

Research article

Obstacles of Public Service Innovation in the Licensing Services Sector

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Abstract.

Public sector innovation is currently a central issue in the provision of public services. One example is innovation in the licensing services sector, which has been carried out and assessed by a number of local governments with the aim of helping to improve the quality of public services and public welfare. This innovation is not going well and there are several things that have hindered its implementation. The purpose of this research was to identify and analyze the inhibiting factors of the innovation in public services program carried out by One Gate Integrated Service and Investment Agency. A qualitative approach was used. The data were obtained through observations, interviews, and document analysis. The results showed that a number of licensing services innovations carried out by the Pare-Pare City Investment and One Gate Integrated Service Office were hampered due to factors including: employees' lack of skills in information technology and telecommunications, budget factors, lack of education and training, lack of incentives, and resistance of the relevant agencies towards the technical team.

Keywords: obstacles, innovation, public services, Pare-Pare

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1. INTRODUCTION

Innovation in Regional Government has begun to receive attention since the shift in the government system from centralized to decentralized. Normatively, through Act Number 22/1999 concerning Local Governance, as renewed in Act Number 32/2004 and get changed became Act Number 23/2014 in article 2 section 3, it became the normative basis for Regional Governments to innovate in governance. Likewise, in Government Regulation Number

6/2008 concerning Guidelines for Evaluation of Local Government Implementation, in Article 18, it can be used as a legal basis for Regional Governments in improving their performance, where in that article one aspect of the assessment is innovation/new breakthroughs.

By looking at the performance of government and development in regions that are successful in innovating, it can be concluded that innovation is needed by the

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government bureaucracy in the reform process. The government's ability to innovate is positively correlated with community support in the area. Public support and trust arises because the strategies and policies developed provide results that can be felt by the community (Asropi)[1]. Thus, innovation in local government is not something that is impossible to do considering that in some regions they are able to innovate and can contribute to improving the welfare of their people.

Innovation basically indicates a change, therefore innovation often experiences resistance and various obstacles and risks of failure in an effort to develop innovation in the public sector. Rigid hierarchies and routines that exist in public sector bureaucracies become obstacles to innovation which then continue to hinder the development of effective leaders in the public sector, because they limit the autonomy of management and leadership. In addition, according to Fadel, public sector innovation is often challenged because it will affect the patterns of relations and power structures that exist in government organizations[2].

In connection with the above, the results of empirical studies show that the success of innovation in local government is influenced by supporting factors and inhibiting factors. Bingham in his research on local government in the United States noted that there are three dominant factors in the development of innovation, namely: community environment, organizational environment, organizational characteristics (Bingham in Martin)[3]. Likewise, the results of the study by Dwiyanto, concluded that In local government in Indonesia, less than 25% of local governments are innovative. The results of the study show that there are three factors that influence local government innovation: (1) Leadership, which includes leadership vision and leadership style, (2) Organizational climate, including rewards, organizational structure, and (3) political environment[4].

Local governments are very enthusiastic to improve the quality of public services, especially in the field of licensing and investment in accordance with public expectations and the development of IT technology today (Hartley)[5]. Realizing the importance of innovation for regional progress, the City Government of Pare-Pare then innovated the program by launching a number of superior regional programs, one of which was to innovate institutionally by establishing a Public Service Center for the City of Pare-Pare which was followed by policy innovation where the City Government of Pare-Pare pare unify administrative services from several Regional Work Unit in one container.

The establishment of the Public Service Center was born from a new idea based on the idea that by establishing a Public Service Center that is managed efficiently, transparently, accountable, easy and inexpensively, it will encourage the birth of new businesses among the community so that in the end it will stimulate the community's

economic activity. It was further stated that it is hoped that from this developed community economic activity, the Regional Government will collect taxes, encourage an increase in Regional Original Income from taxes on community economic activities and not from regional levies for the provision of licensing services in small amounts. This kind of logic is basically an innovation considering that so far, it has been attracting as much retribution as possible in order to increase Regional Original Income revenue.

