

## Analysis of Public Service Innovation Based on JAKI Application in Realizing the New Public Service

Ni Wayan Riani <sup>a\*</sup>, Komang Adi Sastra Wijaya<sup>b</sup>, I Putu Dharmanu Yudartha<sup>c</sup>, Renny Savitri<sup>d</sup>

<sup>a b c</sup>Universitas Udayana, Denpasar, Bali, Indonesia

<sup>d</sup>Badan Riset & Inovasi Nasional, Gatot Subroto Street, Number 10, Jakarta Selatan, Indonesia

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### ABSTRACT

The existence of technology is positive side for the government in managing public services to create services that are effective, efficient, transparent and able to involve the community. The implementation of new public services in local government is manifested by public service innovations that utilize technology. One application is the JAKI application which is used as a public service application in DKI Jakarta Province. This research uses qualitative research with an exploratory approach. Viewed from the perspective of the new public service, it has met the indicators; serve citizens, not customers; seek the public interest; value citizenship over entrepreneurship; recognize that accountability isn't simple; serve rather than steer; value people, not just productivity. In realizing the new public service in the JAKI application based public service, several problems were encountered. In this case, the government needs to pay more attention to strategic steps in popularizing the JAKI application.

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### 1. Introduction

Entering the era of digital transformation, local governments are increasingly realizing the importance of using technology and information in providing public services. The existence of technology is a positive side for the government in managing public services to create services that are effective, efficient, transparent and able to involve the community. In line with this, the use of technology is a logical consequence of the new public service paradigm which requires democratic public services. In other words, creating public services that are centered on community needs. The new public service paradigm emphasizes the importance of citizen involvement and encouraging government openness. New public service puts the idea of democracy in providing public services. This departs from the problems faced in new public management, where services should be aimed at the public to fulfill their interests as citizens who are served, not as customers of the government. The

new public management model is not suitable for implementation in countries that adhere to democracy because management and flexibility have a style like the business world (Wahyudi, 2022).

Various critics of the new public management paradigm, such as Harrow, stated that NPM was unable to encourage the democratic process because it ignored the values of public spirit and public service. Supported by Kemensky's statement that neglect of public service occurs due to the struggle for the personal interests of bureaucrats, in other words dominated by self-interest (Alamsyah, 2016). Denhardt and Denhardt stated that if the public sector worked like the private sector, then who would be the owner of the public interest (Wicaksono, 2018). NPM has been criticized for its sole emphasis on private sector management principles and failure to prioritize the needs of citizens as the primary focus of the public sector (Minogue, 1998). So the new public service model was born as a criticism of the previous model's inability to aggregate community interests. The

\* Ni Wayan Riani. Tel.: +62-831-1772-8519; e-mail: niwayanriani1010@student.unud.ac.id

application of the new public service view in local government is manifested by public service innovation that utilizes technology. So this is able to encourage aspects of community utility. In line with Jeremy Bentham's statement in his utilitarianism which postulates that a public policy must be able to provide use value and have an impact on its citizens (Lawrence, 1997). Indirectly, this view has changed the classical view of the position of government institutions to become more democratic as an implication of demands for changes in the public service paradigm that encourage the creation of public service reform. This has an impact on a public service system that prioritizes the interests of citizens, which is realized through public service innovation based on electronic government (e-government).

E-government is the result of advances in technology and information, so that it can be used in government to create democratization of public services. Moreover, the change of regime in 1998 resulted in demands for bureaucratic reform. In line with this, the reform era emphasizes the importance of the spirit of democratization. According to Gronlund (2008) in (Irawan, 2013) the use of e-government in government can reduce corruption, increase efficiency, increase comfort and reduce fees. The existence of e-government is one answer to classic public service problems, namely complicated, ineffective and inefficient, limited information and weak public control. On the one hand, there is internal pressure from society who wants public services that are efficient, accountable, transparent and democratic. Apart from that, the importance of involving the community in public services is a logical consequence of the new public service paradigm. The government has implemented various methods, one of which is by developing application-based public service innovations which are considered capable of providing efficient services and involving the community.

