

PUBLIC SERVICE INNOVATION BASED ON E-GOVERNMENT COMMUNICATION AND INFORMATION SERVICE (A STUDY OF PUBLIC INFORMATION SERVICES FOR THE MILLENNIAL GENERATION OF KUPANG CITY)

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Abstract

This study aims to describe, analyze, and interpret the implementation and development of e-government-based public information service innovations and the e-government-based information service innovation model for the millennial generation in "Communication and Information Agency" of Kupang City- Indonesia. This research method used is a qualitative method with an interpretive paradigm. Data were collected through in-depth interviews, direct and indirect observations, and documentation studies. Data analysis used the Miles and Huberman qualitative analysis model: data reduction, data display, and conclusion drawing/verification. The results show that the application of innovation is in Relative Advantage, namely that information can be accessed easily and protects millennial society from fake news or hoaxes. In the Compatibility aspect, namely, the service innovation is an innovation that has just been implemented to make it easier for the millennial community of Kupang City to obtain public information. The complexity aspect is caused by the ability of officers to provide services, so it needs to be improved again so that services align with the millennial generation's expectations. Trialability (probability of trying) shows that e-government-based information service programs are still being tested on millennial users. Then, the results of these trials are used as references or improvements to information service application features.

Keywords: Innovation, Public Service, the Millennial Generation

INTRODUCTION

The public service paradigm changed from the Old Public Administration to the New Public Services. In the Old Public Administration paradigm, the government is more focused on direct public services through government agencies. Public programs are implemented through a hierarchical organization, with managers exercising control from the top. Public organizations operate as closed systems, so citizen participation is limited. Public policy and administration are related to formulating and implementing procedures by setting goals that are developed politically and singly (Denhart and Denhart, 2004).

Then the presence of the New Public Management (NPM) after the Old Public Administration, which tried to use a business approach in the public sector. Oriented to market mechanisms, the relationship between public organizations and customers is understood as transactions occurring in the market. The concept of "steer not row" is that bureaucrats are not supposed to carry out public service duties themselves; if possible, this function can be delegated to other parties or the private sector with a contract or privatization system. Furthermore, criticism of

the New Public Management (NPM) led to the emergence of New Public Services (NPS), where the NPS paradigm treats users of public services as citizens and not as customers.

In the era of the industrial revolution 4.0, public services provided by the government are expected to be more flexible, realistic, effective, and efficient. The services provided must also be able to adapt to the needs and desires of today's society, which prioritizes speed, accuracy, instantaneous, and technology-based. The implementation of e-government or electronic government is a must for governments (states) that want to improve their public services, so innovation is needed to improve services to the public (Dwiyanto, 2006)

Furthermore, Rogers (2003) explained that innovation is an idea, practice, or object that is perceived as new by an individual or other unit of the adopter. Rogers argues that innovation is an idea, practice, or object that is perceived as new by an individual or another unit of adoption. Public service innovation is a breakthrough type of public service, whether an original creative idea and/ or an adaptation/modification that benefits the community, either directly or indirectly. Based on internet world stats data, internet users in Indonesia reached 212.35 million in March 2021, thus Indonesia is in third place with the most internet usage in Asia, first place is China with internet users reaching 989.08 million people, and second place is India with 755.82 million internet users.

(<https://databoks.katadata.co.id/datapublish/2021/10/04>, accessed 5/3/2022).

In the 100 smart city movement in Indonesia by the Ministry of Information and Communication in 2019, Kupang was selected as one of the 165 cities nominated in the list of smart cities. Kupang City is a city that is included in the list of smart cities; of course, the government has a role in governance and improving public service standards. Millennials, or Generation Y, are the generations that grew up in the booming internet era, where they have characteristics as passionate social media users and their lives are heavily influenced by technological developments. This also occurs in government organizations delivering public services (Straus, 1991).

