

## INTRODUCTION

Service to the public is one of the tasks of the government bureaucracy for the welfare of society. Good public service is considered as a measure of community welfare. The implications arising from public services are determining the quality of life of a community (Akinboade et al (2013)). The services provided by government officials are a series of activities carried out based on statutory provisions on the service of goods, services, and administrative services, so that public services are the main task of the government in realizing welfare for the public.

Service to the public is successful if the community gets service facilities according to procedures that are short, fast, precise and satisfying. Currently there are several problems in public services, namely there are still a few agencies that provide services with standard operating procedures (SOP); In addition, the specified duration of service has not been consistently carried out, causing public dissatisfaction. The public services provided should meet the basic needs of citizens, therefore the state must guarantee access or passage for citizens to get these services.

So that public services can be further improved and overcome various service problems, the government then innovates by implementing integrated services with the one stop-shop concept. In reality innovation is a necessity that must be carried out, even though there are many challenges that must be faced, so that in the end it can produce changes to better services (Julnes and Gibson, 2016). According to Hartley (2016), these public organizations must find ways to use dwindling resources, improve their

performance, and achieve the results that society wants. The lack of innovation in the public sector is fueled by the fact that innovation often requires changes and adaptations in the relationship between service providers and their users.

One of the innovations so that the quality of public services can be improved is by holding a one-stop-shop public service. This is in line with the Decree of the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan RB) Number 23 of 2017 concerning public service malls (PSM). Public Service Mall is a place for service activities to the community to serve the needs of goods and services as well as quality administrative needs. This PSM is an expansion of integrated service functions, both from government and private agencies. The purpose of PSM's presence is to provide convenience, speed, affordability, safety and comfort to the public in obtaining services. In addition to increasing global competitiveness in providing ease of doing business in Indonesia. The principles adopted by PSM are integration, efficiency, coordination, accountability, accessibility and convenience. The implementation of PSM must certainly be in line with the spirit of implementing public services, namely providing legal certainty in the relationship between the public and administrators in public services.

In the Belu regency of Nusa Tenggara Timur Province there is also a PSM called the Timor-Atambua public service mall. Established and operating since 2019, it has handled 63 types of permits from various agencies in Belu regency. Some of the agencies in PSM include; (a) Local government apparatus

organizations include Public Works and Spatial Planning Services, Environment, Health Services, Manpower and Transmigration Services, Population Services, Transportation, Bappeda and PTSP itself; (b) Vertical agencies include Customs, Immigration, Police, Land Affairs. BUMN agencies namely, BPJS, Pratama Tax Office, PT Pos Sindo while BUMDs are PDAM and Bank NTT.

Even though there is a PSM in Atambua City which was built with a commitment to provide excellent service and bring services closer to the community, the quality of services provided is not optimal. Convoluted system of service procedures, low professionalism of Human Resources, uncertainty of time and cost.

### **Service Innovation Concept**

Innovation is defined as a form of intentional, or managed, social change aimed at achieving something, by exploiting the possibility to do new and different things, to do the same things in new ways, or to allow new meanings to be assigned to things (Ongaro et al, 2021). Innovation is the action of public managers to create new value so that innovation needs to be managed as well as possible so that it can be ensured that the innovation is useful in solving organizational problems. The resulting values eventually become benchmarks and can be accepted as new ways. (Stewart-Weeks and Kastle, 2015). Public sector innovation is seen as an effort to improve public management, bearing in mind that innovation is normative in nature which in its implementation may differ from established norms.

A successful organization is an organization that can carry out a process of internal consolidation and external adaptation, its capacity to make adjustments is influenced by innovation

assistance so that it gains legitimacy (Osborne and Brown, 2011). In the organizational context Seelos and Mair (2012) show that awareness of the importance of innovation as a quick fix for performance.

Currently, the public sector faces many challenges such as; the need for them to provide services in a responsive, accountable, efficient, and empathetic manner towards citizens. This demand is absolute so that they get public support in administering government. This challenge requires changes in patterns and methods of service to citizens so that they feel satisfied with the services provided by public servants. According to Osborne and Brown (2011) innovation is the main factor in dealing with these challenges. The scholars recognize that innovation is fundamental to organizational capabilities so that it has the potential to increase effectiveness and problem solving in organizations (de Vries et al, 2016).

In addition, innovation can improve organizational performance; increase organizational legitimacy and trust (Arundel et al, 2015; Lægheid et al, 2011). Innovation for public sector organizations is a key word in facing various challenges, both coming from internal organizations and from developments in the strategic environment in strengthening their capabilities. Innovation capability is an internal organizational ability to generate new and useful knowledge. Organizations with better developed innovation capabilities are not only successful in the innovation process, but also successful in seeking external resources, thereby positively influencing organizational performance (Clausen et al, 2019). Knowledge about innovation in public organizations continues to grow, however, various literature on innovation is still limited, so it becomes one of the obstacles to the development of innovation (Jules and Gibson, 2016).

