

The Implementation of ‘Alpukat Betawi’ as a Public Service Innovation

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Abstrak

Rencana pembentukan Jakarta Smart City merupakan upaya Pemerintah Provinsi DKI Jakarta untuk memanfaatkan teknologi informasi di sektor pemerintahan. Salah satu strategi yang dikembangkan oleh Pemerintah Provinsi DKI Jakarta khususnya di Dinas Kependudukan dan Pencatatan Sipil adalah melalui penggunaan aplikasi Alpukat Betawi (Akses Langsung Pelayanan Dokumen Kependudukan Cepat dan Akurat). Aplikasi ini menyediakan berbagai akses layanan perizinan kependudukan dan pencatatan sipil bagi warga Jakarta. Tujuan dari penelitian ini adalah untuk menganalisis implementasi e-government dalam penyelenggaraan pelayanan publik dalam rangka pelayanan administrasi kependudukan. Metode penelitian yang digunakan dalam penelitian ini adalah deskriptif-kualitatif. Data yang diperoleh berasal dari studi pustaka, data observasi dan hasil wawancara. Hasil penelitian ini menunjukkan bahwa penggunaan aplikasi Alpukat Betawi masih belum optimal. Ditemukan keterbatasan dan hambatan yang menyebabkan masyarakat tidak mengetahui dan memahami cara mengakses layanan administrasi online ini, kurangnya sosialisasi sistem berbasis aplikasi online, sinkronisasi database kependudukan masih lemah, dan kurangnya sumber daya manusia dan fasilitas sistem IT karena keterbatasan anggaran. Penelitian ini akan memberikan rekomendasi perbaikan sistem pelayanan publik untuk meningkatkan akuntabilitas, profesionalitas, efektivitas dan transparansi pelayanan publik. Dalam hal ini, Dinas Kependudukan dan Catatan Sipil Provinsi DKI Jakarta harus mengambil tindakan untuk merencanakan, mengembangkan, dan berinovasi dalam meningkatkan layanan online kependudukan serta nantinya mampu untuk meningkatkan keterlibatan masyarakat.

Kata Kunci: alpukat betawi; inovasi; pelayanan publik

Abstract

The Jakarta Smart City Plan is an effort taken by the DKI Jakarta Provincial Government to use information technology in governmental sectors. One of the strategies developed by DKI Jakarta Provincial authorities, especially at the Department of Population and Civil Registration, is the Alpukat Betawi (Direct Access to Fast and Accurate Population Documentation Service) app. This application provides varying access to population licensing and civil registration services for the residents of Jakarta. This study is aimed at analyzing the implementation of e-government in the provision of public services within the framework of population administration services. Descriptive qualitative methods were used in this study. The data comes from a literature study, and the results of observations and interviews. The results show that the use of the Alpukat Betawi app is not yet optimal. It has been found that limitations and barriers lead to the people not knowing and understanding how to access online administrative services, inadequate socialization of online application based systems, synchronization of population databases remains to be weak, and inadequate human resources and IT system facilities due to budget constraints. This research will provide recommendations to improve the public service system to increase accountability, professionalism, effectiveness and transparency of public services. In this case, DKI Jakarta Provincial of The Department of Population and Civil Registration should take action to plan, develop, and innovate in improving population online services and increasing civic engagement.

Keywords: alpukat betawi; innovation; public service

Introduction

In responding to various challenges and problems of the bureaucracy in Indonesia, it is time to think about ways or solutions to improve the bureaucratic administrative system. These challenges and problems arise due to human changes and progress in various fields of life. Not only do advances in information technology and digitalisation continue to develop, but the bureaucracy is also being faced with the problems of the Covid-19 pandemic. The Covid-19 pandemic has greatly affected human life, which has an impact on the disruption of health and the emergence of diseases, and all activities that were previously carried out usually are disrupted. The occurrence of Covid-19 pandemic is not only a threat against human health but also has a very significant impact on the declining economic system in various countries (Radecki & Schonfeld, 2020). The Covid-19 pandemic has had a huge impact on the administration of governmental bureaucracy in Indonesia. The important aspect of bureaucracy affected by the Covid-19 pandemic is, among others, the public service sector.