The number of millennial generations in Kupang City in 2020 was 178,344, consisting of 90,064 male millennials and 88,282 female millennials. Kupang city residents who use mobile phones (HP) are 84.13%, while those who use computers, laptops, and notebooks are 39.55%. The use of internet access such as Facebook, Twitter, BBM, and Whatsapp is 58.19% (BPS, 2021, Payong, 2019)

Furthermore, Djani (2022: 87) argues that the phenomenon of implementing e-government at various levels of government is still considered to be lacking or not even running as expected due to the lack of understanding of officials and the public regarding ICT, as well as the limited resources of ICT management apparatus which of course has implications for public services. The Kupang city government provides online facilities as a public information service medium, in this case, the Kupang City Communication and Informatics Service, the aim is for the people of Kupang city to make maximum use of existing facilities. Still, in reality, only a small portion of the Kupang City community utilizes these online facilities, which has 3,549 followers, is only visited or seen by around 5 to 20 people per day, in terms of content, these social media

accounts often provide up-to-date public information related to government activities and also cases of the spread of covid 19. Observations and initial interviews with Kupang City residents from October to November 2021 indicate city residents' low online participation in public information services activities. Departing from this thought and also with the gap between theoretical and conceptual benefits and problems with the reality that occurs in the field related to innovation of e-government-based public services, the authors are interested in conducting qualitative research pertaining to E-Government-Based Public Service Innovation at the Kupang City Communication and Information Service (Case study of Public Information Services for Kupang City Millennial Generation). In line with this explanation, the main problem in this study is "How is E-Government-Based Public Service Innovation at the Kupang City Communication and Information Service (Case Study of Public Information Services for Kupang City Millennial Generation)

LITERATURE REVIEW

Rogers (1983) states that innovation is an idea, concept, object, and practice based on and accepted as something new by a person or certain group to be applied or adopted. Drucker (1990) provides an understanding of innovation as social change, which includes the dimensions of the creative process, changes, leads to renewal, and has added value. Leonar-Barton in Gana 2011 argues that innovation is a sustainable way to build and develop organizations, which can be achieved through new ideas or concepts, introduction of new technologies, new applications in the form of products and services, development of new markets, and introducing new forms of organization. The innovation arena is shaped by combining these various aspects of innovation.

Innovation based on knowledge creation is seen as the age of the brain, namely a time when all potential members of the organization are explored, developed, and managed to become a synergistic factor for sustainable creativity and innovation (Rubinstein and Firstenberg, 1999; Gana, 2011).

Mulgan and Albury (2003: 3) state that successful innovation is the creation and implementation of new processes, products, services, and service methods, which result from real developments in efficiency, effectiveness, or quality of results.

METHOD

This research is related to e-government-based public service innovation at the Kupang City Communication and Informatics Service (a case study of general information services for the Kupang City millennial generation) in 2022. About public service innovation, the target object is Kupang City Communication and Informatics Service Employees, while concerning public service users is the Kupang City millennial generation who know well about the public information services of the Kupang City Communication and Informatics Service. This research uses a qualitative method with an interpretive paradigm with a case study design (Liliweri, 2018: 463). In-depth interviews, direct and indirect observation, and documentation studies collected data. The informant withdrawal technique in this study used a purposive

sampling from employees of the Communication and Informatics Office of Kupang City and users of public information services, namely the millennial generation of Kupang City. The data analysis technique uses the Miles and Huberman model: data reduction, data display, and conclusion drawing/verification. (Sugiyono: 2011).

FINDING AND DISCUSSION

The application of e-government-based public service innovations from the Kupang City Communication and Information Service to the millennial generation concerning several aspects of implementing innovations as follows:

Relative advantage or relative advantage, the advantage gained by implementing e-government-based public information service innovations is that the millennial community of Kupang City can access information anytime and anywhere using digital devices where previously they still used manual services. Apart from that, this service innovation protects the millennial community from fake news or hoaxes.