One application is the JAKI (Jakarta Kini) application which is used as a public service application in DKI Jakarta Province. JAKI is a logical consequence of the new public service paradigm as an effort to create public services that open up space for the public to participate and receive public services that are oriented towards "citizenship" values. This is also an implication of Undang-Undang Nomor 25 Tahun 2009 concerning Public Services Article 18 letter h which states that the public has the right to obtain quality public services, one of which is by utilizing technology, information and communication. JAKI (Jakarta Kini) is an application launched by the DKI Jakarta government when the Anies Baswedan government took office in 2019. The JAKI application is an application that integrates and provides various public services to support community activities in DKI Jakarta. The JAKI application is a super app that provides public services in one door. In line with incumbent Anies Baswedan's slogan which states "one application with various needs". The JAKI application integrates more than 50 applications owned by Regional Apparatus Organizations (OPD) (Sofa, 2022). The existence of the JAKI application is an innovation in supporting the administration of DKI Jakarta government

in accordance with the 2017-2022 RPJMD. The government is trying to make Jakarta a developed city and its people are involved in creating justice and civility.

The JAKI application has been running for four years and has received various awards as an innovative public service application. These awards include; won the award for top 45 public service applications in 2022 from the Ministry of Administrative and Bureaucratic Reform, Recognition of Excellent Awards from OpenGov Asia, won appreciation for Indonesia's digital competitiveness in the Best Practices East-Venture Digital Competitiveness Index (EV-DCI) category at the 2022 Regional Summit and became the 5th Best in the Category of Pandemic Management of IDC Scapa 2022 (Unit Pengelola Jakarta Smart City, 2022a). In line with this, public services must also be able to touch the substantive aspects of society, in other words not only touch the formal aspects of society. Thus, the public service system can realize this if the government positions itself as a "public servant". Then, be able to involve the community in policy making. Community involvement and government repositioning are the basic essence of public services. As the characteristics of the new public service, namely involving the community through the use of technology, the urgency of service is oriented towards meeting community needs and emphasizing democratic values. In fact, JAKI was created with community-oriented values. On the other hand, it was discovered that the number of people using the application was decreasing. This problem is an interesting thing to discuss, because we see the various awards that have been achieved, but why people choose not to use the application.

The paradigm shift towards new public service provides a new direction in public service, especially in this case looking at public service innovation based on the JAKI application from a new public service perspective. Referring to previous research, the first research is entitled "Analysis of The Implementation of E-Government in Generating Value in The Public Sector: Study of The Jakarta Kini (JAKI) Application" which aims to examine the value generated through the JAKI application. Analysis of the findings shows that JAKI is described as driving service value which is associated with service certainty and is the government's effort to make services citizen centric, but there is a problem where there is a gap in the relevance of information received by the public which reduces the proportion of service value (Melawati, 2023). Second, research entitled "New Public Service in Bandung City through the Smart City Concept". The research shows that the implementation of new public services is carried out through smart city innovation which includes applications, wifi parks, online complaint services, official websites and e-budgeting (Alim, Nisa, & Hair, 2019). Third, research entitled "Wadul-E as the Implementation of E-Service in the New Public Service Paradigm". Research is dissected using seven indicators in new public service. The result is that the new public service paradigm has not been fully implemented in public services through e-Wadul because there are no indications of service in implementing the sixth indicator,

namely serve rather than steer (Farizi, Dewi, & Azhar, 2021). JAKI is the government's effort to create community-centered public services. In its implementation, it will be analyzed by looking at the implementation of innovation from the perspective of new public services. This research is interesting because there has been no previous research that has raised JAKI from a new public service perspective, so this is new research. The questions that arise in this research are how does JAKI application innovation realize participation and democratization, and what is JAKI's innovation like when viewed from a new public service perspective?

## 2. Theory

### 2.1 Public Service Innovation

According to Hansen and Wakonen (1997), the idea of innovation was put forward at the end of 1920 by Schumpeter who gave a definition of innovation, namely referring to commercial applications that have novelty in terms of technology, materials and methods as a support for economic development and industrial activities (Suranto, Darumurti, Eldo, & Habibullah, 2021a). This shows the stability of innovation in the private sector compared to the public sector (Muglan & Albury, 2003). Private sector and public sector innovations have differences, namely the motives that drive their implementation. In the public sector, innovation emphasizes the importance of public values and public goods, in other words the government encourages innovation in efforts to improve, governance, efficiency and increase public value. Meanwhile, innovation in the private sector has an emphasis on business value; oriented towards profit and competition (Urbancova, 2013).