Public service is an effort taken by public organizations (government) to fulfill the basic rights of the community through giving service to community in the form of the public facility use, including goods, services and non-services, to meet the needs of the community and in the context of legislation implementation (Arfan et al., 2021). For a long time, public services have become a bureaucratic sector that has had many problems, even before the pandemic. Such problems as inadequate human resource capabilities in public services, weak public service systems, power and authority abuses, and public services that still use conventional or old methods, convoluted public services and long processes are considered administrative diseases in the Indonesian government bureaucracy (Firmansyah & Syam, 2021). This is also influenced by the rapid technological development and the Covid-19 pandemic harming the public service system. During the Covid-19 pandemic, good bureaucratic management can provide lessons and improve bureaucracy, because in the current pandemic situation, public services are at the forefront which must be provided optimally (Rohmat & Elisanti, 2021).

During the Covid-19 pandemic, the Ombudsman of the Republic of Indonesia noted that, following the enactment of WFH (Work From Home) program for state civil servants, there were complaints about the disruption of public services. Most of complaints are related to population administration services (153 reports), out of a total of 348 reports, followed by electricity services (116 reports), taxation (40 reports), licensing (20 reports), immigration (11 reports), and oil and gas (8 reports) (Kanisius, 2020). The implementation of work from home program is one of efforts taken by the government to reduce the Covid-19 transmission rate. This is also enforced by the DKI Jakarta Provincial government in each of its agencies. DKI Jakarta Provincial the

Department of Population and Civil Registration also applies WFH to most of its employees. This is based on the issuance of the Ministry of Home Affairs of the Republic of Indonesia's Regulation Number 443.1/2978/Civil Registry Agency dated March 16, 2020. However, from the reporting data in the public service sector, population administration services are dominated by 153 out of 348 reports or 44%. So it was found that population public services during the pandemic were not running optimally because the online or digital-based service system during the Covid-19 pandemic was still very weak.

The thing that must be immediately pursued in the development of the public service system is to improve and update the existing system by adapting changes and technological advances. The effort that can be made is to implement a technology system or E-Government in the implementation of public services. The implementation of e-government is an effort to use communication and information technology to optimize public services in the Covid-19 pandemic era. The use of technology in the public service system can answer various problems faced by the community and direct it to modern, integrated and unlimited public services. This is done as an effort to improve the quality of public services optimally, as well as to provide the community with wider opportunities to participate in the development and development of government institutions and the democratic process (Rohmat & Elisanti, 2021).

One of transformations is carried out by the DKI Jakarta Provincial Government in the use of information and communication technology in the public service system in the post-Covid-19 era, through the Alpukat Betawi application (Direct Access to Fast and Accurate Population Documentation Service). Alpukat Betawi was created in 2020 by the Department of Population and Civil Registration of DKI Jakarta Province. This application facilitates public population administration services. Various population services can be accessed by the community such as making Identity Cards, birth and death certificates, printing family cards, changing population data, domicile letters, and various other population documents. The population service innovation, carried out by the Department of Population and Civil Registration of DKI Jakarta Province through the Alpukat Betawi application, is the use of vertical and horizontal integration by providing one stop network service required by the transformation of public services. In addition, there is also a need for harmonization between government institutions, as an public services to the community (Doramia Lumbanraja, 2020).

Service quality and innovation are two elements that can build competitive advantage because service quality is an adequate infrastructure in providing services, while innovation is applied because consumers want some reforms in the service perceived by consumers so that the result of service quality and innovation is the creation of competitive advantage (Kusumadewi & Karyono, 2019). Public service innovations, carried out by the Department of Population and Civil Registration of DKI Jakarta Province through the Alpukat Betawi application, are still not optimal yet. This is

influenced by the existence of a bureaucratic disease in the public service system. What must be considered is the readiness of agencies, human resources and infrastructure in supporting the fulfillment of public service innovations. This is because the facts on the ground show that people are still not ready and understanding how to use the Alpukat Betawi application. Therefore, the DKI Jakarta Provincial Government must keep optimizing the application of Alpukat Betawi population services and improving the public service management system.