Compatibility shows that the e-government-based information service innovation of the Kupang City Communication and Informatics Office does not refer to previous innovations. It is because the service innovation is new, previously using manual services. Related to the aspect of conformity with service users, namely the millennial generation, the service innovations of the Kupang City Communication and Informatics Office are compatible or have the aim of making it easier for the millennial community in Kupang City which is synonymous with the use of technological devices in obtaining public information. Complexity is an innovation that is possible to have a level of complexity that may be higher than before. The findings from research in the field show that millennial users do not have significant complications because they are used to using technology. The complexity is caused by the ability of service providers at the Kupang City Communication and Informatics Office, which needs to be further improved to meet the millennial generation's expectations. Another area for improvement in implementing service innovation is that most of the general public still needs to become more familiar and stuttered in accessing digital-based services.

Triability or the possibility of being tried, that is, an innovation can be well received if it has been tested and proven to have advantages or added value. The findings in the field show that the e-government-based public information service innovation program is still being tested on users, namely the millennial generation of Kupang city. The results of these trials will be used as a reference and improvement of various features in the application so that later it can be developed according to the wishes of the millennial community.

The findings from research in the field show that the creation of public information services for the Kupang City Communication and Informatics Service can be easily observed and accessed using digital devices by the millennial generation because it can be accessed via social media such as Facebook, Instagram, YouTube, and Twitter. But it is still found that content on social media is only dominated by news related to cases of the spread of Covid 19.

Innovation of e-government-based Public Information Services The Kupang City Communication and Information Service uses social media to provide public information services to the millennial generation. In connection with this form of e-government-based innovation, a channel was developed with the name Kota Kabas Hoax with the aim of fortifying the millennial community of Kupang city from the spread of fake news and also being able to rectify information circulating in society. Besides that, it is also to improve the digital literacy skills of the millennial community in Kupang City. The Office of Communication and Information of the City of Kupang seeks to provide public information services by conducting a service needs analysis of the people of Kupang, then forming a work team that works systematically. The use of social media to provide information services to the public certainly requires creativity from officials from the Kupang City Communication and Informatics Office. Through the Penta helix synergy approach, the Kupang City Communication and Information Service can provide services that are in line with the expectations of the current millennial generation.

The success of e-government-based public service innovation is largely determined by visionary e-leadership leadership. Alshawi and Foruk Mission (2007) explain that:

The fact that e-governance has multiple dimensions is a complex issue. The following are some of the reasons, to mention a few, why there is a need for a new visionary style of leadership (1) the task is complex; Awareness of new technology, Overcoming Barriers, and Organisational Change (2) Transformation is highly costly: Budget Allocations, System Development, and management, Infrastructure Change (3) Requires a long term commitment; and Risk factors, Change of Technology (4) it also needs to have an understanding of the whole government strategy Formulating new strategy, Awareness of cross-boundary barriers and policies.

Based on this view, it is explained that a visionary leadership style is needed because of the complexity of implementing some principles, such as e-government, the high cost of transformation, allocation costs, development of management systems, infrastructure changes, requiring long-term commitment, changes in technology, and risk factors. Thus, strong leadership needs to have a comprehensive understanding of strategy.

The role of leadership with a vision of using information and communication technology is supported by the ability to provide adequate technology and communication infrastructure and access to participation for the people of Kupang City, in this case, the millennial generation. The orientation of public information services that focuses on citizens (citizen-centric services), according to Duggan and Green (2008), is a new public service agenda that marks the transformation of public services, where previously the e-government strategy was more focused on the use of information and communication technology to provide online information services, towards a new vision that is the more citizen-focused approach.

This service innovation recommendation model aims to optimize and improve e-government-based public information service innovations at the Kupang City Communication and Informatics Office. The recommendation model for the service innovation model certainly pays attention to the type of innovation and its typology so that it fits the agency's needs. The

recommendation model starts with identifying the specific needs of the millennial generation for e-government-based services, where this generation is the generation that has adequate knowledge about using digital platforms as well as social media. The results of this identification can be used as reference material to improve features in existing innovation programs and improve e-government-based innovation services.