The relationship between innovation and public organizations can be divided into 4 areas (Ongaro et al, 2021), namely: (a) innovation in the public sector as a whole, innovation in government related to changes in processes and routines, an example is administrative reform; (b) innovation at the micro level, namely the idea of strategic change at the individual level in the organization; (c) innovation in the economic sector that allows it to be facilitated by public organizations and; (d) innovation in society that may be facilitated by public organizations. Political and institutional commitments have driven innovation forward without introducing fundamental structural changes from government. Avoiding structural barriers or working through political channels to reduce their impact may be more constructive strategies than creating specialized institutions to develop innovative measures (Scott, 2021).

## RESULT AND DISCUSSIONS

The method used in this research is qualitative qualitative, with a focus on service innovation consisting of dimensions namely; service concept and service value system. Research informants consist of; One-Stop Integrated Investment and Services Agency (DPMPTSP) officials; people who receive services from the Atambua city public service mall; public service expert. Data collection techniques were carried out through interviews, observation and documentation and were analyzed descriptively (Miles et al, 2014).

The Timor-Atambua public service mall is the only public service institution on the island of Timor using the one stop shop concept. Its presence is a form of good governance by innovating in the field of public services. There are several service agencies in the Timor-Atambua public service mall, as shown in table 1.

**Table 1. Name of Institution at the Timor-Atambua Public Service Mall**

1	One Stop Investment and Services Agency (DPMPTSP)
2	Office of Public Works and Public Housing (PUPR)
3	Office of Health
4	Office of Environmental Services
5	Office of Labor and Transmigration
6	Office of Population and civil registration
7	Office of Social
8	Office of Livestock
9	Office of interconnection
10	Regional Revenue Agency
11	Office of Education and Culture
12	Office of Cooperatives, Small and Medium Enterprises
13	Office of Agriculture and Food security
14	Office of Trade and Industry
15	Office of Atambua Primary Tax
16	Office of Atambua Immigration
17	Office Customs
18	National Land Agency
19	Office of Belu Resort Police
20	Quarantine Agency
21	Office of Local Water company
22	Office of Employee Insurance Savings (Taspen Atambua)
23	Health Insurance Agency (BPJS Kesehatan Atambua)
24	Social Security Agency (BPJS Ketenagakerjaan Atambua)
25	Drug and Food Control Agency (BPOM Atambua)
26	Office of Mandiri of Employee Insurance Savings (Taspen Mandiri Atambua)

Source: Timor-Atambua PSM Profile Book, 2022

### Flow of Service at PSM Timor-Atambua

Based on the Decree of the Belu Regency Number 231 of 2022, the Service Flow in making business licenses is

through the mechanism shown in figure 1, namely; prepare complete documents such as; business profile, capital, tax identification number, business activity, business location, and then the business activity is validated against predetermined standards.

STANDAR OPERASIONAL PROSEDUR PERIZINAN BERUSAHA BERBASIS RISIKO : NOMOR INDIK BERUSAHA PADA DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU KABUPATEN SELU

NO	Kegiatan	Pelaksana				Mutu Baku			
		Pelaku Usaha	OSS	SP DPMPTSP	Admin Dinas Teknis	Kadif. PMPTSP	Kelengkapan Waktu	Output	Ket
1	Mempersiapkan berkas-berkas dan melengkapi persyaratan perizinan berusaha	○	○	○	○	○	Keyp dan nomor WA	1 menit	
2	Mendaftarkan dan enter data profil, permodalan usaha, JPPWP, anggaran usaha, KBLI dan lokasi usaha di web OSS	○	○	○	○	○	Internet	5 menit	Akses OSS
3	Validasi Kegiatan Usaha dengan Tingkat Risiko Rendah, Menengah Rendah, Menengah Tinggi dan Tinggi, proses perizinan berusaha	○	○	○	○	○	Internet	5 menit	
4	Nomor Induk Berusaha (NIB) Terbit	○	○	○	○	○	Internet	1 menit	Dokumen NIB

Source: Timor-Atambua PSM Profile Book, 2022

The standard procedure established by the licensing office is quite simple so that people who request permits do not experience difficulties. This is evidenced by the results of interviews with them, which stated that the flow or mechanism required for obtaining permits is simple and does not make it difficult for us to process business permits. An example of the main services provided at the PSM office is shown in table 2.

