

## The Authenticity of Ideas, Public Organization Capacity, and Technological Innovation in the Implementation Model of Quality Public Service System in Indonesian Government Administration

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### Abstract

*Public demand for quality and innovative public services has surged, requiring a strong response from government administration, especially in the era of decentralization. This study aims to explore the originality of ideas, the capacity of public organizations, and the role of technological innovation in improving the quality of public service systems in Indonesian government administration focusing on local governments, particularly in the area of licensing services. The methodology used involves a comprehensive analysis of factors affecting service quality, including implementation patterns, human resource support, and organizational and infrastructure capabilities. The research evaluates how these elements interact to form an integrated management system capable of meeting public expectations and examines the arrangements, mechanisms and implementation procedures of task forces, emphasizing their critical role in service improvement. The findings reveal that the government's ability to address various public service challenges significantly affects its credibility and support from the public, thus service quality should be a priority at all levels of government, from implementation to leadership. Local governments, should adopt an integrated management approach, with a particular focus on licensing services, to ensure efficiency and responsiveness. This research concludes that service quality is highly dependent on systematic policy implementation, human resource competence and support, and the adequacy of organizational facilities and infrastructure. The strategic organization, operational mechanisms and procedural framework of the task force are key in driving improvements in public service delivery, need for concerted efforts to foster innovation and capacity building in public organizations to meet society's growing demands for quality public services.*

**Keywords:** Authenticity of Ideas, Public Organization Capacity, Technological Innovation.

### Abstrak

Permintaan masyarakat akan layanan publik yang berkualitas dan inovatif telah melonjak, sehingga memerlukan respons yang kuat dari administrasi pemerintah, terutama di era desentralisasi. Studi ini bertujuan untuk mengeksplorasi keaslian ide, kapasitas organisasi publik, dan peran inovasi teknologi dalam meningkatkan kualitas sistem layanan publik di administrasi pemerintahan Indonesia yang berfokus pada pemerintah daerah, khususnya dalam bidang layanan perizinan. Metodologi yang digunakan melibatkan analisis komprehensif terhadap faktor-faktor yang mempengaruhi kualitas layanan, termasuk pola implementasi, dukungan sumber daya manusia, serta kapabilitas organisasi dan infrastruktur. Penelitian ini mengevaluasi bagaimana elemen-elemen tersebut berinteraksi untuk membentuk sistem manajemen terpadu yang mampu memenuhi harapan publik dan menelaah tatanan, mekanisme, dan prosedur pelaksanaan dari satuan tugas, menekankan peran kritis mereka dalam peningkatan layanan. Temuan mengungkapkan bahwa kemampuan pemerintah untuk mengatasi berbagai tantangan layanan publik secara signifikan mempengaruhi kredibilitas dan dukungan dari masyarakat, dengan demikian kualitas layanan harus menjadi prioritas di semua tingkat pemerintahan, dari pelaksanaan hingga kepemimpinan. Pemerintah daerah, harus mengadopsi pendekatan manajemen terpadu, dengan fokus khusus pada layanan perizinan, untuk memastikan efisiensi dan responsivitas. Penelitian ini menyimpulkan bahwa kualitas layanan sangat bergantung pada pelaksanaan kebijakan yang sistematis, kompetensi dan dukungan sumber daya manusia, serta kecukupan fasilitas organisasi dan infrastruktur. Organisasi strategis,

mekanisme operasional, dan kerangka prosedural dari satuan tugas adalah kunci dalam mendorong perbaikan dalam penyampaian layanan publik. Perlu upaya bersama untuk mendorong inovasi dan pengembangan kapasitas dalam organisasi publik untuk memenuhi tuntutan masyarakat yang semakin tinggi akan layanan publik berkualitas.