Tang and Yeo 1998 in Gana 2011 put forward a scheme that can be chosen in conducting research on innovation, namely: (1) studies are carried out on aspects of the external environment that are most related to organizations in carrying out innovations, including competition and relationships with customers and suppliers; (2) study of the principles of direction, strategy, structure, and organizational systems; (3) quantitative and qualitative analysis on the results of innovation such as the number of inventions, new products, and company earnings; (4) measurement of the work environment within the organization.

The context of e-government-based public service innovation is human resource capacity. Human resources are closely related to the developers, managers, and users of e-government-based public services. They are the key to the successful implementation and development of e-government itself. The success of e-government implementation is seen from more than just technological aspects such as infrastructure, hardware, software, operation, and maintenance of information technology systems. However, the most important is the human aspect which includes leadership, competency, human resources, the culture of change, community participation, and processes which include regulation, workflow, and procedures.

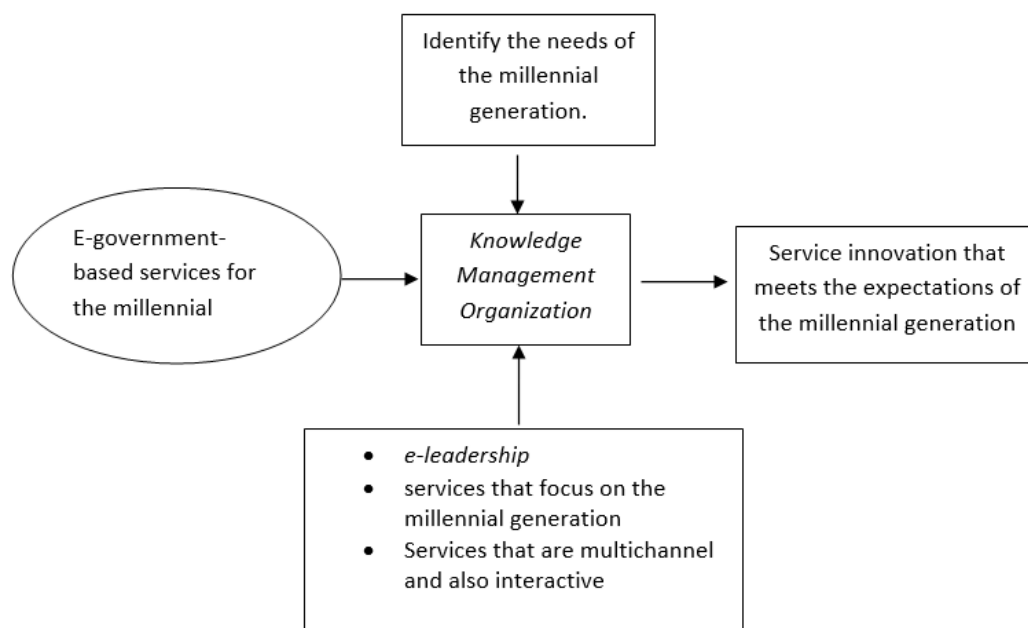
Concerning the service quality of the Kupang City Communication and Informatics Service as a government organization, aspects of training and human resource development are an important part of overall human resource development. The result of human resources at the Kupang City Communications and Informatics Office aims to increase the capacity and quality of human resources so that it will impact the services provided. Based findings in the field show that there is still a lack of digital technology-based training for officers in the context of human resource development; the activity that is also sometimes conducted does not match the needs of officers, and not all officers receive training or only around 75% have the opportunity to attend training. Mangkunegara (2007) the purpose of training is to increase employee work productivity in companies, improve work quality, improve existing human resource planning, provide motivation so that employees can compete with others and be able to achieve optimally, improve occupational health and safety, improve employee personal development. Furthermore, according to Stapit and Ghale (2018), the development includes activities that increase work performance and bring personality growth, assist individuals in advancing maturity, and actualize potential capacities so that they become good employees and better people.

