent service to citizens, is the biggest potential value factor, while the highest threat factor is: PTSP structure applies the level of division of labor and position. The total score obtained from the EFE table calculation shows that service governance innovation by PTSP is above the average overall strategic value. This phenomenon shows that service governance innovation prediction affects the value of service quality because it will take advantage of external opportunities that arise as well as anticipate threats faced such as job rotation, information technology capability, and centralization of authority.

Likewise in EFE table also has several factors whose numbers do not affect the weighting value because all factors have a constant value of 1.0. Based on the results study obtained a score of 2.69; this shows that the internal factors in PTSP service governance innovation are below average. From compiled IFE table, it can be seen that the highest strength factor is: Ability of the apparatus in using tools in the service process, while the highest weakness factor is: PTSP services are oriented to quality services that have a wide impact on values administration in society. The IFE total score shows that PTSP governance innovation to enhancing quality service values is below average of its overall strategic position by utilizing its strengths and minimizing its weaknesses.



Quadrant analysis of expectations and public perceptions is used to identify what important performance factors an organization must show in meeting the satisfaction of users of consumer services (Aromaa and Eriksson, 2014). Initially, this method was used in the field of marketing research and consumer behaviour. However, in subsequent developments, now its use has expanded to research services in hospitals, tourism, schools, even to the analysis of the performance of government bureaucracy. Referring to the opinion, the quadrant-graph in governance innovation by PTSP West Jakarta to predict the improvement of service quality values is illustrated as follows: Based on result that total average score is 2.5; if a value is below 2.5, this shows that internally the potential value of PTSP service quality is currently weak, while if a value is above 2.5 indicates a strong internal position (Figure.1)

Governance innovation One-Stop Integrated Service in West Jakarta is predicted to have values of enhancing customer satisfaction and measurements were made using the parameter "how many" the services provided had a real impact to meet PTSP customer satisfaction. The same as measurement service quality, information collected from observations, interviews and instrument filling, and the results of FGD analyses that have been carried out, then determine the factors that influence both external and internal. Then the authors arrange these parameters into the interview indicators in table 4 and table 5 below:

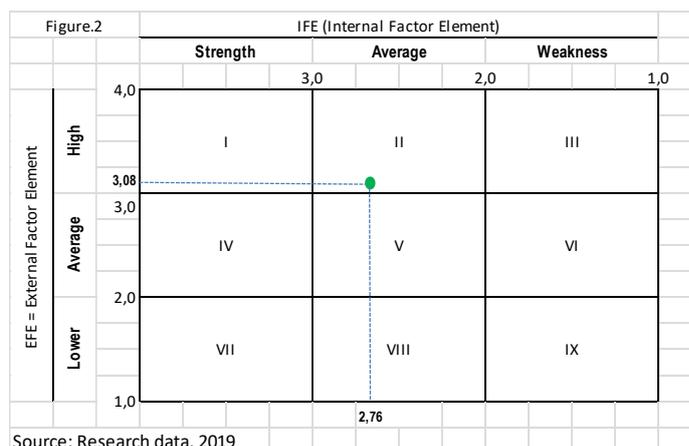
TABLE_05: PARAMETER GOVERNANCE INNOVATION FOR SERVICE QUALITY

No	Question Indicator (Internal Factor Elements-IFE)	Average Score
1	Service procedures namely: Ease stages service provided to citizen in terms of simplicity service flow	0,23
2	Service requirements namely: Technical and administrative requirements need to obtain service in accordance with the type of service	0,11
3	Clarity service officers, namely: Presence and certainty officers who provide service (name, position, authority and responsibilities)	0,19
4	Discipline of service officers, namely: Sincerity in providing services, especially for consistency time working in accordance with applicable regulations	0,39
5	Responsibilities of service personnel, namely clarity of authority and responsible of officers in administration and completion services	0,19
6	Ability service officers, namely: what level expertise and skills possessed in completing service for citizen	0,54
7	Speed service i.e. How their target service time can be completed within determined by PTSP service provider unit	0,68
8	Implementation of license service not distinguishing for citizen served	0,22
9	Courtesy and friendliness officer in reflection from attitude and behaviour to giving service	0,21
∑		2,76