Innovation in the context of public administration, its emergence began in the 1960s. The turning point that marked the birth of innovation in the context of public administration was an article entitled "Innovation in Bureaucratic Institutions" published by the Public Administration Review (Diamant, 1967) in (Suranto, Darumurti, Eldo, & Habibullah, 2021b). This was followed by an article entitled "Administrative Reform" arguing that innovation is part of administrative reform. Innovation in the public sector is expected to provide efficiency and effectiveness and improve the quality of public services. Innovation brings novelty which is the most essential characteristic (Bhatti, Olsen, & Pedersen, 2010). According to (Vries, Bekkers, & Tummers, 2015) identifying the goals of innovation include; increasing efficiency, effectiveness, handling community problems, to increase citizen satisfaction, increase citizen participation and establish collaboration with the government, private sector and community.

### 2.2 New Public Service (NPS)

New public service is a new paradigm of public service that emphasizes and is rooted in democracy and citizenship (Denhardt & Denhardt, The New Public Service Revisited, 2015). According to Denhardt and Denhardt (2007) in (Tamami, 2020) new public service is a public service model that sees the government's

interaction with society not only as customers, but rather that society has obligations and rights in the context of the community. Administrators must view citizens as citizens (not simply clients and "customers"), sharing authority and reducing control and embracing collaboration (King & Stivers, 1998). Public servants have a primary role in helping fulfill the interests of society rather than controlling or directing (Achmadi & Hariadi, 2020). What is new from the new public service perspective is returning the parties served from the position of government customers to citizens who must be served. According to Denhardt and Denhardt in (Alamsyah, 2016a) the order of public administration values will be damaged if business values are included in public organizations. At the local government level, efforts to rethink government structures and the role of the community can be made to restructure them to allow for greater community involvement in the government process (Box, 1998). Restoration is carried out not only in the position of the party being served, but from the government side it is also returning to the position as a servant, not just as a director. The position of citizens is to be the owner of the government and act simultaneously in achieving common goals.

According to Denhardt and Denhardt, there are principles in the new public service, as follows.

- Serve citizen, not customer  
Serve citizens, not customers namely considering that the public interest is the result of dialogue on shared values and not the result of individual interests. In this case, public servants do not focus on fulfilling the interests of "customers", but focus on building trust and collaboration with the community.
- Seek the public interest  
Fulfilling the public interest (seek the public interest) sees that public servants act in providing consistent solutions, both in substance and process. Public services must strive for fair distribution within a community—in other words, everyone has the right to receive the same or equal benefits and everyone is treated fairly.
- Value citizenship over entrepreneurship  
Valuing citizenship over entrepreneurship views that the contribution of government and citizens in achieving public interests must have commitment. It is not as if the government is acting like an entrepreneurial manager who values public money as his own. The government acts together with private and non-profit parties to find solutions to the problems facing society (Denhardt & Denhardt, 2007a).
- Think strategically, act democratically  
Think strategically, act democratically views the importance of efficiency and effectiveness of programs that have been created by the government. The government must be responsive, and the best way to do this is by involving the community and ensuring the government is open and easy to access (Denhardt & Denhardt, 2007b).
- Recognize that accountability isn't simple  
Realizing accountability is not a simple thing  
Implementation of a program must take into account

legislation or the constitution, community values and professional standards.

- Serve rather than steer  
Serve rather than direct in this case using the values of togetherness (collaboration) in fulfilling common interests, not just controlling or directing in achieving a goal. The services provided have leadership characteristics that lead to moral leadership or transformational leadership (Soselisa & Puturu, 2021).
- Value people, not just productivity  
Humans are valued, not just for their productivity considering that humans are not selfish. Humans have human dignity, a sense of mutual belonging, service and public interest (Nurdin, 2019).