Furthermore, Djani (2022: 194) argues that the things that hinder the implementation of e-government in public services are always related to the low quality of apparatus resources and the limited budget. Armstrong (1990:2) argues that an organization is largely determined by the extent to which the intensity and how appropriate direction of human resource development takes place within the organization. The higher the passion and the more precise the principle

of human resource development, the higher the performance and product of the organization. In public organizations, the direction of human resource development is directly related to the quality of service to the public as the standard of organizational success.

The development of e-government-based public service innovations at the Kupang City Communication and Informatics Service, following research findings in the field, recommends a model, namely digital leadership (e-leadership), services that focus on the millennial generation, services that are multitasking and interactive, and increased participation from the millennial generation. Digital leadership or e-leadership arises from the development of e-government-based organizations. The presence of digital leadership is expected to be able to adapt to developments in the technological environment. Digital leadership understands that innovation is a must in organizations to adapt to environmental changes. Success in e-government-based service innovation is certainly inseparable from the role of e-leadership. Dynamic leadership can ensure the survival of an organization. Sedarmayanti et al. (2021: 59) argue that passionate leaders think differently and circulate their ideas so that colleagues and superiors appreciate and support them and turn the allocated resources into organizational capabilities to achieve the desired results. The study conducted by Meijer, Bollivar, and Gil Gracia (2018) supports the role of leadership in implementing e-government, them that “The findings highlight that e-government can contribute to a trust of citizens in government, to the reduction of red tape, and better government performance if the technology is right and if moderating factors such as managerial leadership and openness for interaction are strong” (Meijer, Bolivar, Gil Garcia, 2018:4).

Public Service, Innovation Recommendation Model, based on e-government ‘Communication and Information Agency’ in Kupang City- Indonesia



Maholtra (1997) suggests that knowledge management will help organizational processes to achieve a strategic combination of data and information to process information technology capacity with innovative capacity and individual creativity.

By adopting information technology, the Kupang City Communication and Informatics Office as an organization can increase its ability and strength to develop knowledge and new ideas so that it can improve and also develop e-government-based service innovation programs which certainly provide added value to public information services through information obtained from customers, in this case, the millennial generation.

The findings in this study are in line with what was stated by Nonaka and Takeuchi (1995) that knowledge management as the basis for innovation has an important role in increasing organizational effectiveness and efficiency and, at the same time, criticizing the view of Nonaka and Takeuchi that sources of organizational knowledge do not only come from within the organization but also move outwards at the external level of the organization with coordination and cooperation with stakeholders and also the millennial generation as users of public services.

It is a form of development change innovation and expansionary innovation. Development change occurs at the level of service improvement using a method modification approach. At the same time, expansionary creation is carried out to meet customer needs by using the old form of service with innovations to provide better benefits such as reducing costs, increasing efficiency, and service effectiveness (Nesta, 2014; Kobylynska & Biglieri, 2015).

CONCLUSION

Based on the findings of a qualitative descriptive analysis of data and also empirical conditions related to e-government-based public service innovation at the Office of Communication and Informatics for the millennial generation of Kupang City, it can be concluded that with e-government-based service innovation, the advantage is that services can be accessed anytime and anywhere. This e-government-based service innovation is completely new, whereas it used manual methods previously.

The millennial generation experiences no complications in accessing these services; service providers' ability needs to be improved again to match the millennial generation's expectations. The findings in the field show that the innovation program is still being tested on the millennial generation for the development of service features.

Public information service innovations for the Kupang City Communication and Informatics Office can be accessed via social media and the Kabashoax channel. Service innovations focusing on millennial citizens are carried out through interactive social media and multichannel through increased digital literacy.

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