

INNOVATION IN POPULATION SERVICE AT THE POPULATION AND CIVIL REGISTRATION OFFICE OF NORTH LOMBOK REGENCY

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ABSTRACT

This study aims to get an overview of the process of implementing population service innovations in village offices carried out by the department of population and civil registration in North Lombok district. The theory used is Theodore Levitt's theory, which includes Strategy and Customers (Society), Actions and Results, Processes and Infrastructure, People and Technology. The research design used is qualitative research with an inductive approach. The technique of collecting data uses interviews, observation and documentation. The results of the study show that the process of implementing population services in the village office by the population department and civil registration of North Lombok Regency in terms of Strategy and Customers, there are 5 strategies used in implementing the innovation but less than optimal, Innovation is in accordance with what is expected by the community; in terms of Actions and Results, the achievement of services that continues to increase, the socialization carried out has not been maximized; and from Process and Infrastructure, Population Services are carried out with 2 (two) service times each week which results in too long a range of services for each village and existing infrastructure is not sufficient in providing optimal services, inadequate road infrastructure especially in mountainous areas or hills; Judging from the people involved that the leaders always provide motivation to employees to improve service but there is no award or incentive for employees who excel, employee competency is still low in terms of education and still rigid in the service process; and from Technology that Services use M2M tools (Machine to Machine) as well as Nationally Integrated Population Administration Information System (SIAK) Applications and Internet Stability that are still less stable which results in services being less than optimal;

Keywords: *Innovation, Service, Population, Civil Registration*

INTRODUCTION

Excellent service to the community is a must that should be improved. It considers that excellent services involve the fulfilment of individual rights and is a mean of government and community relationship. It is related to public services as Dwiyanto explained (2010:10) that "the government is connecting with the community through public service that causes public service to be something very important". Thus the government has to serve and protect his people by providing the best public service for society. Population Services is one of the public services required by the public which demands new innovations in population service.

The paradigm of governance described by Wasistiono and Simangunsong (2015:8) shows that society is still positioned as a ministering party not being served. This old paradigm is supposed to be eliminated by all

the bureaucrats because governments and communities, it is essentially, should be put in parallel positions where the government provides services to society and society authorize the government.

Law number 24 of the year 2013 on the administration of the population, article 7 mentions that:

District/city governments are obliged and responsible to conduct administrative affairs of the population, conducted by the Regent/mayor with the authority covering:

1. Coordination of population administration;
2. Establishment of implementation agencies whose duties and functions in the field of population administration;
3. Technical arrangement of administration of the population in accordance with the provisions of legislation;
4. The development and socialization of the administration of population;

5. Implementation of community service activities in the field of population administration;
6. Assignment to the village to conduct part of the population administration based on the principle of the co administration;
7. Presenting the population data of the Regency/city scale derived from the dependent data that has been consolidated and cleaned by the ministry responsible for domestic government affairs;
8. Coordinating supervision over the administration of the population;

Along with community expectation to get a good service in the field of population, North Lombok District government began to implement bureaucracy reform and improvement of public service, which stated in the program 99 days elected regent of North Lombok 2016 as mentioned in the following table:

Activity Fields/Issues	Activity
Bureaucratic reform and public service improvement	The discussion of quality Red report in the public service with the Ombudsman and improvement of the performance accountability system with BPKP
	"Elusukan" to public service units to know the level of public satisfaction to public service quality
	Signatory of public service quality improvement
	Discussion and immersion Road Map bureaucracy reform and improvement of public service quality
	Performance evaluation 2015 and quarter I 2016
	Signatory of performance agreements with SKPD Leadership and integrity pact
	Discussion and design of information network development and system to E-Government
	Signatory of MOU with PT. Telkom.
	Signing of MOU with Pemkot Surabaya
	Signers of the conversation increase accountability performance enhancement
	Birth Certificate Service in place of childbirth.
	Population services from the village
	Child-Worthy district

Source: Program 99 selected Bupati's Day 2016

The Department of Population and Civil registration of North Lombok District, which has obligation to perform the population service began to improve the service to the community by implementing innovations in population services with village services as mentioned in the letter of head of Population and civil registry of North Lombok Regency number 22/Dukcapil/KLU/2016 regarding population services and civil registration, which is a new innovation in the population service. It alters the usual process, waiting in the office of the Population and civil Registry is replaced by the system of shuttle and completing all resident services in the village

office by visiting every village in North Lombok District to increase public interest to manage population documents.