From the findings in the field, it was identified a number of innovations carried out by the Office of Investment and One Gate Services of Pare-Pare City in 2014 which can be grouped into several categories including; policy innovation, service process innovation, service delivery method innovation, technology innovation, and interaction system innovation.

Based on information compiled from a number of informants and resource persons, it can be seen that the implementation of the licensing service innovation program carried out by the Pare-Pare City Investment and One Gate Integrated Service currently in reality has provided benefits, especially in terms of convenience, comfort and convenience. certainty in service, while for the local government itself the innovation brings benefits in terms of efficiency and effectiveness of public service delivery as well as improving the quality of human resources. However, even though the innovation is recognized as having provided benefits to various parties and has proven successful in winning a number of awards, both at the regional and national levels, in practice there are still a number of obstacles in the implementation of licensing service innovations.

A number of empirical problems stated above are more related to the technical aspects of implementing innovation, but what is also important to disclose is related to best practice indicators. From the results of discussions with resource persons from NGOs, community leaders, professional organization leaders and government officials, several issues related to the implementation of licensing service innovations at the Pare-pare City Investment and One Gate Integrated Service Office can be summarized, namely; first, the impact of the implementation of the innovation which is suspected to have not had a significant effect on improving the welfare of the local community, especially for the economically weak community. Second, relating to indicators of partnership and community participation in public service innovation programs which are considered not optimal in involving related external parties, both in the process of policy formulation, implementation of innovation programs and in terms of their supervision. Third, related to the aspect of sustainability (transferability), is there a guarantee that the innovation program can be maintained in the future.

In general, the objectives to be achieved from this research are to identify and analyze the inhibiting factors for public service innovation carried out by the Office of Investment and One Gate Integrated Services of Pare-Pare City.

2. RESEARCH METHODS

The research design used is a qualitative research design. The use of this design is to reveal and explain the implementation, identify the inhibiting factors as well as the supporting factors for public service innovation at the Pare-pare City Investment and One Gate Integrated Service.

Data collection techniques used in this study were observations made related to the object of activity, interviews were conducted with informants; Observation techniques were carried out on the process of public service innovation at the One Gate Investment and Service Office of Pare-Pare City and documentation techniques sourced from several documents in the form of regulations, journals, contents of the Website of the Investment and Services Agency. One Gate Terpadu City of Pare-Pare and the results of research related to this research.

The determination of informants was carried out purposively, namely those who were considered to know the problems (Neuman) related to public services at One Gate Integrated Service and Investment Agency[6]. The informants in this study are the Head of the Pare-pare City Investment and One Gate Integrated Service, Secretary of the Pare-pare City Investment and One Gate Integrated Service, Head of the Licensing Service Implementation Division of the Investment Service. Capital and One Gate Integrated Services Pare-pare City, and the general public who receive services.

3. RESEARCH RESULTS AND DISCUSSION

Weaknesses are situations and internal incompetence that result in the organization not being able to achieve its goals (Higgins in Salusu)[7]. Referring to this understanding, the weaknesses referred to here are: internal conditions that are less than optimal support the implementation of licensing service innovations carried out by the Pare-pare City One Gate Integrated Service and Investment Agency. From the results of observations and interviews, the researcher identified several weaknesses that became an inhibiting factor in the innovations carried out by Pare-pare City Investment and One Gate Integrated Services; namely:

3.1. Weak Employee Skills in the field of ICT Technology

The goal achievement of an organization is very dependent on the ability of human resources who have expertise or skills in the fields that are their responsibility because this will encourage the achievement of organizational goals effectively and efficiently. On the other hand, an organization that is not supported by an adequate number of employees with special skills needed by the organization will affect the organization's performance and can even threaten its existence, for example a public organization that has implemented electronic service will not be able to provide satisfactory service to the community if its employees do not master how operate the information and communication technology (ICT) media that the organization already has.