**Kata Kunci:** Keaslian Ide, Kapasitas Organisasi Publik, Inovasi Teknologi.

## INTRODUCTION

The study and practice of public administration in various countries continue to develop. The new public service perspective requires public administrators to involve the public in government and serve the community (Criado & Gil-Garcia, 2019). Public administrators know several complex issues, such as responsibility, ethics, and accountability in a democratic system (Boer, 2023). Responsible administrators must involve communities in program planning and execution to achieve community goals (Rosenbloom et al., 2022). It is to create a better government by democratic values. Thus, the job of the public administrator is no longer directing or manipulating incentives but service to the community. The realization of the above paradigm will ultimately depend on government officials' commitment and strong desire to carry out public services correctly and thoughtfully. The public always demands quality public services from the bureaucracy (Masuku & Jili, 2019). However, these demands are often not in line with expectations because, empirically, the public services that have occurred so far still have the characteristics of convoluted, slow, expensive, tiring, and uncertain (Irhammudin & Dinata, 2022). This situation occurs because of the community's position as a serving party.

To provide public services based on this paradigm and by the needs and demands of the community in this era of globalization, the government provides flexibility to local governments to develop, improve, and manage their resources, which have been determined and regulated in Law Number 23 of 2014 concerning Regional Government (Elcaputera, 2021). The objectives of granting autonomy to regions based on Law Number 23 of 2014 concerning Regional Government are: First, accelerating the realization of community welfare through improvement, service, empowerment, and community participation, as well as increasing regional competitiveness. Second, there is a need to increase the efficiency and effectiveness of local government administration by paying more attention to aspects of the relationship between government structures and between regional governments, regional potential and diversity, opportunities and challenges of global competition by giving the broadest possible authority to regions accompanied by granting rights and obligations to carry out regional autonomy in the unity of the state governance system. Third, improving public services that are increasingly qualified and efficient (Fernanda et al., 2023).

According to The Global Economy Year 2019 (Septiana, 2023), the quality of public services in Indonesia ranks 82 out of 176 countries with the top 5 (five) positions: Finland, Norway, the Netherlands, Sweden, and Germany. Meanwhile, in Indonesia in 2022, out of 38 Provincial Regions, the implementation of public services with the best quality 1 (First), namely Central Java Province (Sutowo & Wijaya, 2023). Central Java Province also achieved the top 10 best Regency and City governments; there are 4 Regions of each Regency and City from the Central Java Province, including Grobongan Regency, Kudus Regency, Kendal Regency, and Banyumas Regency. At the same time, the City Government categories are Magelang City, Pekalongan City, Surakarta City, and Tegal City. Conditions like this show that quality public services are still on the island of Java or Western Indonesia. So, public servants outside Java and Central and Eastern Indonesia can still not realize quality public servants and satisfy the public as customers.

The implementation of regional autonomy considers the principles of democracy, equity, justice, privileges, and specificities of a region in the Unitary State system of the Republic of

Indonesia (Wereh & Mambu, 2023). The appearance of a good bureaucracy requires autonomy, and vice versa; freedom will increase the effectiveness and responsiveness of administration to local needs (Setiyono, 2023). Theoretically, decentralization and regional autonomy can bring government services closer to the community through cutting service bureaucratic channels (Moonti, 2019). So that people can more easily access public services, especially those by local governments. The majority of citizens are only concerned with administrative services that are better, faster, more straightforward procedures, more open, and at a lower cost.

Decentralization is believed by many to be a better government system than centralization, especially in public services. Regarding government management, decentralization can increase effectiveness, efficiency, and public accountability (Schneider, 2019). Meanwhile, according to Talitha et al. (2019), in terms of accelerating development, decentralization can increase competition between regions in providing services to their communities, and this can encourage local governments to innovate to improve the quality of public services to their citizens. Considering the various problems of public service delivery in Indonesia, the primary concern of shared services is improving service quality. According to Aneta et al. (2018), the quality of public services results from interaction from various aspects, namely, the Service System, human resources of service implementers, strategic services, and service recipient communities. Meanwhile, in terms of the pattern of implementation, public services in Indonesia still have various weaknesses, including 1) less responsive, 2) less informative, 3) too bureaucratic, 4) less accessible, 5) less coordination, 6) less listening to community complaints/aspirations, 7) inefficiency, 8) inadequate facilities and infrastructure (Steviani, 2020). Therefore, in this paper, we want to describe the Model of Implementing a Quality Public Service System and Innovating in the Field of Local Government Administration in Indonesia.

