

Research Article

Pekan Sagu Innovation Regains the Public Service Moment of Truth

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Abstract.

The digital era has influenced public service innovation. Many districts/cities in Indonesia use digital service innovation to overcome the maladministration problem in civil registration services, however, Seluma regency government has chosen to maintain physical moment of truth through the Pekan Sagu innovation. This innovation is in the form of increasing service hours on Saturdays and Sundays through door-to-door service. The researcher chose a qualitative paradigm in order to reveal the natural conditions of the unit of analysis with a case study design. Primary and secondary data were collected through interviews, observation, and documentation studies, with triangulation of sources, time, and methods. The research results show that Pekan Sagu has the dimensions of compatibility, complexity, trialability and observability. This innovation maintains the public service moment of truth which is actually the weak point of previous problems of public service because of maladministration. A direct in-touch service policy with an extension of service time can be a short-term solution to overcome some target groups' problem who are not yet technologically literate, however, the government still has to educate citizens and prepare the need for digital-based services to meet the demands of long-term civil registration services.

Keywords: innovation, public service

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Published: 19 March 2024

Publishing services provided by Knowledge E

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Selection and Peer-review under the responsibility of the IAPA Conference Committee.

1. Introduction

Academics' interest in studying public services quality has been going on for decades, so much scientific research related to public services has been carried out (1). The study of public services is experiencing rapid development which is not only related to quality but also service innovation, and service innovation is an intervention in public policy(2). Service innovation is related to efforts to achieve better service quality, but service quality is also related to public service motivation(3).

Innovation means changes in the way, process, and use of technological equipment or new ideas through the creation of new products and services(4); (5)(6), while other experts state that innovation is not only related to the creation of new ideas but also economic benefits(7). Digital era of public service innovation tends to be related to the

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use of applications or electronic media. One of them is the innovation in population services through electronic KTP which was launched in 2011 with various polemics accompanying the implementation of this innovation.

The efforts to overcome civil registration services problems in various regions of Indonesia have also encouraged the inventions of various digital service innovations at the regional/city level such as Jogja Smart Service in DIY Yogyakarta, the Whatsapp SAJAHAI (Touch Me with Your Finger) application in Musi Rawas Regency, Banjarbaru Mobile in Banjarbaru, Si-DOI (Dukcapil Oloh Itah Information System) in Kubu Raya Regency, West Kalimantan, e-Open in Bekasi, Sakedap (Integrated Population Services Application) in Bandung Regency, and many others(8).

Likewise, the Seluma Regency government issued a civil registration policy through Seluma Regent No. 22. 2019 concerning Amendments to Regent Regulation Number 07/2017 concerning Duties and Functions of the Seluma Population and Civil Registration Service. One of the contents of this policy is related to developing the quality of population administration and civil registration services as well as changes to the management of population administration services to be more excellent. One of the innovations produced is Pelayanan Kependudukan Sabtu Minggu or weekends civil registration Services (Pekan Sagu).

If public service innovations in various other regencies/cities are based on digital technology, Pekan Sagu innovation is different. It focuses more on extending service time on weekends by targeting people who don't have time to access services on weekdays because of working. In fact, public service innovation using electronic/digital media is expected to be able to overcome service problems at moment of truth in which the public tends to complain about, such as complaints about direct services(9) which were slow, long-winded and impractical or red tape. However, public service studies will continue to develop as civilization advances, leading to increasingly complex lives and higher standards of satisfaction.

The era of digital governance has provided the background for the emergence of a more advanced concept of quality by the world telecommunications association, namely as the totality of characteristics of an entity that has the ability to satisfy visible or invisible needs, while service quality is the collective effect of service performance that determines the level of satisfaction of a service user(10). Meanwhile, service itself is an act, process and action(11). Service quality studies are always linked to digitalization(10) even Wilson et al. distinguish between virtual and face-to-face service quality(11). Furthermore, Wilson et.al also stated that different perspectives in translating will certainly cause differences in measurements, especially since what is available and provided

by the service may be different from what the customer has in mind or wants. This condition must be avoided so that customers are satisfied.