Although the support for human resources for the apparatus in terms of numbers is sufficient, the weakness experienced is the lack of employees who have expertise in the field of computer programming, for example data processing and analysis, as well as the shortage of employees who have expertise in ICT technology, including technical personnel. This causes a certain field of service tasks handled by only certain employees, so it is difficult to shift employee positions if one day it is deemed necessary in order to refresh. This weakness is more pronounced when employees with certain skills are unable to attend while there are many tasks that must be completed immediately, as well as if there are technical problems with computers and ICT devices. This weakness is basically inseparable from the lack of budget so that it has not been able to appoint employees with professional contract status in the field of Computer and ICT technology. Therefore, one of the programs that are urgent in the future is the development of human resources either through the trainings carried out by the government or further studies.

Based on the results of a search at the research location, of the number of active employees, especially those with undergraduate degrees, generally have educational backgrounds from social science disciplines, while employees with honorary status are partly vocational high school graduates and some are temporarily in higher education. Related to this, the explanation obtained from the Head of One Gate Integrated Service and Investment Agency that one of the weaknesses in terms of staffing or human resources of the apparatus is the lack of employees who have expertise in computerization and information and communication technology (ICT). However, according to the informant, in the future, efforts will continue to be made to improve it so that later it will be able to carry out its duties professionally in supporting the achievement of goals as formulated in the work plan of the One Gate Integrated Service and Investment Agency.

Weak Database and Website Management The problem of communication technology support in some developing countries still seems to be one of the obstacles to the implementation of the current website, although the development of cellular phones has grown rapidly in several countries, but telecommunications infrastructure seems to be a relatively expensive item. Problems like this also color the application of ICT technology innovations in the One Gate Integrated Service and Investment Agency. The issue of bandwidth prices and several program issues as part of the technology infrastructure to run the website properly are still a problem for One Gate Integrated Service and Investment Agency at this time.

Based on the author's observations and information collected in the field, there are still perceived weaknesses in terms of database management so that One Gate Integrated Service and Investment Agency website is currently not fully supported by the database, which has implications for the appearance of the website that does not reflect actual interactive conditions or is only in the early stages of development. display of information distribution and even then information is still limited, not transactions. In reality, the existence of the existing website only displays information about the One Gate Integrated Service and Investment Agency, the public has not been able to interact with the facility, for example, the community wants to check how much it costs to be paid via the internet, it cannot be responded to through the Pare-pare City One Gate Integrated Service and Investment Agency website facility.

Another obstacle is access to the internet network which often experiences disturbances so that it affects the speed in accessing data and information. Therefore, it is urgent to increase the capacity of ICT equipment in accessing data. Another device that is still lacking is a touchscreen machine, which is a machine that is used in the online registration program which still needs to be added. The lack of supporting facilities as stated above is one of the weaknesses in the innovation development program at One Gate Integrated Service and Investment Agency.

In connection with the perceived lack of technological equipment, according to the explanation of the Secretary of One Gate Integrated Service and Investment Agency, Mr. SE, in an interview in his office that regarding the current facilities, there are still several parts that need to be added to support the smooth running of the work program, for example, the electrical power that is needed. still low which sometimes the electricity goes out if the usage is high, indoor air conditioning (AC), computers or laptops, ICT devices, CCTV, and operational cars, internet access capacity is sometimes slow all of which still need improvement.

3.2. Weak Budget Support

As a newly formed institution, One Gate Integrated Service and Investment Agency certainly needs a large amount of funds so that the program activities, including in this case the innovation program, can be implemented optimally. Based on the information gathered in the field, it is revealed that the budget factor provided for the public service innovation program in One Gate Integrated Service and Investment Agency is currently inadequate than what should be needed to maximize the implementation of the entire series of public service innovation programs in One Gate Integrated Service and Investment Agency. Weak budget support allocated to One Gate Integrated Service and Investment Agency also affects the implementation and development of ongoing innovation programs

In terms of the innovation program development plan, things that need to be improved and improved are actually clear, but because the budget allocated in the Regional Spending, Revenue and Budgeting has not been maximally allocated, it has implications for the less than optimal implementation of activities and development, one example is the less than optimal activities of Mobile service operations, limited sending employees to attend education and training either held by the government or other training institutions.