### 3. Research Method

This research uses a qualitative method with an exploratory approach. Referring to Creswell's opinion, qualitative research focuses on the processes that occur as well as the products and results. Research also tries to understand how things happen. Through an exploratory approach, researchers studied in depth the implementation of JAKI (Jakarta Kini) as a public service innovation by looking at it based on the new public service paradigm. Researchers are trying to build (construct) meaning about public services through the JAKI application which is based on the views of users and managers of JAKI application services who have been interviewed. The data collection method used for this strategy is observing participant behavior by being directly involved in the activities carried out (W.Creswell, 2019). The data obtained in this research comes from primary data and secondary data. Primary data consists of the results of direct interviews with the JAKI user community and JAKI application managers as well as conducting observations. Interviews were conducted with the management of the JAKI application, namely Jakarta Smart City, on Thursday, October 19 2023. The number of resource persons from the community was 17 people. Researchers are also directly involved as users of the JAKI application service, especially in accessing public transportation in DKI Jakarta, so they can make observations. Meanwhile, secondary data was obtained from literature studies in the form of journals, books, websites and annual reports on Jakarta Smart City. The data was analyzed using benchmarks in the new public service which include; serve citizens, not customers; seek the public interest; value citizenship over entrepreneurship; think strategically, act democratically; recognize that accountability isn't simple; serve rather than steer; value people, not just productivity.

### 4. Result

#### 4.1 Public Service Innovation Through the JAKI Application to Increase Participation and Democratization

The public service innovation carried out by the DKI Jakarta Provincial government through the JAKI application is aimed at managing public services so that they are integrated. This cannot be separated from the classic problem of complicated public services. In this case, the DKI Jakarta area is large with a government that has various applications in the region, so it must be integrated so that public services are integrated. In this context, the JAKI application as an innovation has been aimed at the government's effectiveness and efficiency in services by cutting bureaucratic flows by integrating public services from the lowest to the highest levels in one application.

Based on research results, public service innovation through the JAKI application is an innovation designed using a citizen-centric design model (centred on citizens). Based on four pillars of value, one of which is community-oriented which is implemented through facilitating people's daily activities. Supported by statements from interviews with Jakarta Smart City managers:

“Actually, it's based on principles, because we developed it based on user centricity, so in Indonesian it's user-centered, which means community-centered, which is what differentiates personalization.” (Interview October 19, 2023).

The citizen centric design model has an approach that focuses on prioritizing people's desires, such as technology that aims to solve problems and develop services in smart cities (Voelz, Muck, Amlashi, & Karagiannis, 2023). The JAKI application as a public service for the people of DKI Jakarta and people outside DKI Jakarta has various features that are classified as user friendly. The features available in the application also have a participatory nature from the community and include local elements of the community of DKI Jakarta residents. In line with (Riyadi, 2015) stated that participative democracy opens up space to incorporate local wisdom. The following are the results of an interview with the JAKI application manager, namely Jakarta Smart City, who stated:

“Continuing to increase public participation, we also provide citizen reports as a means for the public to participate actively, for example, if they see problems around them, such as damaged roads, damaged sidewalks, all kinds of things, they can report citizen reports. That will be handled by the agencies responsible there.” (Interview October 19, 2023).

Complaint services are an effort to involve the community and a necessity in the policy making process. This is fundamental and substantial, not just a formality. JAKI is a medium for accommodating communication bridges between the government and citizens by providing various integrated services so that it is easier and faster to access various public services, namely licensing services, transportation services, tax services, health services and population document services.

The provision of service features in the JAKI application can be considered to have fulfilled democratic values. The democratic aspect of the application is reflected through the Citizen Report feature as a channel for community aspirations. Then, the democratic aspect can also be seen from open access to DKI Jakarta government services for non-DKI Jakarta residents who live in DKI Jakarta. At this point, JAKI can be seen as a result of democratic service innovation in accordance with the initial foundation of the new public service, namely participatory-democratic through the use of technology. As an initial basis, the new public service is a new paradigm, looking at the importance of service reform through the use of technology, participation and emphasizing democratic values. It can be traced that the existence of JAKI is an effort by the DKI Jakarta government to democratize public services through community-oriented services.

#### *4.2 Analysis of Public Services Through the JAKI Application in the New Public Service Perspective*

Serve citizens, not customers as a principle for measuring public services in the standardization of the new public service paradigm. In this context, public service innovation through the JAKI application has become an application that places the public as citizens who must be served by public servants. Through the JAKI application, participatory and democratic features can be reflected. Participatory services mean being able to include the community as users and influence policies made by the government. Policy relates to what the government does or does not do. Democratic relates to decisions made by the government which are based on the aspirations included in the complaint. This was expressed by the Jakarta Smart City manager that the JAKI application as a service is used to involve the community. Citizen Reports are a feature that is a form of accountability for public servants to provide services to the people of DKI Jakarta. Citizen Reports is a feature that functions to report complaints and complaints from the public. In line with this, according to (Jakarta Smart City Management Unit, 2022b) JAKI is trying to optimize public services by creating personalized Digital IDs according to the needs of the community with a total of 338,039 verified accounts (Jakarta Smart City Management Unit, 2022c). The government responded quickly to reports received from the public. Based on the results of interviews from the community side, it was stated that:

“...Like reports are faster, like potholes you can take photos. It was immediately followed up by the government parties who manage it.” (Interview October 13, 2023).