The concept of customer satisfaction(12) and/or quality service in public organizations is increasingly interesting because the nature of public organizations according to Tompkins (13) is different from private organizations. Government services must prioritize the element of equity. The government must be able to provide the best service with a high efficiency management system and at the lowest prices to all its citizens(14). The government may not differentiate groups of service recipients, while private organizations can select customers, classify them and give them priorities. Public services must be able to provide services without the choice of determining which groups they want to serve.

The government's choice to implement Pekan Sagu innovation has the potential to regain the public service problems that always arise at the moment of truth. Some of them are public distrust(15), customer dissatisfaction, and other problems during service production. This is the reason for this research, where researchers try to observe how is the innovation of Pekan Sagu in Seluma Regency?

Pekan Sagu is a service innovation that actually uses a direct service model but extends service time. This extension of service time is also called innovation according to Wilson et al.(11). Everett M. Rogers' theory(16) will be a tool in answering how Pekan Sagu innovation in Seluma Regency, by looking at 5 existing attributes starting from 1) relative advantages, 2) compatibility, 3) complexity, 4) Triability, 5) observability. This research seeks to obtain a real picture of Pekan Sagu and its advantages and disadvantages so that it can be taken into consideration by the government in improving administrative and demographics service innovations according to community needs.

2. Methods

This research uses a qualitative paradigm which begins with assumptions and the use of an interpretive or theoretical framework that shapes or influences the study of research problems related to the meaning that individuals or groups attach to a social or human problem(17). This concept is in accordance with the characteristics of the problem being studied and the author attempts to reveal and provide accurate information so as to help the process of interpreting information and data obtained using a case study strategy where events, activities, processes or involvement of public servants are observed in full at critical points 2023.

Patton (18) states that a unit of analysis is a design that determines the unit or units of analysis to be studied. He also said that the sampling strategy and sample size are determined by the appropriate unit of analysis. The unit of analysis for this research is public servants and the community receiving Pekan Sagu public services, so the informants for this research are public servants and the community who will be selected using purposive and snowball sampling techniques. Data collection methods were carried out using in-depth interviews, observation and documentation studies, and validation was carried out by triangulating time, sources and methods. This research data analysis uses interactive techniques starting from data collection, reduction, presentation and drawing conclusions as proposed by Miles & Huberman(19).

3. Results and Discussion

3.1. Relative Advantage

Relative advantage or benefits, meaning that Pekan Sagu innovation must have advantages and more value compared to previous innovations. So on this attribute the focus of research observations is the value of novelty that is inherent and difference Pekan Sagu innovation from other innovations, especially those in the Seluma Regency Dukcapil Office. Based on the results of the interview, it is known that Pekan Sagu is an innovation carried out on weekends with the aim of providing flexibility for the community to be able to access their civil registration (adminduk) service needs better. Therefore, of course the residents of Seluma Regency welcomed this innovation, especially since this innovation was held at Primadona's house.

Primadona itself is an acronym for another innovation from the Seluma Disdukcapil, namely registration officers serving you. During 2021 and 2022 there are several other policies that the local government claims are population service innovations that were even launched before Pekan Sagu, such as :

1. Bulan Akta is an innovation to accelerate the increasing in civil registration certificate for all of citizen in Seluma Regency;
 - b. Kekatu Pengabar service is KTP-El, Kartu Keluarga untuk Pengantin Baru;
 - c. PRIMADONA is the acronim of the registration servants ready serves to you;
1. SILEK TANDUAK : Electronic service system print document;
 2. Kependudukan Kito which uses the e-mail and whatsapp;

3. JEMPOL AKULA stands for *Jemput Bola Administrasi Kependudukan untuk Lansia*;
4. MELAMI SANAK is the complaints and consultations media regarding civil registration problems that are recommended by using electronic media;
5. GODA PAKWO stands for Go digital by using Whatsapp online;
6. LAGATO is the service of cGo Digital Three in One;
7. DIA KEPO stands for *Digital Arsip Kependudukan Online (online demographic archives)* .