This research aims to analyze and evaluate the authenticity of ideas, public organization capacity, and technological innovation in the implementation model of a quality public service system in Indonesian government administration. The main focus of this study is to identify the key elements that influence the quality of public services, evaluate the performance and challenges of technology applications in government administration, and propose innovative strategies to enhance the capacity and quality of public services that are efficient, transparent, and responsive to community needs. The urgency of this research lies in the pressing need to improve the quality of public services in Indonesia, which still faces various challenges such as convoluted, slow, and unresponsive bureaucracy. In the era of globalization and decentralization, the public's demand for fast, efficient, and transparent public services is increasing. This research is crucial to address the disparity in service quality among regions in Indonesia, especially outside Java. Additionally, technological innovation in government administration is essential to support bureaucratic reform and improve the effectiveness of public services. This research will also provide insights into how local governments can develop and optimize the use of technology to meet public expectations.

The novelty of this research lies in its holistic approach that combines the authenticity of ideas, public organization capacity, and technological innovation into a single implementation model for quality public services. Unlike previous studies that tend to focus on a single aspect, this research emphasizes the synergy between various elements to create a more comprehensive and effective public service system. Furthermore, this study examines the role and impact of digital technology in enhancing the quality of public services, with case studies on several applications implemented in various provinces in Indonesia. Thus, this research not only provides a critical evaluation of the current conditions but also offers practical solutions that can be implemented by local governments to achieve better public services. The innovations in this study also include the analysis of the integration of existing digital applications and strategies to overcome the challenges faced in the use of such technology. This will significantly contribute to

the literature on public administration and technological innovation in Indonesia, and serve as a guide for practitioners in developing and implementing more effective and efficient public service models.

## RESEARCH METHOD

This research uses a qualitative descriptive method and literature review, examining policies from various regions, including provinces, districts, and cities, to describe models of quality public service delivery and innovations in local government. The study focuses on the originality of ideas, the capacity of public organizations, and technological innovations in the implementation of quality public service systems in Indonesian government administration. Data collection involves secondary data sources through literature review of research findings in selected regions to understand practical implementation. Secondary data also includes written documents and relevant records from various regions. The data analysis process involves data reduction, data presentation in a structured format, and drawing conclusions, followed by validation through credibility, transfer ability, dependability, and confirm ability checks. The primary informants are public officials at various levels of government, community leaders involved in the public service system, and technology experts engaged in the development and implementation of technological innovations in public administration. By integrating various perspectives, this research aims to provide a comprehensive understanding of the effectiveness and potential for improving the quality of public service delivery in Indonesia.

## RESULT AND DISCUSSION

The development of the flow of information and communication, which is currently almost unlimited by distance and time and also supported by the higher level of education and economy of the community, makes the community increasingly demand that the services provided can be better or at least balanced with the costs or contributions that the community has given. In facing various public demands for public services, an organization needs to implement strategies based on the circumstances and constraints to improve its services' quality. Similarly, the Regional Government needs to enhance the quality of services to be better than what has been provided, namely by providing services to the demands and expectations of the community. Without the implementation of efficient and effective strategies to improve the quality of public services, the licensing services carried out by the Regional Government to the community will be static, not developing in the sense of being unable to adjust to current conditions. Service to the community refers to daily habits without regard to societal changes. So, local governments must improve the quality of public services to the community to achieve excellent service.

### Public Service Issues

In terms of the pattern of implementation, public services in Indonesia still have several weaknesses. First, they are unresponsive, with slow or ignored responses to community complaints, aspirations, and expectations at almost all service levels, from front-line staff to the agency's person in charge. Second, they are not informative, as information delivery to the public is slow, leaving the community without various necessary details. Third, services are less accessible due to the distant locations of service units, making it challenging for those in need. Fourthly, there is a lack of coordination among various interrelated service units, leading to overlapping or conflicting policies between service agencies. Fifth, the services are too bureaucratic, especially in licensing, requiring multiple steps and causing delays. Service staff lack the authority to solve problems, and it is difficult for the community to meet the person in charge, resulting in prolonged issue resolution. Sixth, scrupulous officials exploit the bureaucracy to collect illegal levies, increasing service costs, fostering corruption, and causing

community dissatisfaction. Seventhly, service officials are less willing to listen to community complaints and aspirations, leading to stagnant service quality without improvement. The last one, inefficiency occurs due to various often irrelevant requirements, particularly in licensing services.