Regarding the problem of the weak budget allocated to One Gate Integrated Service and Investment Agency as the licensing and non-licensing provider institution, basically allocating the budget for each agency has gone through an in-depth process and study, so there is a mechanism that is passed in allocating the budget for each regional works units. It was further explained that if the budget allocation for One Gate Integrated Service and Investment Agency was deemed insufficient, it had something to do with the development budget for the City of Pare-Pare which currently still relies on the Regional Spending, Revenue and Budgeting and Original Local Government Revenue sources which still depend more on levies and taxes. This implies that the allocation of budget funds for One Gate Integrated Service and Investment Agency is also limited, but for One Gate Integrated Service and Investment Agency, of course in the future it needs to be increased.

3.3. Low Employee Incentives

The incentives referred to here are a kind of reward or additional income given to employees, both as civil servants and honorary employees as a form of appreciation

for their commitment to carrying out their duties with high dedication so that they can provide the best service to the user community and even able to achieve good achievements at local, regional and national level.

Based on the acknowledgment of several staff at the One Gate Integrated Service and Investment Agency office, basically, they said that there were no incentives given regularly every month, but they admitted that they had received incentives in the form of money even though the amount was not large.

The weakness of the incentives given to employees is acknowledged by the leadership of this agency. From the explanation of the Secretary of One Gate Integrated Service and Investment Agency, it is known that until now there has never been a budget specifically provided for employee incentives every month. It was further explained that so far, if any incentives were given, the funds were only sourced from committee funds, if there were excess or remaining funds from the implementation of activities, and even then the amount was very minimal and then distributed to employees, and because the amount was very small, usually there were those who do not get.

From the available data, it is revealed that the incentives that have been received so far are still very minimal when compared to the workload carried out and the achievements that have been achieved. However, because of the commitment of employees who have been embedded so that the problem of lack of incentives is not too much of a problem. However, the leader understands the wishes of his subordinates so that in the future it is necessary to strive for some kind of incentive that is given regularly because it is feared that if it continues without any increase it is feared that it will reduce employee morale which in turn reduces the quality of public services which has an impact on public distrust.

From the results of interviews conducted, the leadership is basically very aware of the importance of the incentive factor to maintain employee motivation and commitment, but because there are obstacles beyond their capabilities so that they cannot be realized. What should be appreciated here is that there is a strong desire from the leadership to try to increase employee incentives. For employees who have worked optimally, are able to show good performance and even show achievements that can lift the image of the institution, it is appropriate to be given rewards or incentives to improve employee welfare. Therefore, incentives are an important factor to motivate an employee and maintain high morale.

3.4. Weak Socialization of Innovation Programs

The public service innovation program carried out by the One Gate Integrated Service and Investment Agency is a relatively new program implemented, effectively running in 2016 so that many people, especially those who live outside the city of Pare-Pare City, still do not know about it even before this institution was formed, people were more familiar with the name of the Licensing Service Office.. Realizing this weakness, the Head of One Gate Integrated Service and Investment Agency conducted socialization to promote the existence of the office and the innovation programs that had been implemented. However, due to inadequate operational funding support, this socialization activity did not run optimally.

From the Chief's statement Head of Service Implementation Sector. It is known that there are several ways that have been used so far in socializing the innovation program at One Gate Integrated Service and Investment Agency, namely: customer socialization, this method is carried out on the anniversary of One Gate Integrated Service and Investment Agency by inviting the user community, in the event information is conveyed about the innovation development program and existing facilities, socialization by the local government, this method is carried out at the local government office through the installation of flyers in strategic places that are easily visible to the public containing messages about the existence of the Public Service Center, and involving local NGOs in providing information to the public about the existence of the One Gate Integrated Service and Investment Agency and the current innovation program. However, this activity is still limited, including only involving certain NGOs, namely the NGO BKM Pare-Pare City, this limitation also cannot be separated from the lack of operational socialization funds.