Meanwhile, in 2023, the official Disdukcapil website performs 4 main (innovations), one of them is Pekan Sagu. Here's the explanation:

- 1) Pekan Sagu: Civil Registration Service Saturday-Sunday
- 2) Dukcapil Funeral: issuing and submitting a Death Certificate to the Funeral Home
- 3) Dukcapil Melami Sanak: Community Forum to ask questions about the announcement of demographic documents
- 4) Pedas: Electronic KTP recording for people with disabilities, the elderly and ODGJ.

The observations results (by using observation sheets) and has been validated by triangulation with interviews, information was obtained that before the implementation of Pekan Sagu, administrative services had used electronic media, such as making e-KTP, KIA, and various other civil registration documents, but only since the early of 2021 there has been innovation in the form of extensification service times are based on community access needs, which means Disdukcapil working period is every day or the whole week, Pekan Sagu's officers' schedule. Pekan Sagu does not limit the type of civil registration services, everything is served according to community needs, it's just that there is usually a service priority.

Pekan Sagu is held on a direct services. Pekan Sagu innovation is implemented at the location according to a predetermined schedule, meaning it brings services closer to service recipients. The government's goal is to reach worker communities who cannot access services on weekdays. This service is also carried out at sub-district offices and there is also pick-up and drop-off from school. Meetings between public servants and the community or so-called the service moment of truth can occur at sub-district offices on Saturdays and Sundays or at predetermined points/locations, and have been socialized by the Disdukcapil. It has been recorded that it has been held several times in the village at the secretariat or at the Primadona's house, such as in the village of Talang Alai Village, Kec. Semidang Alas Maras, Rimbu Besar Village, District. Alas Maras Semidang, Tedunan Village, District. Semidang Alas Maras, Talang Beringin Village,

District. North Seluma, Keban Agung Village, District. Fishing Water. In several other locations in 2022, Pekan Sagu will be held at schools such as MAN 1 Seluma, and even at community health centers such as in Rimbo Kedui village, while Pekan Sagu will be held at the house of the Primadona of Sakaian Village, Seluma Regency, Penago II, Ilir Talo, and Semidang Alas Maras. This moment of truth data was obtained from interviews with several village community informants, Disdukcapil officers and confirmed with data from the 2022 and 2023 Disdukcapil website.

People tend not to experience confusion in accessing civil registration services with the moment of truth with the service provider. Because services that combine applications and sophisticated technology have not yet reached all levels of society (Results of interviews with Pekan Sagu officers, Mr. Mn, on September 12 2023). Moreover, the Association of Indonesian Internet Service Providers and Indonesian Polling (APJII) in 2019 (20) stated that internet penetration into villages had only reached 64.8%, and the remaining groups were not yet touched or familiar with the internet. Some of those who have not been touched by the internet of course prefer Pekan Sagu as a civil registration service solution.

Elderly groups and agriculture and farming workers group, also welcomed the Pekan Sagu innovation because it was easier and suited to their freedays. However, it turns out that employees who work on Saturdays and Sundays have to sacrifice time to gather with family or other social activities such as attending wedding invitations because their working hours are not the same as other employees (Results of interviews with several officers and time triangulation).

The relative advantage is indeed in favor of the community, but if we observed from the implementor's point of view, Pekan Sagu innovation requires the Seluma Regency Dukcapil Office to mobilize resources, increase office operating hours and other resources. Andhika(21) said that the development of new services is closely related to design. He also said that the adoption of technology in government activities is not solely because of necessity but because of efficiency. It is this dimension of efficiency that is not visible in Pekan Sagu innovation, because there are a lot of time, energy, financial and other resources that must be mobilized and managed well so that this innovation runs well. Moreover, Indonesia is currently heading towards the 2024 Digital Transformation Roadmap, so the government that is run must be smart governance.

3.2. Compatibility

The second dimension of Pekan Sagu innovation is related to suitability with the innovation being replaced, which means that if Pekan Sagu innovation is a replacement or solution to a previous innovation that already existed, then the previous innovation is not simply discarded, other than for reasons of low cost factors. Interview results show that the target group for this service is people who cannot access services on weekdays because they are still in the fields, plantations and various other informal sectors. The following is data on the fields of work most frequently occupied by residents of Seluma Regency:

TABLE 1: The Most Occupied Types of Seluma's citizens.