### **Public Service Delivery Model**

In improving the quality of public services, the government has undertaken various activities, such as participatory planning (Musrengbang), Civil Registration services, and essential community needs like Education, Health, and Housing (Damayanti & Syarifuddin, 2020). To effectively meet community needs, effective communication between the government and the people is crucial. Through the lens of New Public Service and Good Governance, several models can address shortcomings in Indonesia's public services.

One such model is the Citizen's Charter, aligned with Osborne and Plastrik's concept (Shearer, 2022), which establishes service standards based on citizen input and government commitments. This model places service users at the forefront, ensuring their needs and interests guide service delivery. It functions as a social contract between citizens and bureaucrats to ensure service quality, mandating systems for addressing customer complaints and continuously improving bureaucratic performance.

Another model, the Know Your Customer (KYC), adapted from banking practices, focuses on understanding customer interests and needs before delivering services. This involves methods like surveys, interviews, and observations to identify community aspirations and tailor services accordingly. KYC enables government agencies to align service delivery with community expectations, fostering effective governance and service satisfaction (Utami & Kuswandi, 2022). The M-Government (M-Gov) model leverages information and communication technology to enhance government efficiency in community service. Evolving from Electronic Government (e-Gov), M-Gov uses technology devices to shift service interactions online, providing 24/7 access to government services (Purba et al., 2021). This transformation improves service accessibility and responsiveness, streamlining administrative processes and enhancing public service delivery across Indonesia (Chohan et al. (2020). Lastly, the One-Stop Service (OSS) Model aims to simplify and expedite licensing processes within government agencies. Implemented since 2022, OSS consolidates permit issuance into single locations, reducing bureaucratic hurdles and ensuring transparent cost structures. This model has proven practical and efficient, significantly shortening permit processing times and improving economic activities while ensuring clarity in service costs for the public (Nafi'ah, 2023).

One example is that OSS licensing services are practical and efficient compared to services before OSS. For example, compared to the service before OSS, a new building permit will be completed within one month from the beginning of the application. Meanwhile, the OSS system will meet the building permit within ten days. They are judging from the OSS service procedure, which begins with the applicant submitting a permit application file at the service counter by the field of building permits. The permit application file is submitted to each Technical Work Agency/Unit and processed through stages: file inspection, location checking, evaluation, costing, and approval of the permit letter by the authorized official. Then, submit the file to the pickup counter. Permit applicants can collect files after paying the levy fee. Local regulations regarding the levy of building permits have stipulated the cost of building permits. Currently, every access always provides clear and transparent cost details. In addition, applicants can take actions such as checking, measuring, and complaining to officers if existing regulations do not cover the costs and services. As a public organization in licensing services, BPT, for example, must provide services to the community more effectively and efficiently than licensing services carried out under one roof or when handled by each agency directly. It is practical and efficient in licensing procedures, turnaround time, and costs the community must bear.

These models collectively represent efforts to modernize and enhance public service delivery in Indonesia, aligning with international standards of efficiency, transparency, and citizen-centrist governance.

### **Quality of Public Service Delivery**

The main problem of Public Services is currently related to the quality of the Service itself. According to Sønderskov & Inland (2021), the quality of Public Services is the result of interaction from various aspects, including service system, human resources service providers, service strategy, and customer service recipients. At the same time, Joshi & Islam (2018) stated that the quality of service depends on aspects of the implementation pattern, human resource support, and institutional management.

Improvement of public services will improve the investment climate needed by this nation to get out of the prolonged economic crisis quickly. Hence, efforts towards improving service quality are still limited to lip service. Studies conducted on public services do not run linearly with reforms carried out in multiple sectors, so investment growth moves in a negative direction. As a result, the hope of economic growth expected to help this nation out of various financial crises has not materialized as anticipated. Meanwhile, in political life, poor public services have implications for public trust in the government. Poor public services have been one of the essential variables that encourage the emergence of a crisis of faith that is actualized in the form of protests and demonstrations that tend to be unhealthy, causing public distrust of the government.