Accordingly, it encourages the authors to do research on: Innovation of population services at the population and civil registration office of North Lombok Regency "(population services at the village office). The big question is how is the process of implementing innovation in population services in the village office conducted by the Population and Civil registration office of North Lombok regency?"

1. LITERATURE REVIEW

1.1. Public Service Innovation Concept

In regulation of the MENPAN RB no 30/2014 about the guidelines for Innovation Public Service explained that:

"Innovation is the creative process of knowledge creation in conducting different new discoveries and/or modifications from existing ones whereas public service innovation is a breakthrough type of service that is the original creative idea/ideas and /or adaptations/modifications that provide benefits to the community, either directly or indirectly. In other words, the innovation of public service itself does not require a new invention, but it can be a new contextual approach in the sense of the infinite innovation of non-existing emerging ideas and practices of innovation, but it can be an innovation of the results of expansion and improvement in the quality of existing innovations".

Innovation is something new or something adopted and considered new in order to improve service in this case the government of North Lombok has made an innovation that is innovation of population services in the village office.

Efforts to innovate still has pros and cons but if innovation is not done there will never be any renewal or change. According to the Oslo Manual in Zuhail (2013:58):

innovation has a broad aspect because it can be either goods or services, processes, marketing methods or organizational methods that are new or have undergone an update that is a solution to problems encountered. In this concept Oslo provides a broad sense of innovation that innovation has a wide scope not only implemented but can be other ways in complaint problems that occur or a new solution to the problem.

Samson in the Ellitan and Anatan (2009:3) suggests that one reason why innovation is indispensable in change is because it is increasingly dynamic and hostile, so that an organization should be able to manage innovation as a determinant of success Organizations to become competitive. From various opinions above it can be concluded that innovation can be interpreted as a new idea or something adopted from another organization that is the service of products or services that become a solution so as to be able to produce Effective and efficient results quality improvement and make organization more competitive. In the application of an innovation, the local government should be able to assess whether an innovation is appropriate to be implemented or not and in its application should pay attention to some aspects as described by Theodora Levitt (Noor: 2013:94) include:

1. Strategy and customers;
2. Measures and Performance;
3. Process and infrastructure;
4. People; and
5. Technology.

In its application, innovation has inherent attributes that correspond to the characteristics of innovation, which according to Rogers in Suwarno (2008:17), are: relative advantage, compatibility, complexity, triability and observability. Based on the description of the innovation theory above, in this research researchers use the theory of Theodore Levit (Noor: 2013:94) as an analysis unit to understand the advantages and disadvantages and create a concept of innovations that have been applied by the Population and Civil

registration Office of North Lombok regency because the theory is more able to give answers to research problems made than others.

1.2. Public Service Principles

According to Law No. 25 of 2009 on public services, the public services are based on the principles:

1. The public interest, namely service providers should not prioritize personal interests and/or groups.
2. Legal certainty, namely the guarantee of the realization of rights and obligations in the operation of service.
3. The similarity of rights, namely the provision of service does not distinguish ethnic groups, races, religions, classes, gender, and economic status.
4. Balance of rights and obligations, i.e. fulfillment of rights must be proportional to the obligation to be carried out, either by the provider and the recipient of services
5. Professionalism, which is service executor must have competence that is after the field of duty.
6. Participatory, which is increasing participation of the community in the implementation of services with attention to aspirations, needs, and expectations of society.
7. The equation of treatment/not discriminatory, that is, every citizen has the right to obtain a fair service.
8. The alienability, i.e. every recipient of service can easily access and obtain information about the desired service.
9. Accountability, which is the process of organizing the service must be accountable in accordance with the provisions of the laws and regulations.
10. Facilities and special treatment for vulnerable groups, namely the provision of convenience to vulnerable groups so that the justice is created in the service.
11. Timeliness, i.e. completion of each type of service is done on time according to service standards.

12. Speed, ease, and affordability, i.e. every kind of service is done quickly, easily, and affordably.

Furthermore, Ratminto and Winarsih (2005:245) argue in government should consider:

1. Empathy with costumers, officers who serve the licensing affairs of the provider of licensing services should be able to empathize with the community service users.
2. Restriction of procedure, the procedure should be designed as shortest as possible, thus the concept of one stop shop is completely applied.
3. Clarity of the Ordinances of service, ordinances of service should be designed as simple as possible and communicated to the Community service users
4. Minimization of service requirements, the terms in the care of the service should be limited as little as possible and as much as is strictly necessary.
5. Clarity of authority, officers who serve the community service users must be formulated as clearly as possible by creating a chart of duties and distribution of authority.
6. Transparency of fees, service fees must be set to the minimum and as transparent as possible.
7. The certainty of schedule and duration of service, schedule and duration of service must also be certain, so that the community has a clear picture and not fret.
8. Minimization of forms, forms must be efficiently designed, resulting in a composite form (a form that can be used for various purposes).
9. Maximization of permit validity period, to avoid too often the public to take care of permits, the validity period of permits must be set as long as possible.
10. Clarity of rights and obligations of providers and costumers, rights and obligations for the providers as well as for costumers shall be clearly formulated, and

equipped with sanctions and conditions of indemnification.