He further stated that although the socialization activities have been carried out in several ways as stated above, it is realized that all forms of socialization that have been carried out have not been maximized because the budget for socialization activities is lacking. Socialization through local radio is limited in intensity and broadcast time due to lack of funds for publication costs through radio media, as well as customer outreach is seen as less effective because only a small part of the community attends, and even then residents who have received services while residents who have never dealt with less attendance at the office.

The indication of the weakness of this socialization was also expressed by the Secretary of One Gate Integrated Service and Investment Agency that a survey was conducted by One Gate Integrated Service and Investment Agency officials directly to

the community, it turns out that there are still many people who do not know where the existence of One Gate Integrated Service and Investment Agency which carries out public service innovation programs in the licensing sector.

Regarding socialization activities through local newspapers, the researcher confirmed with several editorial heads of local tabloids and the press, from the confirmation results obtained information which essentially was the same that there had never been a collaboration between One Gate Integrated Service and Investment Agency and the press related to program socialization activities at the agency.

To analyze the inhibiting factors for the implementation of public service innovation in the field of licensing in the One Gate Integrated Service and Investment Agency, the author compares with the opinion of Mulgan and Alburu which suggests 8 (eight) factors that inhibit innovation in the public sector. The following is an explanation of the eight factors in question[8].

First, Leaders refuse to stop organizations or programs that are judged to be failing. Based on the reality in the City of Pare-Pare, this type of obstacle does not occur in the One Gate Integrated Service and Investment Agency because the leader is the innovator or source of innovation. The policy of the Mayor of Pare-Pare City to increase the institutional status from the status of the Licensing Service Office to One Gate Integrated Service and Investment Agency and transfer the function of the former Mayor's office to become the One Gate Integrated Service and Investment Agency office is clear evidence of the commitment of regional leaders to support innovation in the licensing sector. The strong commitment is also proven by the policy of the Mayor of Pare-Pare City to fully implement the Central Government's policies, namely the Information Service System and Electronic Investment Services (SPIPISE).

Second, the implementation relies heavily on the appearance of high performers and even top leaders as a source of innovation. This type of obstacle occurs in the One Gate Integrated Service and Investment Agency, this occurs because the success of the innovation program is more dominant in the role of the leadership. The implementation of innovation that is currently ongoing cannot be separated from the role and direction of the Mayor of Pare-Pare City then in its implementation the leader has a dominant role in mobilizing existing resources so that it can be said that the innovations implemented at this time are basically instructive or top-down. The leadership's ability to influence subordinates, provide direction, motivate, and generate commitment among employees and perform supervisory functions which are considered successful are the determining factors for the success of innovation in One Gate Integrated Service and Investment Agency.

Third, Technology is available but the organizational structure and work culture as well as the required skills are not supportive. This type of obstacle does not occur in the One Gate Integrated Service and Investment Agency. The reality is that technology already exists even though the IT capacity is not maximized, but because the tasks of each field are clearly in accordance with their respective fields which are reflected in the organizational structure and are supported by high individual commitment and high work culture, the weakness in terms of technology can be minimized. Employees who have a very limited number of skills are utilized to the fullest, but because the capabilities of employees in the ICT field are not adequate, a number of existing facilities have not been fully utilized, including website performance.

One of the factors causing the weak professionalism of some employees is because in terms of employee recruitment, most of them are not from an educational background with the required expertise. Although there have been education and training programs held by relevant agencies at the central level, not all existing employees have attended education and training in accordance with their field of duty. According to the Head of One Gate Integrated Service and Investment Agency, the limited number of employees to attend education and training is also due to the limited budget for human resource development. The weakness in terms of human resources in the development of innovation programs in the public sector is also stated by Ling in UNDESA that there are a number of crucial factors in supporting innovation, including in terms of ensuring that employees have the necessary skills, for example in risk management of changes in skill needs[9]. It is important to ensure that the relevant staff/managers have the necessary skills at each stage of the innovation cycle.