The primary weakness in Indonesia's public services, particularly within local governments, lies in human resources. There is a notable deficiency in professionalism, competence, empathy, and ethical standards among public servants. Many still adhere to a classical bureaucratic model characterized by hierarchical structures, formal procedures, and closed systems. To enhance the quality of public service delivery, it is essential to reform the remuneration system, linking it to performance and workload. This approach aims to mitigate illegal levies and corruption within the bureaucracy. Another critical institutional weakness in local government bureaucracies pertains to organizational design. Current designs often prioritize efficiency over community service optimization, resulting in overly hierarchical and bureaucratically convoluted service delivery processes. Moreover, the overlapping roles of regulatory and administrative functions contribute to inefficiencies. Ideally, there should be a clear separation between regulatory oversight by the government and community involvement in implementation tasks such as planning and development.

To address these issues and improve local bureaucratic services, it is imperative to establish clear procedures, mechanisms, and implementation guidelines for each work unit. Additionally, organizational reforms should focus on enhancing service efficiency, optimizing hierarchical structures, improving coordination, and clarifying roles to prevent governmental monopolization of services. These steps are crucial for fostering effective and responsive public service delivery that meets the diverse needs of Indonesia's communities.

### **Service Facilities and Infrastructure**

Facilities and infrastructure are still very inadequate, especially office infrastructure, service counters that are not well regulated, service waiting rooms that are not well organized, and supporting facilities for the work of unqualified servers to speed up the service process. The government has an essential role in providing public services for its people. Every public service provider must have service standards, one of which is the condition of adequate facilities and infrastructure. According to Lubis & Haidir (2019), the difference between facilities and infrastructure is 1) facilities in the form of tools, 2) facilities in the form of information, 3) facilities in the form of furniture and spatial layout, and 4) facilities in the form of physical conditions of servants.

Facilities and infrastructure have 4 (four) main functions, namely: 1) Simplify the work process, 2) speed up the work process, 3) increase productivity, and 4) so that the results are of higher quality. Meanwhile, according to Firmansyah et al. (2018), the scope of facilities and infrastructure can be divided into 3 (three), namely: 1) The exhaustion or failure of the use of facilities and infrastructure is grouped based on whether or not the use is exhausted, 2) the movement or not of facilities and infrastructure is also reviewed from the movement or not of a tool, 3) its relationship with activities, facilities and infrastructure can also be grouped based on the relationship of tools with activities.

### **Problem Solving**

In the era of decentralization, public demands for quality public services have intensified, placing a significant emphasis on the government's credibility in addressing various service challenges mentioned earlier. Ensuring satisfaction with public services is crucial for maintaining support from local communities. Micro-level service issues can be effectively addressed through several means. Firstly, establishing service standards is essential as they represent a commitment by service providers to meet community expectations while considering operational capabilities. Setting these standards involves a systematic process that identifies service types, expectations of service recipients, and formulates a service vision and mission. This process includes analyzing service processes to ensure they align with community needs and are supported by appropriate institutional frameworks. Moreover, the establishment of service standards necessitates evaluating human resource requirements to effectively manage service tasks in the future.

Adopting international standards such as the International Workshop Agreement (IWA) 2:2005, which integrates the ISO-9001:2005 quality management system specifically tailored for local government public services, becomes imperative. This framework ensures that service delivery is standardized, efficient, and meets global quality benchmarks. By implementing robust service standards and adhering to recognized quality management systems, local governments can enhance service effectiveness, responsiveness, and ultimately, public satisfaction. These efforts are pivotal in maintaining and strengthening public trust and support amid evolving decentralization dynamics (Betlloch-Mas et al., 2019).

In enhancing public service delivery, several key strategies are essential. Firstly, the development of Standard Operating Procedures (SOP) ensures consistent service processes within local government units. SOPs serve as explicit guidelines that facilitate reliable and uniform service execution (Dewi & Suparno, 2022). Concurrently, conducting service recipient satisfaction surveys plays a crucial role in gauging community feedback and evaluating service quality. By aligning service outcomes with community expectations, local governments can effectively enhance service recipient satisfaction, a pivotal aspect in service management. Secondly, establishing a robust community complaint management system serves as a vital mechanism for addressing service deficiencies promptly (Indriastuti, 2020). This system aggregates and addresses community grievances, providing valuable insights for service improvement efforts. Efficiently managing and resolving complaints not only enhances service quality but also demonstrates responsiveness and accountability to community needs.