11. Effectiveness of complaints handling, good service should be avoided as a complaint.

Accordingly, it can be concluded that public service should considers public service principles to provide the best service without discrimination to the public.

1.3. The Concept of Population administration

According to the law No. 24 of 2013 on Population Administration, the population administration is a series of structuring activities and issuing of residence documents and data through resident registration, civil registry, management of Information on population administration and the utilization of the results for public services and the development of other sectors.

In particular, the law No. 24 of 2013 on Population Administration Article 1 paragraph 9 mentions that population data is personal data and/or aggregate data that is structured as a result of the registration activities of residents and Civil registration.

RESEARCH METHODS

This research used qualitative method with the inductive approach. According to Moleong (2013:10) research with inductive approaches used for several reasons including:

1. The inductive process is more able to find the plural reality as contained in the data.
2. Inductive analyses are more able to make the researcher-to-respondent relationship explicit, be known and accountable.
3. Such analysis is more able to outline the background in a full way and can make decisions about whether to redirect in any other setting.
4. Inductive analyses are more able to find joint influences that sharpen relationships.
5. To take into account the values explicitly as part of the analytical structure.

The researcher will explain the implementation of innovation of public service in this innovation of population services in the

village office conducted by the Population Service and civil Registration district North Lombok. In this research interviews as well as observations as primary data sources and documents, archives and legislation related to research as secondary data.

RESULT AND DISCUSSION

The analysis focuses on the theory of Theodore Levitt who is driving 5 (five) design/process in the application of innovation which are: strategy and customers, measures and performance, process and infrastructure, people and technology

1.4. Strategy and customers

1. Strategy and Innovation Excellence

Innovations conducted by the Population and Civil Registry Office is *JARING PEKAT (Penjaringan Akta Kelahiran Melalui Jalur Pendidikan, Kesehatan dan Masyarakat) dan JEMPOLAN PLUS (Jemput Berkas, Proses dan Hasil Langsung Diantarkan/Tuntas)* which is accordance with the regulation of Menpan RB No 30 year 2014 about public service innovation guidelines that innovation is the creative process of knowledge creation in conducting different new discoveries and/or modifications from existing ones

In the application of the innovation of population services in the village office, the Population Service and Civil Registry Office has 5 stages of strategy but not yet optimal which include:

- a. Coordinating the acceleration and institutionalization of registration at the regency, district and village level;
- b. Facilitating communication and coordination between institutions in the acceleration and institutionalization of the recording;
- c. Determining the achievement target of population documents issuance; Facilitating the emergence of policies and budgets required, as well as facilitating data and information needs for the acceleration and institutionalization of the registration of population documents;

- d. Monitoring and evaluation of the target and institutionalization of the registration of the settlement documents;
- e. Develop incentive systems (incentives for officers and incentives for the target) ownership of legal identity.

2. Innovation compatibility with community needs

Albury and Mulgan in Thenint (2010:4) explain that an innovation is successful when the creation and execution of new processes, products, services and methods improve the quality of results. Innovation with the population service in the village office has answered the demand of the people who are reluctant to do the settlement document management in the Population and Civil Registration Office due to distance problem. The service in the village office makes the community enthusiastic to administer population documents because it is closer.

1.5. Measures and Performance

1. Socialization

Innovation which is a solution in order to increase opportunities for people to have a population document is a good policy, but if not accompanied by thorough socialization, it will impede the process of application. In the application of the innovation of population services in the village office is still seen a lack of coordination between the Population and Civil Registration Office with each village in North Lombok Regency. According to Easton and Dennis in Rush & Althoff (2008:35), socialization is a process of one's development to get its orientation and pattern of behavior. Based on this in the population service in the village office the socialization process should run optimally in order to provide excellent service to the community.

2. Service Achievement

Since the innovation of the population services in the village office from 2016 to 2018 implemented, service achievement is always exceeding the target. At the end of March 2019 the achievement of the average service reaches 92%, especially in the service

of family card, resident card and birth certificate, which is positive value for the population service and civil registration of North Lombok Regency. It is an encouragement for the Office to work more actively in the process of population service in North Lombok.