Methods

This research method used was the descriptive-qualitative one. This study aims to analyze the implementation of e-government in the innovation of population administration services of Alpukat Betawi (Direct Access to Quick and Accurate Population Document Services) and thus, it becomes the primary service that the people of DKI Jakarta can rely on to meet the needs for population administration. This research was conducted in the Department of Population and Civil Registration of DKI Jakarta Province. The data comes from a literature study, and the results of observations and interviews conducted with the Department of Population and Civil Registration and the people of Jakarta regarding population administration and the use of the Alpukat Betawi application.

Results and Discussions

A. The Urgency of Public Service Transformation in Realizing E-Government through the Alpukat Betawi Application

Based on the Governor of DKI Jakarta Province's Regulation Number 85 of 2019 concerning the Organization and Work Procedure of the Department of Population and Civil Registration, the Department of Population and Civil Registration is in charge of carrying out government affairs in the field of population administration and civil registration. This agency plays a role in preparing strategic plans and work plans related to population administration, formulating policies, guidelines and technical standards for population administration and civil registration, collecting, processing and presenting population data, as well as trying to create a good population service system. The incidence of Covid-19 pandemic has forced the government to make efforts to innovate the public service system because this pandemic requires people to reduce their activities outside home. Thus, public services cannot run normally, there is a need for strategic innovations that must be carried out to gain a competitive advantage, by means of an organizational restructuring that involves the role of information systems and information technology in the process of creating an excellent public service system (Nugraha, 2018).

The Alpukat Betawi application (Direct Access to Quick and Accurate Population Document Services) is a form of public service innovation carried out by the Department of Population and Civil Registration of DKI Jakarta Province as an effort to provide

public service innovations amid the Covid-19 pandemic. The use of information technology in public services is in line with the development of the Jakarta Smart City, one of which is the smart governance program. The implementation of E-Government becomes the basis and guideline in realizing smart governance programs. E-Government provides a change in the government system, especially in the realization of the public service system. Public service is a crucial aspect of the government because its existence is directly related to the community. Law Number 23 of 2006 which was replaced by Law Number 24 of 2014 concerning Population Administration explains that the government is obliged to provide population services through a population administration information system that utilizes information and communication technology. The public's need for a fast, accurate and relevant information system requires the government to keep innovating and changing for progress (Atthahara, 2018).

In relation to smart city dimension, there are still various problems and challenges that slow the e-government implementation, because the concept of e-government still seems to be new in the government system in Indonesia. However, DKI Jakarta Province carried out several innovations which became a strategy to accelerate the implementation of the programs that have been formulated in the master plan. These strategies include distinguishing between the implementation of e-government and smart cities, smart city management institutions ecosystem, professional experts, private collaboration, corporate social responsibility (CSR) and promotion through social media (Kurnia, 2020). Thus, in building strength in the development of management information systems and advances in information technology, strength is needed based on the organization of organizational and human resources. Forming a special team and skilled personnel is necessary to maximize this program. The unification database a centralized, relevant and up to date is a must. The public service information system must be able to realize regularity and effectiveness and efficiency in the implementation of professional public services, accountability, transparency, excellent service, democracy and participation, efficiency and effectiveness and the rule of law (Firmansyah & Syam, 2021).

To realize the transformation of public service innovation, three elements must be considered in implementing the concept of e-government in the public sector: support, capacity, and value (Nugraha, 2018). Population administration service innovation through the Alpukat Betawi application is a form of e-government implementation. E-government is a government administration system that applies the use of information and communication technology to improve the quality of public services effectively, and efficiently, and provide easy access to public services (Wirawan, 2020). Therefore, the urgency of the transformation of public service innovations carried out by the DKI Jakarta Provincial Population and Civil Registration Service through the Alpukat Betawi application can be said to be successful if it fulfils the elements of e-governance development. The following are indicators of the successful public service digitalization.

Table 1.