Overall, the development of SOPs, conducting satisfaction surveys, and implementing an effective complaint management system are integral steps towards achieving quality public services. These initiatives aim to streamline service processes, maintain high standards of service delivery, and ensure accessibility and efficiency in meeting community needs. By systematically addressing these aspects, local governments can foster trust, satisfaction, and support among the public, thereby advancing their capacity to deliver effective and responsive public services.

**Table 1. List of Top Local Government Clusters for Commendable Public Service Innovation in 2022 according to Kep.MenPAN. R.B. Number. 289/2022**

No.	Cluster/Region Name	Types of services	Information
<b>A. Province</b>			
1.	Aceh	Layanan Terapi Ablasi Gongok Tanpa Operasi (TAGTO)	Top Innovation
2.	D.I Yogyakarta	Difagana, Pioner Penanggulangan Bencana Berbasis Inklusi	Top Innovation
3.	DKI. Jakarta	Integrasi Transformasi Digital Pelayanan Publik Menuju Pencapaian Tujuan Pembangunan Berkelanjutan di DKI Jakarta	Top Innovation
4.	Jawa Barat	Kredit Mesra (Kredit Masyarakat Ekonomi Sejahtera)	Top Innovation
5.	Jawa Timur	Pengembangan Ekonomi Masy. berbasis Pesantren	Top Innovation
<b>B. Regency</b>			
1.	Bandung	Pos Pelayanan Terpadu Kesehatan Hewan/Ternak Keliling	Top Innovation
2.	Bantaeng	Rawat Jalan dengan Sistem Manajemen Informasi Layanan Excellent	Top Innovation
3.	Bantul	Bantul Sroja (Sulap Sampah Berubah Uang)	Top Innovation
4.	Banyumas	Sumpah Beruang (Sulap Sampah berubah Uang)	Top Innovation
5.	Banyuwangi	Homestay Naik Kelas	Top inovasi
6.	Batubara	Rumah Kemasan Kab.Batubara Berbasis Digital untuk Tingkatkan penjualan dan perbaikan Ekonomi UMKM di Masa Pandemi Covid 19	Top Innovation
7.	Bintan	Rumah Singah	Top Innovation
8.	Bone	Strategi pencegahan perkawinan Anak (SIP-PEKA)	Top Innovation
9.	Deli Serdang	Kas Anak Kasir, Anak Pelorena, Anak Lapas, Anak panji, Anak kasir Mengaji;sebuah pemberdayaan anak-anak marjinal di bidang Pendidikan.	Top Innovation
10.	Demak	Demak Emergency System (DES) PSC 119	Top Innovation
11.	Fak-Fak	Paman Dabula Fakfak (Pemanfaatan daging buah)	Top Innovation
12.	Kepulauan Anambas	Pulau Pahat Anambas (Penjemputan Langsung Pelayanan Administrasi Kependudukan yang cepat dan Tepat	Top Innovation
13.	Kolaka Utara	Inovasi Si LAKU 02T (Sistem Layanan Adminduk Kolaka Utara offline dan terintegrasi)	Top Innovation
14.	Kotawaringin Barat	Pembiayaan Infrastruktur dimasa Pasca Pandemi Covod 19	Top Innovation
15.	Kutai Kartanegara	Mabuk Kepayang (Kemitraan BUMDesa dan Masyarakat Desa Sungai Payang)	Top Innovation
16.	Pasuruan	Kapiten Pasuruan Getas Juara (Kopi Asli Kab.Pasuruan Penggerak Ekonomi Petani Kopi Pasuruan Menuju Cita Rasa Intenasional	Top Innovation
17.	Pinrang	Rajin (Gerai Pirijinan) di Desa dan Kelurahan	Top Innovation
18.	Probolinggo	Bumi Kraksaan Budidaya Udang Vanamei Kolam Bundar Menggunakan Ras di Media air Laut Buatan	Top Innovation
19.	Sidoarjo	Sipraja (sistem Pelayanan Rakyat Sidoarjo	Top Innovation
20.	Sukoharjo	Gelis (Gerakan Literasi Sukoharjo)	Top Innovation
21.	Tabalong	Lentera Kerang Emas (Lawan Rentenir dengan Kredit Gerbang Emas)	Top Innovation
22.	Trenggalek	Smart Gerdana (Integrasi Sistem Pemanfaatan Sekam dan Tongkol Jagung sebagai upaya mewujudkan Petani Sehat Berkelanjutan	Top Innovation