Fourth, lack of rewards or incentives to innovate or to adopt innovations. This factor occurs in the One Gate Integrated Service and Investment Agency, but due to the high commitment of all members of the organization in providing the best service that prioritizes customer satisfaction, the factor of the lack of incentives for now has not become a significant inhibiting factor in carrying out tasks, but this cannot be achieved. maintained for a long period of time. The importance of incentive factors in supporting the success of an innovation program is also to maintain the presence of employees in the organization. This is confirmed by Robbins that a person can be dissatisfied with a particular job and regard it as a temporary condition, but dissatisfaction with the organization as a whole and spreading to the organization can prompt a person to consider asking to quit[10]. In other words, if there is a large number of employee transfers, it means the organization loses existing assets which ultimately harms the organization.

This is in line with the view Akomofale that another important feature of public sector innovation is the lack of incentives [11]. In a private company the owner can usually reap long term benefits from the commercial success achieved through innovation but this is rarely the case in the public sector as public sector innovation usually emerges gradually without special incentives. This view is in line with what was stated in Behn that one of the The prerequisite for an innovation in the public sector to be successful is the recognition and appreciation of an innovation[12]. Meanwhile, the results of the study by Sumartono conclude that based on the experience of innovation cases in local government in Indonesia, there are a number of factors that influence the success of an innovation in encouraging the realization of good governance in Indonesia, one of which is the management structure and incentive structure[13]. Incentives or other forms of rewards such as capacity building and employee skills by providing opportunities for education/training are still low.

Weak incentives for work performance achieved by employees cannot be separated from the limited budget allocation obtained by One Gate Integrated Service and Investment Agency which is considered inadequate to support innovation development programs. The weakness of this aspect is basically fully realized by the leadership but due to current budget constraints, the provision of appropriate incentives has not been realized, however, it has become an agenda to realize the provision of incentives in the future so that the current good performance and commitment of the staff can be maintained. .

Fifth, Weak ability and skills in managing risk and dealing with change. This factor does not occur in the One Gate Integrated Service and Investment Agency, it can be seen from its success in innovating less than I even though the implementation of the innovation program has not been long (only about two years) but has won a number of achievements including rank VI (2013) the best One Gate Integrated Service and Investment Agency implementer in Indonesia and in 2014 again won the Investment Award as the Fourth Winner at the National level so that it was used by the Central Government as a reference for other local governments in the implementation of licensing and investment services.

Related to this, Mulgan and Albury suggest that there are three conditions needed for the development of innovation, namely; opportunities, motivation and skills[8]. In the public sector, it often happens that there are opportunities and motivation from employees, but lack of skills is an obstacle. It was further stated that the scarcity of the necessary skills in turn becomes an obstacle and has the potential to threaten the innovation process that is already running.

Sixth, Limited budget allocation in short term planning system. This type of obstacle occurs in the One Gate Integrated Service and Investment Agency because of a number of obstacles faced, one of which is the budget factor which is felt to be still lacking in supporting the innovation program. Some activities are not optimal in their implementation due to budget constraints, such as; weak socialization activities, less than optimal mobile service operations, low ICT capacity, and lack of incentives.

Related to this, Borins found that the most common obstacle faced by innovators is the problem of resources, including the source of funds[14]. This shows that without the necessary resources innovation cannot occur. Addressing this problem requires reform of financial management to create the possibility of increased internal funding for innovation across all institutions.

Seventh, Service demands vs administrative task burden barriers. This type of obstacle does not occur because the workload has been distributed according to the main tasks of each existing field. In addition, the activities carried out are in accordance with or refer to the One Gate Integrated Service and Investment Agency work program which is prepared annually. In the implementation, the leadership always evaluates the workload of the employees so that if it is found that a work unit or part that lacks or excess employees will be adjusted, so that the problem of task load barriers does not become an inhibiting factor in the implementation of the innovation program.