Indicators of the successful public service digitalization

Service Performance (Pakaya, 2021)	Service Innovation (Atthahara, 2018)	Service Quality (Rowena et al., 2020)
Improving the quality of competent Human Resources	Expert training and development	Maintain and improve public service procedures
Optimization of the Alpukat Betawi application website performance system	Availability of sufficient financial resources, availability of information technology infrastructure, and availability of skilled human resources	Technology development facilities and infrastructure, supporting public service facilities and comfortable organizational environmental conditions
Socializing and providing understanding to the public on how to operate a digital-based public service application website	The development of public service innovations must be adapted to existing social needs and problems and determine priority services, with synergies in overcoming certain social problems	Improving service quality by paying attention to the certainty of service completion times, procedures, information and environmental comfort to create public satisfaction

Source: Author analysis, 2022

The indicators above provide an explanation about the implementation of technology in the public service system. Service performance, service innovation and service quality are the bases for developing a digital-based administrative service system. These three things give us an explanation that to make innovation in public services, there must be support from various parties, both from government administrators and the community. There is a mutual agreement to encourage innovation, change in the progress of the public service system and the allocation of various human, financial, energy, time, and information resources, adequate infrastructure development and efforts to implement policies or the concept of equity from e-government. The basic point is the competence of human resources. That is, the state administrators must have competencies to use information and communication technology and the government should socialize and provide understanding to the public about modern public service innovations. Thus, the government should try to introduce the use of public service application websites.

Alpukat Betawi is an application created to make it easier for the public to obtain population administration services. This application is presented for the following purposes:

1. To improve the quality of population services that are more effective, efficient, transparent, accountable, and saving time and cost.
2. To improve the population's awareness of updating their population data that can produce more accurate and up-to-date population administration data. This is done because the problem of population data becomes very crucial. After all, this data will later be used for various purposes such as school enrolment, hospital services, permit administration, tax payment, and others. Thus, the Alpukat Betawi application is expected to provide the public with direct access population data updates.
3. To provide ease of service by bringing population services closer to the community as a means of socializing population administration and means of community communication with the government.

B. Constraints in the Implementation of the Alpukat Betawi Application Program

The application program aims to facilitate the public to obtain a fast, effective and efficient population administration service. However, in its implementation, there are still various obstacles coming from both the government and the community. Hansen and Mowen (in Larasati & Haksama, 2016) classifies constraints and obstacles in the organization into two: internal constraints existing within the organization and external constraints that existing outside the organization.

From the results of interviews and observations made by researchers, it was found that there were obstacles in the application of the Alpukat Betawi application program at the DKI Jakarta Provincial Population and Civil Registration Service:

1. Service Constraints from Tangible Aspect (Physical Evidence)

Tangible aspect is physical evidence which is translated into several indicators including location, facilities and infrastructure, human resource capabilities, adequate personnel number, and clarity of information data (Riyanda, 2017). Based on the results of field observations from a tangible (touchable) perspective, the main obstacles that caused the non-optimal implementation of Alpukat Betawi application are limited competent human resources in the field of information technology, limited facilities and supporting facilities for application work systems including limited IT systems, computers, and adequate internet network stability. This is also influenced by the limited budget to develop a digital service system because the focus of the budget is devoted to dealing with the Covid-19 pandemic. Basically, the currently available facilities and infrastructure are able to support and meet the needs for the implementation of the Alpukat Betawi program properly. However, obstacles are often found in the presence of interference from the application system, which is caused by server dysfunction due to the increased use

of applications. To overcome this, the government is currently trying to cooperate with the private sector to optimize the use of the Alpukat Betawi application.

2. Human Resources Capabilities/Skills

This capability relates to the extent to which employees operate and develop this public service system. Moreover, the most basic population administration services are in the ward/village, where the use of the Alpukat Betawi application that is accessed by the community will be received by the ward office which will later be processed and forwarded to the Department of Population and Civil Registration. This obstacle occurs due to the too fast shift in the public service system, where most of the workers (civil servants) are old and learn new things difficultly.

3. Service Delays Due to Problematic Population Data

NIK or National Identity Number is a population identity number that is owned by a resident and a resident's NIK is different from another's. The NIK contains various population data including name, place and date of birth, address, occupation, religion, and other population data. Obstacles occurring are related to population data verification and validation which is still done manually and requires the officers' accuracy in checking every application submitted by the community. Verification and validation are done by matching the documents to the data that has been filled in by the community, but sometimes the officers take a long time because the data entered by the community contains errors. Synchronization of the population database is still relatively weak. This is because many agencies have population data that is different from that in the Department of Population and Civil Registration. Thus, there is an effort to create a single identity number in order to facilitate the synchronization and unity of population data, as well as to avoid the population data misuse.