The management of Jakarta Smart City also expressed the same thing, who stated that:

“...So most people around Jakarta also use this service. The name of CRM at JAKI is what it is now, but in the past it was known, maybe if you read articles, it was called JakLapor for a long time, but now it has been rebranded as Citizen Report. “Well,

we have 120 thousand complaints and 94.4% of them have been resolved.” (Interview October 19, 2023).

One of JAKI's priority services is receiving public complaints and having a responsive response based on what the community wants. The services provided in terms of complaints and features are classified as community-centered. Referring to the findings in the field, from the community perspective, the complaint service received a fast response. Meanwhile, based on findings from the management unit, complaint handling has been handled well, reaching 94.4% of the 120 thousand complaints submitted to the reporting system.

Seek the public interest, namely prioritizing the public interest in terms of public services. Aggregation of public interests is channeled through integration in one JAKI integrator application. JAKI is an application that integrates several applications owned by Regional Apparatus Organizations (OPD). In a narrower realm, JAKI is able to fulfill the public interest by aggregating reports submitted through the Citizen Report feature and following up directly on reported citizen problems. In line with UNDP (1997) in (Purnomo, 2018) that the collective interests of society must be well articulated in community involvement. This integration aims to produce data that can be used in decision making by local governments. If viewed from a broader realm, the JAKI application is able to become an extension of public servants who are able to touch and unite public services from the smallest level, namely sub-districts to provinces in DKI Jakarta. For example, population services in the form of Alpukat Betawi are integrated into the JAKI application, making it easier to process documents, in other words, JAKI becomes a one stop service for the community. In order to achieve common interests, JAKI management conducted a community satisfaction survey (SKM) on application users to determine the level of user satisfaction with the services provided. The government also conducted usability tasting research, namely testing the usability of applications, which was carried out twice. This research was carried out by random sampling to interview people regarding their experiences using the JAKI application. The results of interviews with JAKI management stated:

“In fact, every year we also conduct a community satisfaction survey specifically for public complaint channels, so it's not just JAKI, I mean, as mentioned above, CRM has 13 channels, one of the channels is in the JAKI application which is reported by residents, so we conducted a survey to see The public's satisfaction with this public complaint channel is like that. We are continuing to conduct lots of surveys on what the user experience is when using JAKI like that” (Interview October 19, 2023).

In fulfilling the public interest, the JAKI application management invites stakeholders, such as Cek CCTV, to work together to facilitate transportation as monitors of road opening and closing. Apart from that, it also collaborates with Aware Indonesia which is responsible for environmental and health matters, namely calculating

carbon dioxide and emissions. In this case, every collaboration carried out by JAKI with other parties is used to achieve the public interest. In line with the results



of interviews with JAKI managers, namely:

“Then who else can take advantage, well that's the private sector, sis. So, for example, if they want to contribute to providing services to residents, then that can be utilized. But they are not consumers but they are giving, giving to citizens what they can contribute.” (Interview October 19, 2023).

Value citizenship over entrepreneurship, viewing the value of citizenship as much more important than entrepreneurship. Public services through the JAKI application are free of business value, in the sense that the public is positioned as citizens who are served without including business elements in providing services. The business elements referred to in this case are interpreted by researchers through paid services. During the implementation of the JAKI application service, it turned out that people were not immediately served as citizens, several things were found that referred to public services that included business values. JAKI as an application integrator, one of which is in terms of transportation. One of the transportation services that is charged is TransJakarta. This transportation service can be accessed if people have a transportation card. The price is relatively cheap, namely Rp. 3,500 to one station. This price is considered very affordable and does not reduce people's interest in using public transportation, especially TransJakarta. The enthusiasm of the community shows that with this nominal value the community has no objections. Supported by interviews with users who stated:

“...I live in Tangerang, well there is a Transjakarta college here so it helps with transportation if you want to go to the city or to Monas, there is Trans Jakarta to help too for a price of 3,000. For now, the price of 3,000, God willing, is still safe, affordable.” (Interview with society on October 17, 2023).