**Table 2. Examples of the types of services provided by the Timor-Atambua PSM**

Item	Service Types
1	Business Identification Number
2	Estimate of Building Permit Retribution
3	Identity Card
4	provision of Advertising Retribution
5	Recommendation for Permit to Establish a Formal Education Unit
6	International Mobile Equipment Identity Service (IMEI)
7	Vehicle Declaration (VhD)
8	Issuance of Land Certificates
9	Police certificate (SKCK)

Source: Timor-Atambua PSM Profile Book, 2022

Based on the data, it is known that there are 218 types of services provided by 26 agencies in PSM Timor-Atambua (Timor-Atambua PSM Profile Book, 2022).

Based on the results of research on service innovation at PSM Timor-Atambua, it is known that there are at least 2 dimensions in service innovation, namely; new service concept and new value systems. Each of these dimensions is described as follows;

### 1. New Service Concept

Refers to Miles (2013), New service concept: the value created by the service provider (or coproduced with the customer). May entail a new way of solving a customer's problem or meeting a customer's need, perhaps by combining existing service elements in a new configuration. The concept of service provided by PSM Timor-Atambua is the One Service-Shop concept. This concept is Citizen Service Centers are government offices where different authorities are colocated and where several public services are offered in the same physical location. The centers typically host a broad range of citizen-accessed services (Fredriksson, 2020). The argument is that one-stop shops become a way to improve client services. Actually the one stop-shop concept has been used previously in line with the new public management approach. This is confirmed by the view Wettenhall and Kimber (1996), One-stop shops have been used for some time for technical services, planning in local government and various other municipal services, but the extension of the form to the welfare sector is a more recent development.

The study conducted by PricewaterhouseCoopers (PWC: 2012) shows one-stop shops enable citizens and customers a single access point to information and service transactions. There are several principles of one stop-shop, including; speed, engagement, responsive, value, integration. A study conducted by Fredriksson (2020) shows that the implementation of one stop-shop

in public services has succeeded in solving the problem of government bureaucracy that is not functioning properly for the delivery of services at the forefront.

## 2. New Value Systems

The new value that emerges from the one stop-shop service concept is partnership in the production of goods or services, an open service that is developed with platforms and business networks. Sørensen & Torfing (2011) suggests in the conventional view, governance networks are first and foremost functional alternatives to markets and hierarchies for effectively getting things done. New value is generated in the framework of setting collaboration, co-creation, and co-production so that policy goals can be achieved.

The service model through one stop-shop provides a lot of value for the welfare of service recipients (Askim et al, 2011), as shown in table 3, below:

**Table 3. The value generated from the One Stop-Shop service concept**

Item	Variable	Values
1	Task portfolio	More policy areas: Pensions, welfare benefits, social services.
2	Participant structure	Central/regional and private government agencies, autonomous regions
3	Autonomy	Public participation, Budget Review, Organization Management
4	Proximity to citizen	Bringing services closer to the public, services can be accessed anywhere.
5	Instruments	Inter-agency management, budget partnerships, collaboration in recruitment.

Source: adapted from Askim et al, 2011

Interesting about the one stop-shop concept in the field of public services is that the values produced are pro-public and decentralized. In addition, another advantage is the value of the instrument which is inter-agency management, budget partnerships, collaboration in recruitment.

## CONCLUSION

Public service reform is a necessity in improving better services to citizens, they will feel satisfied if the services provided are of higher quality. Reform actions are not enough with only the good will of government administrators, reforms require innovation steps on the grounds that innovation is the key to an organization's ability to meet public demands. Janenova and Kim (2016) argue that innovation and continuous improvement play an important role in government transformation, therefore public organizations can identify public values and gain insights on how best to introduce these initiatives and adapt them to organizational needs.

Innovation in public services is carried out with the aim of creating change, improving the way government is managed, and performing services in an efficient, economical and effective manner. The innovation challenge is global: facing increasingly intricate social and economic problems, public sector organisations all over the world cannot just continue 'business as usual' but have to engage in forms of innovation. This, however, should not lead to embracing 'one-size-fits-all' approaches that overlook local differences (Pollit, 2013).

Public service innovation through a one-stop-shop conducted by the Belu regency government is a breakthrough and an example for local governments around it. This public service model has succeeded in reducing administrative

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clutter (Red Tape) and preventing inefficiencies.

The implementation of a one stop-shop at the Timor-Atambua public service mall has succeeded in innovating services to the public, especially in two aspects namely; new service concept and public-oriented service value creation. This new service delivery model provided by the Timor-Atambua public service mall takes into account multiple access points across the service value chain, and takes into account the different needs and channel preferences of different segments of the population. One-stop shops have been used for some time for technical services, planning in local government and various other services, but the extension of the form to the welfare sector is a more recent development (Wiggan, 2007).

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