No.	Year	Most Occupied Types of Work	The Citizen Number
1.	2022	Farming / agriculture	65.851 persons
2	2023	Farming / agriculture	66.888 persons

Source : Population Agregat Data of Seluma Regency, 2023

The reason for Pekan Sagu innovation is that the dominance of agricultural and plantation/informal sector service targets has also been confirmed with the number increasing in 2023. These informal sector workers also admit that they are still not familiar with using digital facilities other than for calling or sending messages, however, groups of people who are not yet digitally literate should not be denied their right to obtain population services. The government may not choose which groups of citizens to serve. All groups in society wherever they are must be able to access all types of public goods and services, this is what is meant by public services equity. Therefore, community groups who are not familiar with technology are not ready for digital-based services which deserve the government's attention in accordance with the Pekan Sagu innovation.

Moreover, the fact that on the ground there are still areas in Seluma district that are blank spots. Without an internet connection, people will certainly have difficulty utilizing digital service applications. (20)(22) also recognizes the limitations of internet access for certain community groups.

The public also warmly welcomed this service innovation, they felt it was more flexible and accessible in terms of managing demographics administration. It's just that when interviewed, some citizens didn't know the schedule of Pekan Sagu in their village, so when the service was available, they didn't handle the paperwork but were at another location to fulfill a wedding invitation. In fact, when confirmed with the Disdukcapil staff, there had been prior outreach and notification. However, the innovation is non-linear

with the conditions of development and the demands of the digital world should be the biggest reason for the government to make this innovation an incremental innovation or temporary solution. The government should educate the public and find factors that leverage online public services to become the main option.

3.3. Complexity

This dimension is related to the complexity of Pekan Sagu innovation. Pekan Sagu does not purely regain the critical point of public services to what it was before the existence of electronic government. This innovation starts from registration, recording and printing of civil registration using electronic facilities, identity card fingerprints and so on, only recording time, and access to services on weekends with officers who are ready at the designated place or directly to the Disdukcapil with picket officers. There are still officers who serve and meet directly with service users. It is not a new method that is offered but a time and place of work that is closer to the service user. So that Pekan Sagu produces service circles like the following:

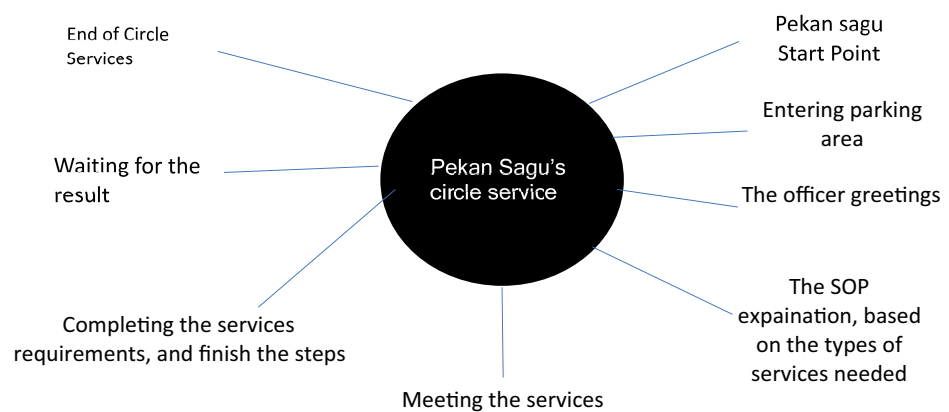


Figure 1: Pekan Sagu Service Circle, 2023.

So, this service is not considered complex or difficult for the community because they only need to bring files according to the desired administrative service needs (Results of interviews in September 2023 with several informants and time triangulation was carried out).

3.4. Trialability

Pekan Sagu innovation can be accepted if it has been tested and proven to have more value than before. Therefore, Pekan Sagu innovative service must pass a public

test, where everyone has the opportunity to test the quality of the product. Based on Seluma Disdukcapil documentation data (2020), it is known that this innovation has been reviewed by the Ministry of Administrative and Bureaucratic Reform at the 2020 Innovation Laboratory (Labinov) activities. Labinov itself is a laboratory belonging to the State Administration Institute (LAN) which is an incubator for the birth of new innovations, and Pekan Sagu is one of them, innovation aimed at better public administration performance.