4. The Ineffective Application of the Alpukat Betawi Program

The effectiveness measurement indicator, proposed by Sutrisno (Ramadhan, 2018), became the author's basis for assessing the effectiveness of the Alpukat Betawi application program. There are three indicators the author uses:

a. Program

Understanding. Program understanding relates to the extent to which the interest groups and the public know and understand the socialization of the Alpukat Betawi program that is implemented. Based on the interviews that the author conducted, he stated that the understanding of the Alpukat Betawi application program in the Department of Population and Civil Registration was effective and understood by office employees. From the community side, it is known that most people know and understand this application, but the utilization of the Alpukat Betawi application has not been fully utilized. This can be seen from the number of people who still use the manual method, which is higher than the use of the Alpukat Betawi application.

b. Accuracy of Targets

The accuracy of targets can be defined as the extent to which the compatibility between program objectives and predetermined objectives, and thereby the programs that have been implemented must be aimed at concrete targets in order to run effectively. In this case, the target accuracy of the Alpukat Betawi application program is aimed at the extent to which this application is able to fulfill population administration services and improve services to the community. As such, the target of this program is the socialization and understanding provided by the government to the community because the program can be said to be effective when the community as application users can utilize and implement the program to obtain services.

c. Timeliness

Punctuality is the period of time needed in implementing the program, which is used to see how far the Alpukat Betawi application can affect the time in the implementation of population services and be able to create accuracy, speed and accuracy of service, to be more effective. The Alpukat Betawi application was created to facilitate the people to obtain population services, to shorten service time, to accelerate service performance and to simplify services. Problems occur when the community has filled out and sent the required documents, but when the file validation is said to be valid and it takes a long time to continue to further processing, because the registration process sometimes still experiences system errors and applications are considered less informative.

5. Inadequate Socialization and Public Understanding of Alpukat Betawi Digital

Online services are a form of innovation in the implementation of public services carried out by the government to increase effectiveness and efficiency so as to achieve community satisfaction. From the results of interviews and observations made, the biggest obstacle occurring is that not all people understand and are able to access the Alpukat Betawi application properly. As conveyed by Mr. Raditya Wirawan as Head of the Application, Software and Database Implementation Unit, Department of Population and Civil Registration of DKI Jakarta Province:

"The Alpukat Betawi Application is a population service that is still relatively new to be implemented as an innovation of digital-based population services. Obstacles occur because people still do not know online population services that can be accessed from home, and people still do not know and understand how to access this Alpukat Betawi application. Thus, the government, in this case the Department of Population and Civil Registration of DKI Jakarta Province, takes a direct approach by providing socialization in every kelurahan, demonstration and training on the use of the Alpukat Betawi application, promoting it through social media, and making efforts to facilitate the use of the Alpukat Betawi application. Thus people, from young to old, can afford it".

C. Efforts to Improve the Effectiveness, Quality, and Performance of the Alpukat Betawi Service System

Government has made various efforts to implement the role of information and communication technology in digital-based public administration systems in an efficient, effective, and interactive manner. Thus, the implementation of e-government applies the information technology that can improve relations between the government and the community, the private sector, entrepreneurs and other agencies. Therefore, efforts that can be made to improve the effectiveness of public service system are:

1. Shaping the Spirit of Leadership and Organizational Effectiveness.

Training leadership must be based on the principles of good governance because public officials have the responsibility to run a government that prioritizes the principle of public interest. Good leadership will shape the nature of the discipline, responsibility, professionalism, and optimization of obligations in their work (Firmansyah & Syam, 2021). About leadership, if leadership is carried out well it will create effectiveness within the organization. Good leadership will be able to encourage the creation of an effective organization in carrying out the performance and quality of public services. Effectiveness is a comparison between the target and the results that have been achieved, where the closer to the target, the more effective it can be (Tami & Putri, 2019).