Apart from that, there is JakLingko as an integrated service which is a public transportation service used by the people of DKI Jakarta. In its implementation, JakLingko is the most complete form of new public service presence in this case serving the public, not customers, which is manifested in service without a single emphasis on private sector values. Using JakLingko is free of charge. So that the services provided are not exclusive to certain parties. Researchers as JakLingko users feel the benefits of this transportation service. In line with the findings of interviews with the community which stated:

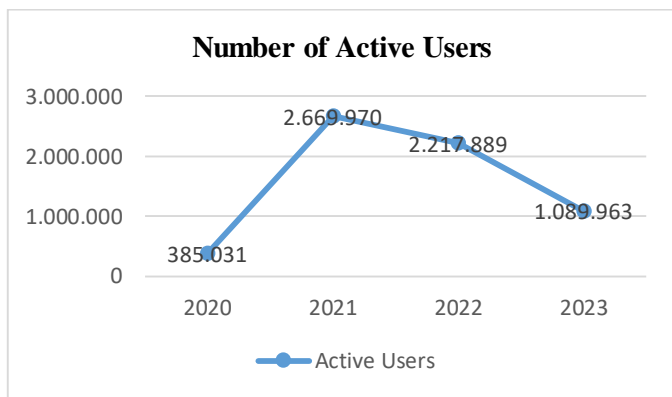
“JakLingko transportation is very useful, especially from here to the station you just have to tap in. So it makes my daily activities easier, for example, where are you going to JakLingko, especially if you just tap-in, it's free, that's one of them.” (Interview with society on October 13, 2023).

JakLingko is the government's success in creating public services that have civic values rather than entrepreneurial values.

Figure 1. DKI Jakarta Province Transportation Integration  
Source: Jakarta Kini Application

Think strategically, act democratically views that in providing services you must think strategically and act democratically. Public services through the JAKI application are a strategic step for the government in dealing with the onslaught of information during the Covid-19 pandemic (Unit Pengelola Jakarta Smart City, 2022d), resulting in the creation of the JAKI application which is used to filter the amount of information during the pandemic. However, the relevance of JAKI is currently in question. JAKI's public service innovation has not been able to fully aggregate community needs well. This can be seen based on Jakarta Smart City data, active users of the application have decreased from 2020 to 2023. This shows that public interest in the JAKI application is decreasing. Indicates that the government has not thought strategically in solving existing problems in society. Apart from that, problems such as errors when using the application should be of concern to the government. So that the implementation does not only refer to creating Jakarta as a smart city but is able to touch aspects of society that are not only formal. The government's lack of attention to updating application features has proven to make people think that JAKI will not be sustainable. Based on the results of interviews with the community which stated:

“...It depends, it depends, if you can keep up with the times and always improve the application then people will definitely use it. But if it's like that, for example, yes. Is it starting to be abandoned perhaps? Maybe, it's because there aren't enough updates like before, in the past it used to be updated frequently, now it seems like the updates are delayed, I feel that way, but I don't know whether it's because my cellphone is already worn out or what, I don't know.” (Interview with society on October 17, 2023)



Graph 1. Number of Active Users of the JAKI Application  
Source: Jakarta Smart City, 2023

In this case, the government needs to pay more attention to strategic steps in popularizing the JAKI application. So that the decline in application users can be prevented. This reality is directly proportional to the ratio of JAKI application users to the population of DKI Jakarta which experiences a gap. Based on a survey conducted by BPS in 2022, the population of DKI Jakarta is 10.67 million people (BPS, 2022). Meanwhile, based on data provided by Jakarta Smart City, the number of JAKI application downloaders was 4,592,192 users with the number of active users being 5,721,940. The lack of socialization factors in the community results in poor public knowledge regarding the JAKI application. In line with the results of research conducted by Deyis (2022), it is stated that the JAKI application has not been able to reach marginalized groups due to the government's failure to convey the goals, messages and information related to the JAKI application to lower class communities. Of course, this is not beneficial for the government because it indicates that the level of usefulness for society is still lacking, so it seems that it only touches formal aspects in the effort to make Jakarta a smart city. The community feels that the existence of the JAKI application as an integrator has not helped optimally. Because in its implementation the JAKI application is still in the development stage. So that several regional applications used as public services are not fully integrated. This results in complicated public services because the integration carried out is not comprehensive, only a few applications from Regional Apparatus Organizations.