However, the government must admit that this innovation does not run linearly with the progress of the times, especially when linked to digital transformation programs. But in fact, this innovation is actually accepted and considered to have advantages or added value in the eyes of the user community. Even if viewed from the perspective of service providers, this innovation actually requires good management of service resources, as said by one of the officer at Disdukcapil, Mr. M. As follows:

“... actually we have to make a schedule so that there are still picket officers on Saturdays and Sundays. However, actually our personnel are not at a disadvantage because working hours remain the same, meaning only working days are shifted to weekends. Employee work also does not pile up. However, this policy requires an adjustment process. Meanwhile, from society’s perspective, they just accept it. In fact, they are the ones who benefit because the schedule for obtaining public services has no breaks. If you want to work on weekdays, you can go directly to the office, if you don’t have time, please do it on weekends at the designated point. we also prepare personnel...” (Interview results 17 September 2023).

Pekan Sagu does give people freedom to access services, but this policy also requires resources, especially human resources, and when viewed from the perspective of implementing staff, this policy is indeed unpopular.

3.5. Observability

The observable dimension relates to how Pekan Sagu innovation works whether it can be observed or not. Because Pekan Sagu service products are produced through interactions between the community and public servants at moment of truth, the results of observations can be seen from how the community reacts through voice(23) regarding the perceived value they feel. The open communication channels used by the community, which have been prepared by the Seluma Dukcapil Office, can become data related to the observation dimension. There are several channels available on the Disdukcapil website:

1. The public can come directly and communicate with officers.
2. The public can send written complaints via e-mail; report.dukcapil.seluma@gmail.co.id
3. People can contact the call center on 0823-7555-9388
4. People can use social media.

It is the citizen's right to use communication channels for services or not. The digital era makes it possible for me to observe and provide assessments of public services. Moreover, the right to express opinions and express satisfaction or even criticism of perceived or observed public services is guaranteed by the Public Services Law, and this is regulated by Law no. 25 of 2009. Public opinion, online media and review sites are media that can be used to observe all goods and services in the digital era(11).

Pekan Sagu service has become increasingly popular during the pandemic because this innovation is considered a solution to reduce public crowds, because it is implemented in certain locations with a number of target groups of people whose numbers have been predicted by the Seluma Disdukcapil public service officers. The pandemic has also encouraged the digital acceleration of public services which should be a solution to various obstacles or complications that have been experienced by the community. However, we also must not close our eyes to world developments, especially since Indonesia is targeting achieving the Digital Indonesia 2024 road map, so the Seluma Regency government must also adapt to the demands of virtual services, which is actually also a solution to the problem of 'the absence bureaucrats' during the pandemic and during the new normal. Wherever public servants are located, services must continue to be provided; Likewise with the problem of long queues waiting for your turn for service, even the term 'insider' which is often encountered during face-to-face service is no longer an issue in the digital world. However, of course services like this still have weaknesses and previously used measures of the quality of public services must also undergo changes. One of them is that indicators of attention and/or empathy can no longer be used as a benchmark for quality service in digital governance.

4. Conclusion

Pekan Sagu innovation is an innovation to change service times, namely on weekends, Saturday and Sunday. This innovation has a relatively advanced dimension because society recognizes the positive values of public services, but in terms of public services

and the deployment of resources in its implementation, it tends to be less efficient and this inefficient public service has made various other regions choose virtual innovation or digital services. Pekan Sagu innovation also has the dimensions of compatibility, complexity, trialability and observability. However, it turns out that this innovation maintains the public services moment of truth which is actually the weakness point of various previous problems of public service maladministration. Therefore, a direct service policy with an extension of service time can be a short-term solution to overcome the problem of people who are not yet technologically literate and the reasons for the existence of elderly groups, agricultural and plantation workers who can only access services on weekends, but the government still has to educate citizens and preparing the need for digital-based services to meet the demands of long-term population administration needs.

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