Moenir (2010:26) describes the public service is an activity undertaken by a person or a group of people with the foundation of materiel factors through certain systems, procedures and methods in order to fulfill the interests of others in accordance with the right . Thus, resulting in population service that is a matter of society should continue to be improved and seek new ways in terms of improving service.

1.6. Process and infrastructure

1. Intensity and Service procedure

The village service program is only done two times a week. Consider this intensity and the number of villages (33 villages), village will get the service every four months. This, definitely, will be difficult to achieve the overall services target of North Lombok regency.

The village service is done by logging the Village people who do not have a population document and then pass it to the village office to be forwarded to each hamlet and then the team from the population service and civil registration office comes directly to the village office to give services.

Principles of public service according to the decree of MENPAN No. 63/KEP/M. PAN/7/2003 which is the simplicity of public service procedures is not convoluted, understandable and easy to implement. As well as clarity of technical and administrative requirements of public service. So that with this should be in the service of population in the village office should facilitate the community in obtaining services.

2. Facilities Availability

Infrastructure is important on succeeding the services, therefore the lack of infrastructure in the population service in the village office resulted in slow service and

make service less optimal. Besides, road infrastructure to every village or connecting road in every hamlet is not adequate especially in mountainous area or hills. It impedes the process of service because it will take a long time to reach the place of service that resulted in service delays.

In Law No. 25 of 2009 Article 21 paragraph 7 concerning public service states that means, infrastructure, and/or facilities, are equipment and facilities required in the maintenance of services, including equipment and facilities of services for Vulnerable groups. So infrastructure is important in supporting the success of services, especially in the concentration services in the village office.

1.7. People

1. Leader Motivation

Head of the population office and civil registration of North Lombok Regency continues to motivate employees to improve service but there is no reward for employees. Siagian (2004:138) suggests that motivation is a driving force that causes a member of the organization to be willing and willing to exert skills in the form of expertise or skills, energy and time to conduct various activities that are responsible for and fulfill their obligations, in order to achieve the objectives and various organizational objectives that have been pre-determined. Basically, motivation has been given by the ranks in the population service and civil registration of North Lombok Regency but has not been accompanied by a special appreciation for employees. It could result decreasing employment competitions and lowering the morale for employees who excel because they are still considered the same as ordinary employees.

2. Employee competence

Officers in each department of Population and Civil Registration Office are involved in the service process at the village office but some of them are lacking in education and still rigid in the process of service. According to Spencer and Spencer in Hutapea and Thoha, (2008:28) "skill refers to a

person's ability to perform an activity or job. Skills are harder to do than knowledge. But when someone has skills, they already have knowledge of the work they do". In the application of population service innovations, officers in each department of the population office and civil registration are involved in the service process in the village office as stated above but there are employees who lack understanding of the innovation which is the solution in service.

1.8. Technology

1. Application usage

The Population and Civil Registration Office uses M2M tool (Machine to Machine) and the application of Population Administration Information System (SIAK) in a service that facilitates employees to perform services in the village office. It is integrated nationwide that only requires an Internet connection. Soemato and Hedrastuti (2011:160) define that "the information system of the population Administration information systems utilizing information and communication technology to facilitate the management of the Population Administration information is Implementation and implementing Agencies".

2. Internet Stability in service

The internet is still not stable which resulting in service delays. The use of M2M tool (Machine To machine) and the system of Population Administration (SIAK) which online-based and integrate national data has absolute need of a stable internet network. Therefore, the poor internet connection in the villages become big obstacle. Hartono (2009:1) describes the Internet can be interpreted as a collection of several computers. Even millions of computers around the world are interconnected or connected to one another. Based on this requires the population service in the village office should improve internet stability in the service.

CONCLUSION

Implementation of population services process in the village office by the Population

Service and civil registration Office of North Lombok Regency which was analyzed by the theory Theodora Levitt concluded that the population service and civil registration has 5 phases. The strategy in implementing the innovation of population services in the village office is not optimal. The excellence of innovation is closer to the community. Innovation in accordance with the public. The achievement of services that continue to increase however, the socialization don not maximally done. The population service in the village office is done with 2 (two) services each week that resulted in a range of services in each village too far. Infrastructure facilities are not adequate in providing optimum service and insufficient road infrastructure. The leaders always give motivation to improve services but there is no reward for employees. Officers competence still need to be improved. The service has used M2M (Machine to Machine) and the application of the information System of population Administration (SIAK) which is integrated nationally but stability The Internet is still less stable, resulting in less optimal service.

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