Figure 2. Alpukat Betawi and Sirukin: Integration of Administrative and Population Affairs in the JAKI Application  
Source: Jakarta Kini Application

For example, for matters relating to housing, namely using the Sirukin application, where to use it the application must be downloaded first to be able to use the available features. So this could become a new problem, on the one hand JAKI has become an integrator, but in reality the public is directed to download integrated applications. In the end, this creates a paradox in solving complicated public service problems.

Recognize that accountability isn't simple. Accountability for the implementation of public services through the JAKI application can be reviewed in terms of norms and constitution. The regulations that form the legal basis for the implementation of public services through the JAKI application are the Regulation of the Governor of the Special Capital Region of Jakarta Province Number 306 of 2016 concerning the Organization and Work Procedures of the Jakarta Smart City Management Unit. This regulation is based on Governor's Regulation Number 265 of 2016 concerning the Organization and Work Procedures of the Communications, Informatics and Statistics Service. One of the results of this regulation is integration, namely the existence of linkages between sub-systems so that data from one system can routinely pass through, go to or be retrieved by one or more other systems. So with this, a management unit was formed to manage the system/application. The results of interviews with JAKI management stated that:

“Then with the corona problem, corona has its features, right, and there are also regulations. Even JAKI itself has regulations, well there are regulations, like for example laws or whatever.” (Interview October 19, 2023).

Apart from providing community-centered services, government accountability must also pay attention to the security of JAKI application user data. This is a responsibility that must be fulfilled considering that crime in the digital world is a threat that must be watched out for. Apart from that, the government must also guarantee that each user's privacy is maintained in handling complaints from the public. The Standard Operational Procedures that must be implemented by application managers are stated in the results of interviews with the management as follows.

“JSC manages JAKI with SOP. So the SOPs are quite a lot related to JAKI management, including infrastructure, research, development and various things. That's internal, but externally, of course we do a lot of initiating activities, for example outreach to sub-districts, sub-districts, schools or dialogues with stakeholders, so stakeholders have a lot of roles and capture there.” (Interview 19 October, 2023).

If we look at the features available in the application, accountability can be assessed from the availability of things that are local, such as the dual language feature - Indonesian and English, which indicates locality, in this case Indonesian. Another characteristic of accountability





	centric rather than just directing the community.
Value people, not just productivity	Creating a humanistic organization through awards given to JAKI application innovation as an innovative public service.

Source: Authors

## 5. Discussion and conclusion

This research concludes that the implementation of public service innovation through the JAKI application is a reform in efficiency, effectiveness and democratization in providing services to the people of DKI Jakarta and people outside DKI Jakarta who live in DKI Jakarta. If viewed from a new public service perspective, public services through the JAKI application have met six of the seven new public service indicators. In the serve citizen not customer indicator, the JAKI application has been designed to be citizen-centric. Second, the seek the public interest indicator, JAKI is able to aggregate public interests from the smallest government level, namely sub-district to provincial. Third, citizen values over entrepreneurship, JAKI is able to place citizenship values in its implementation, which are free from business values. Even though there are paid services, they are still accessible to all levels of society, in other words, they do not have an impact on the privatization of public goods. Fourth, think strategically, act democratically, public servants have not been able to realize it, judging from the relevance of JAKI and the number of users from year to year which has decreased or the community has not touched the substantive aspects of society. Fifth, recognize that accountability isn't simple, where JAKI's implementation is based on rules. Sixth, serve rather than steer, JAKI has been able to provide service rather than just directing. Seventh, value people, not just productivity, managers have been rewarded for performance results through various awards received by the JAKI application as an innovative public service.

In realizing the new public service, JAKI application-based public services encountered several problems, one of which was government actions that were less strategic (think strategically, act democratically). This can be seen by applications that are experiencing problems such as errors and assess their relevance to the current state of society. So the research produces a recommendation that the government in managing public services pay attention to innovation in terms of methods. Apart from that, the government is evaluating the implementation of service innovations in the JAKI application. This aims to ensure that the community is truly served and made things easier with the JAKI application. So that the values of service, especially in the new public service perspective, are not reduced.

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