Source: Processing Data in 2019

GOVERNANCE INNOVATION: ONE-STOP INTEGRATED SERVICE TO ENHANCE QUALITY SERVICE AND PUBLIC SATISFACTION

The values are shown in two tables above, that highest score is 4.0, means that PTSP governance innovation is predicted to provide added value to customer satisfaction while the lowest score is 1.0, which means the opposite. At this stage, both tables show EFE and IFE related to PTSP governance innovations that have the potential to increase customer satisfaction. Number of factors does not affect the weight value because all factors must always be 1.0. Based on the results of the study obtained a score of 3.08; this shows that PTSP governance innovations that have the potential to increase customer satisfaction through both external and internal factors are above average. Table-04-EFE that has been compiled, it appears that: Certainty of service costs, which is the compatibility between the fees paid and fees have been set, is the biggest predictive value factor. While the highest threat factors are: Certainty in the service schedule, namely the implementation of service time, in accordance with established conditions. The total score obtained from the calculation of the EFE table shows that service governance innovation by PTSP is predicted to provide customer satisfaction values above the average strategic value. This phenomenon shows that service governance innovation has the potential to influence the value of customer satisfaction because it will take advantage of external opportunities that arise and anticipate threats faced such as organizational systems, political dynamics of government, and handling complaints and suggestions from public service customers. Based on the results Table-05 obtained an IFE score of 2.76; this shows that internal factors in PTSP service governance innovation are below average. From the compiled IFE table, it can be seen that the highest strength factor is: Speed of service, i.e. the target service time can be completed within the time determined by the PTSP service provider unit, while the highest weakness factor is discipline of service officers, namely the sincerity of officers in providing services, especially for the consistency of working time in accordance with applicable regulations. So internally it is implied that PTSP services oriented to customer satisfaction have a broad impact on social-community value and the total IFE score in the form of service governance innovation has an impact on customer satisfaction below the average strategic position, so that the predicted value can be utilized for strength and minimize its weaknesses satisfaction (Figure 2).



Governance innovation One-stop integrated service (PTSP) West Jakarta had practice succeeded in cutting down the tiered, complicated, expensive and slow public bureaucracy. To develop service governance that can be implemented properly, policy actors need to identify values of external and internal factors for further formulation in enhancing quality and satisfaction of customers in public sector. Results this study were initiated by planned and integrated use of systems, procedures and human resources through government public policies. Governance success is supported by application technology that qualifies with "Online Single Submission" model, making it easier for applicants to make the licensing process faster, which can usually take hours. In addition, this model is supported by the "One agency one innovation" policy, which is currently widely applied. The overall output of the governance innovation policy scheme, in this study, managed to find two directions at once, namely: the potential to improve service quality and customer satisfaction in the public sector. Their potential value of service quality is obtained from factors of strategic strength in management and complementing HRD to provide excellent services for citizens who are integrated with value apparatus' ability to use tools in the service process as the highest threat. While the predicted value of public sector customer satisfaction is obtained from value of certain service costs as a strategic strength factor that is integrated with the speed service by PTSP provider units as the highest threat. Finally, the strategic position of both quality and total satisfaction is to utilize its strengths and minimize its weaknesses with the total score of the average value or quadrant II.

6. CONCLUSIONS

The currently implemented digitalization system has an impact on public transformation services that occur in all elements of government by designing and even modifying innovation in licensing services carried out by government bureaucrats. So that the results are in line with achievements public service innovations by One-Integrated Service (PTSP) in managing licensing services by adopting digital technology and the One-Single Submission Model which greatly facilitates service users to speed up licensing processing time. Specifically, their results of the service innovation analysis can value influence of service quality and customer satisfaction in the public sector at the same time. While other practical implications are related to the relevance of research results for practitioners in developing service governance that can be implemented well, policy actors need to identify the values of external and internal factors to be further formulated in improving the quality and customer satisfaction in public sector. This article explicitly discusses a new phenomenon in the management of public services that are integrated in one system. This paper is a simple attempt to populate the theoretical literature used to collect research findings separately from the outputs of other public service governance innovations related to e-services,

strengthening public scrutiny, and strengthening the innovation ecosystem and to use as a conceptual basis for comparative analysis.

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