Regarding the inhibiting factors in implementing innovation in the public sector, Borins suggests the three most commonly used approaches to overcoming obstacles namely (1) persuasion approach, eg highlighting the benefits of innovation, establishing pilot projects; (2) accommodation approach, for example by consulting with relevant parties; co-opt affected parties by involving them in innovation governance; and (3) other approaches, for example by seeking additional resources, solving logistical problems, seeking support and building political alliances, having a clear vision and focusing on the most important aspects, give recognition to program supporters innovation, and so on[14].*Eighth*, A culture of seeking safety or the status quo and being afraid or reluctant to take risks in the bureaucracy. This type of obstacle does not occur in the One Gate Integrated Service and Investment Agency. Based on the statement from the Secretary of One Gate Integrated Service and Investment Agency it can be concluded that his party has the freedom to be creative in the interest of realizing the best service for users. Efforts are being made to increase knowledge and increase knowledge by sending officials within the One Gate Integrated Service and Investment Agency to attend various meetings held by the central government and to conduct comparative

studies in a number of regions that are considered successful in innovating in the field of licensing and investment services.

Based on the description above, if it is related to the conditions that occur in the One Gate Integrated Service and Investment Agency with the opinion of Mulgan and Albury regarding the barriers to innovation in the public sector[8], it can simply be shown in the following table:

TABLE 1: Comparison between the factors inhibiting innovation in the public sector according to Mulgan, G. and D. Albury with reality at One Gate Integrated Service and Investment Agency.

No.	Inhibiting Factors (Mulgan, G. and D. Albury)	Reality
1	The leader refuses to stop the program/organization that is considered a failure	Not encountered
2	Highly dependent on the appearance of high performers and even top leaders as a source of innovation	Encountered
3	Available technology but organizational structure and work culture	Not encountered
4	Lack of rewards or incentives for employees and to innovate	Encountered
5	Weak ability and skills to manage risk and change	Not encountered
6	Limited budget allocation in short term planning system.	Encountered
7	Service demands vs administrative burden barriers	Not encountered
8	A culture of looking for safety or the status quo and being afraid to take risks in the bureaucracy	Not encountered

Source: Field research results, 2020

Based on the table, it can be seen that of the eight barriers to innovation in the public sector proposed by Mulgan, G and D. Albury there are three kinds of factors that hinder or occur in the One Gate Integrated Service and Investment Agency, namely the factor of budget constraints and the system. short-term budget planning, the dependence factor of employees on the appearance of high performers and even top leaders as a source of innovation, and the factor of the lack of incentives or rewards for employees and to innovate[8].

The findings of this study, which are new from previous research, are that the implementation of innovation in the One Gate Integrated Service and Investment Agency is still characterized by various shortcomings but is able to show high performance and is considered successful in innovating by a number of groups.

4. CONCLUSIONS AND SUGGESTIONS

Based on the results of the study, it can be concluded that the factors that become obstacles in the implementation of public service innovation in the licensing sector

at the One Gate Integrated Service and Investment Agency are; (1) some employees are lacking in mastery of computer technology and information and communication technology, (2) weak database management where each regional works units incorporated in the Public Service Center (one-stop service) each has a server that cannot be accessed directly by other regional works units. Likewise, the existence of a website that is not yet interactive, the features displayed are only informative, (3) weak budget support, weakness of funding factors that affect other programs such as not optimal implementation of program socialization, mobile service officer operations did not run well.

Based on the results of the research and the conclusions of this study, there are several suggestions, including

increasing the capacity and expertise of employees at One Gate Integrated Service and Investment Agency through education and training that are relevant to their field of work, especially skills in the ICT field, increased budget allocations in the future to support smooth operations, increase website performance and database management, procurement of a main server in the Public Service Center building, as well as the provision of appropriate incentives, and the user community need to be involved in assessing innovation performance, especially in observing the application of current technology, including in observing website performance issues because it is the user community who is the one who will actually benefit from the implementation of the innovation. The involvement of the private sector needs to be considered in overcoming weaknesses in the field of ICT and website performance issues through partnerships.

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