No.	Cluster/Region Name	Types of services	Information
<b>C. City Cluster</b>			
1.	Batu	SIP Banget (Sistem Informasi pariwisata Pengembangan Ekonomi Kreatif)	Top Innovation
2.	Bogor	E-SPPT PBB Kota Bogor	Top Innovation
3.	Cimahi	Makerspace Digital Kreatif	Top Innovation
4.	Madium	Profit M-Tech (Program Wifi Gratis untuk Madium Genggam teknologi)	Top Innovation
5.	Semarang	Warak Gendong (Lawan Korona Virus Kota Semarang dengan dukungan integrasi program bergerak bersama.	Top Innovation
6.	Surabaya	Roti 7 Lapis (Response Tim 7 menit layanan pemadam Kebakaran di Surabaya.	Top Innovation
7.	Surakarta	Program Bela sungkawa Kirim Akta Kematian	Top Innovation
8.	Tegal	Asela Dijaketi (Gerakan Ayo Sekolah lagi yang Terintegrasi dengan Pelayan Pendidikan kejar Paket C Inklusi)	Top Innovation

*Source: (Natalisa, 2022)*

Looking at the data mentioned above, based on the number of governments consisting of 38 provinces, 416 districts, and 98 city areas, out of 38 provincial cluster regions, only five provinces are included in commendable public service innovation or (5.10%), for district cluster areas out of a total of 416 districts only 22 districts are included in the commendable public service innovation or (5.29%). City local government clusters from 98 cities, only eight towns are included in commendable public service innovation (8,2%). Thus, out of 552 Provinces, regencies/cities in Indonesia, only 35 Regional Governments are included in the Top Praiseworthy Public Service Innovations, or (6.3%) can carry out Praiseworthy Public Services in 2022 (Natalisa, 2022). Based on the achievements of the regional government in organizing the Top Commendable Public Service Innovation, the quality of public service delivery in Indonesia is still deficient. It is due to a slow service process with convoluted procedures, unprofessional human resources, inadequate competence, supporting facilities, and infrastructure. Likewise, institutional design with an efficient and effective structure is absent.

## CONCLUSION

The implementation of a quality public service system in Indonesian government administration hinges on the authenticity of ideas, organizational capacity, and technological innovation. To achieve excellence in public service, it is crucial for all stakeholders, particularly leaders and organizers within the government, to leverage their roles effectively by maximizing available resources. The success of quality service delivery depends significantly on four key aspects: the adoption of effective implementation patterns, robust support for human resources, institutional strengthening, and the development of adequate facilities and infrastructure. Furthermore, the development of exemplary public services through information technology in local governments necessitates the advancement of several critical components. These include the establishment of an Online Community Complaint Service System, the enhancement of websites as informative platforms, effective communication strategies, and the creation of an Integrated and One-Stop Service Information System. These innovations represent a new paradigm in local government public service delivery, tailored to address contemporary challenges in Indonesia. Moving forward, the adoption of public service delivery models such as the Exemplary Citizen Charter, KYC (Know Your Customer) model, M-Government Model, and One Stop Services (OSS) model is essential for fostering service excellence and innovation. These models not only enhance service efficiency but also promote transparency and citizen-centric governance. Local governments must embrace inward and outward accountability to the

community. Public accountability ensures that government performance is continuously monitored and evaluated by the public, facilitating improved governance practices. Establishing Minimum Service Standards (SPM) as benchmarks for service delivery will further guide local governments in meeting community expectations while providing transparency and accountability measures for both government officials and the public.

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