This is done by eliminating the bad image of government and becoming a public conversation, disseminating information to citizens about their right to receive services from the government, and publishing handbooks for civil servants that can be easily obtained and studied by citizens and contractors who are liaising with the relevant government agency, and include random elements, for example, rotation of staff members from time to time and giving awards or appreciation to honest and competent employees. Additionally, the improvement of the administration system can be accomplished by developing an excellent, effective and efficient public service system.

According to (Waluyo, 2014) there are three aspects to maximize the role of state institutions:

a. Institutional Aspect

Strengthening the institutional system is needed to reorganize the organizational structure to form an organization that has the right function and size (right-sizing), to create a modern organization that can support the implementation of duties and functions effectively, efficiently, transparently, and accountably and prioritizing more public service.

b. The Field of Management Aspect

In the field of management, improvements are needed to give clear guidelines for each task and function implementation, including technical, juridical and administrative elements, and thereby, the results can be measured. Management

reform is carried out by establishing clear, orderly, non-overlapping systems, processes and work procedures (SOPs), following the principles of good governance.

c. Human resource aspect

It provides training and soft skills education and competence for each of state officials in carrying out their duties. Firstly, a change in mindset illustrates that as a state official, it is proper to optimize public services. Secondly, the change in work culture in this case regards the sense of responsibility, especially in carrying out daily tasks, especially in terms of time, budget, equipment and so on. Thirdly, changes in behavior show the behavior and ethics of public officials as state servants who have commendable behavior and good ethics.

2. Improving the Integrity and Ethics of State Administrators

Weak integrity and ethics of state administrators or apparatus are the main causes of irregularities and authority or power abuse (Waluyo, 2014). Improving the integrity and ethics of state administrators is the main focus of developing good governance. State officials or state administrators are the activators of the bureaucracy, especially those related to the implementation of public services. Public services are a very important and crucial aspect of government; this is because public services are directly related to the community. The integrity and ethics of state administrators are the basis for creating a good, clean, and free administrative bureaucracy from corruption, collusion and nepotism. Steps and efforts are being made to improve the integrity and ethics of state administrators, namely providing an integrity curriculum with Pancasila insights in training education, creating a family-friendly organizational environment, and prioritizing the public interest (Firmansyah & Syam, 2021).

3. Applying Good Governance Principles in Good Governance

The application of good governance principles is very important to the implementation of public services to improve the performance of bureaucracy and state administrators. Good governance means the activities of a government institution that are carried out based on the interests of the people and applicable norms to realize the ideals of the state in which power is exercised by the people who are regulated at various levels of state government related to socio-cultural, political, and economic resources (Maryam, 2016). The principles that must be applied are professionalism, accountability, transparency, excellent service, democracy and participation, rule of law, efficiency and effectiveness.

4. Building Community Awareness and Participation

Government is essentially a service provider to the community which is held not to serve oneself, but to serve the community and create conditions that enable every member of the community to develop their abilities and creativity to achieve common goals (Wahyuli, 2021). Forming public awareness and participation is a

step toward the successful government program; thus, the community participates in running and implementing the program. This is because the implementation of policy regulations, the reform of government programs, and the service innovations are aimed at the community. Therefore, if the community can understand, implement and participate in the successful program, the planned program will run well, effectively and efficiently.

Conclusion

The Alpukat Betawi system has been running well following the public service innovation planning carried out by the Department of Population and Civil Registration of DKI Jakarta Province. This application helps fulfill the community's need for the population administration services during a pandemic. It is because in population services, the community is greatly helped when social restrictions are implemented where various public service sectors are stopped and required to minimize direct interaction to prevent the transmission of Covid-19. Various obstacles in maximizing the use of the Alpukat Betawi application must be solved. Important problems occur because the public still does not understand the public service innovations made by the government. Efforts that must be made are to form the spirit of leadership and organizational effectiveness, to improve the integrity and ethics of state administrators, to apply the principles of good governance in good governance, and to grow public awareness and participation. Digital-based public services, in the presence of Alpukat Betawi, are a way to improve public services. This digital public service can become the basis for the development of governance that is transparent to information, accountable, integrated, and professional, and fosters community participation in developing smart cities or better governance and quality in digital services. In the future the government is expected to keep developing systems and networks to maximize the performance of the Alpukat Betawi application and to take a direct approach to the community by providing socialization and understanding of how to access easy, fast and accurate population services.

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