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The capacity and innovation of services in organizing village governance in Indonesia

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Abstract

This article is going to discuss the capacity and innovation regarding the civic services of the Village Government via a descriptive qualitative research method. The results of the study show that the innovative capacity of Leadership, the Strengthening of Official Aspects, Human Resources, and the Management of Village Government are the factors that influence the management of innovation in public services in some of the villages in Southern Lampung district. In conclusion, there was an interaction with higher education academics as partners through the cooperation of the fostered village program and training of the village financial system.

Keywords: Capacity, Innovation, Village governance.

La capacidad e innovación de los servicios en la organización de la gobernanza de las aldeas en Indonesia

Resumen

Este artículo discutirá la capacidad y la innovación con respecto a los servicios cívicos del gobierno de la aldea a través de un método descriptivo de investigación cualitativa. Los resultados del estudio muestran que la capacidad innovadora del liderazgo, el fortalecimiento de los aspectos oficiales, los recursos humanos y la gestión del gobierno de la aldea son los factores que influyen en la gestión de la innovación en los servicios públicos en algunas de las aldeas en el distrito sur de Lampung. En conclusión, hubo una interacción con académicos de educación superior como socios a través de la cooperación del programa fomentado de la aldea y la capacitación del sistema financiero de la aldea.

Palabras clave: Capacidad, Innovación, Gobernanza de la aldea.

1. INTRODUCTION

The implementation of the regional autonomy policy states that the authority of a Village covers the areas of village governance, village development, village community development, and village community empowerment based on community initiatives, origin rights, and village customs. Decentralizing to villages is intended to improve service delivery performance at the lowest administrative tier and reduce social inequality and poverty (LEWIS, 2015). The impact of the mentioned authority has led to the recognition of villages as active development subjects in the implementation of broader public services and independent entities based on the principles of village

governance services that are sovereign, democratic, participatory, and prosperous (KANG'ETHE, 2015).

As a necessity for the implementation of democratic governance in a country as large as Indonesia, the decentralization policy gave birth to regional governments that have political variety to channel local voice and local choices (MULUK, 2008) because decentralization is a system which consists of sub-systems that each has a contribution to the framework of the state administration system organization. And one of the contributions of decentralization is to strengthen the regional capacity through the authority transfer in the decision-making process carried out by regional autonomy bodies.

On the other hand, the concept of decentralization by emphasizing the development of local/regional government capacity is seen as an effort as well as a starting point for developing public service delivery. Central planning was not only complex and difficult to implement but may also have been inappropriate for promoting equitable growth and self-efficiency among low-income groups and communities within developing societies (RONDINELLI, NELLIS, & CHEEMA, 1983). Thus, the implementation of regional development that focuses on efforts to reduce central government initiatives needs to be reduced by encouraging regional governments to make innovations in planning regional development programs, including the interests of public services in the village government population administration.

The village government, in this case, seeks to accommodate the demands of the village community needs and carries out a transformation in the implementation of civil services. This is in line with the essence of decentralization and regional autonomy policies which to bring public services closer to rural communities in accordance with the principles of regional autonomy as the authority to regulate local government affairs according to their own initiatives based on the aspirations of local communities (MULUK, 2008). Therefore, encouraging the capacity and innovation of the village government in the implementation of civil services is very important to be used as one of the benchmarks of public service satisfaction to rural communities.

From those various studies can be concluded that public service innovation is a government instrument in the effort to improve public services both at the central and regional levels. However, from those studies, there is still no analysis discussion about the capacity and innovation of civil services in the Village Government. Therefore, this study aims to analyze how the capacity and innovation of civil services in the Village Government with a focus on the South Lampung Regency, Indonesia.

2. METHODOLOGY

This research uses a descriptive qualitative research approach with a case study method about civil services in several villages in

South Lampung Regency. In this study, key informants were determined based on a purposive sampling technique in which the determination of the number of key informants was intentional because it is assumed that the person had understood the object information to be examined. The main consideration in determining informants is the mastery of information and data needed. The selection of the informants is based on subjects who have a lot of information related to the problem and are willing to provide information. With these criteria, the researcher chose the institution or agency involved in the process of public service innovation in the administration of the Village Government. Data collection techniques in this study were carried out through observation, interviews and document searches, and using informants as the focus of research subjects.

3. RESULT AND DISCUSSION

3.1.Capacity, Process, and Performance of Public Service Innovation Governance in the Village Government Implementation

The village law substantially states that the village has the right to regulate and manage community interests, establish and manage village institutions, and obtain sources of income. In paragraph (2), it is explicitly stated that village obligations consist of: a) protecting and maintaining the unity, integrity, and harmony of the village community in the context of realizing national harmony and the Unity Republic of Indonesia; b) improving the quality of village communities; c) developing

democratic life; d) developing village community empowerment; e) providing and improving services to rural communities. Nonetheless, in the implementation of the village las, there were still various challenges and obstacles that had to be faced by the government that could potentially cause problems and failure of the village administration in handling public services in the civil sector.

According to the results of the study, one of the efforts to manage village service innovation carried out by the Office of Village Community Empowerment (PMD) of South Lampung Regency is through forming a village innovation team in each village that aims to accelerate the realization of an independent village and in order to find innovations by involving elements of institutions, sub-districts, LSM (non-governmental organizations), community leaders, and village facilitators. The innovation team is assigned to assist the village government, in the context of using village funds and bringing up innovations in the village, particularly in the development of human resources in the village so that they can bring up innovations that can lead to more advanced developments (YOGI, 2008).

3.2.Capacity, Process, and Performance of Population Administration Service Innovation Governance

The implementation of population administration services in South Lampung Regency refers to Regional Regulation No. 12 of 2012 about the Implementation of Population Registration and Civil Registration. In that regional regulation mentioned that population documents that must be owned by each resident include: Birth

Certificate; Diploma or graduation certificate; Family Card (KK); Identity Card (KTP); marriage certificate; or divorce certificate.

Population administration services carried out by several village offices in South Lampung Regency include administration services for making KTP and KK, Certificate of being economically unable, referral letter for Birth Certificate, referral letter for Death Certificate, referral letter for Divorce Certificate, referral letter for Marriage Certificate, referral letter for Marriage, and referral letter for Moving/Domicile. The population administration services online (electronically) have been regulated through the Minister of Home Affairs Regulation No. 7 of 2019 about population administration services (SURURI, 2017).

3.3. The capacity, Process, and performance of the Land and Agriculture Administration Service Innovation Governance

Empirical description of the capacity, process, and performance of land and agriculture administration services based on the research findings of several villages in South Lampung Regency can be described and represented by Margorejo Village, Jati Agung Subdistrict, which has been awarded a national level award in the category of increasing food production, anticipating food insecurity, and improving the welfare of the people in Margorejo in 2016. The award which was received directly by the Head of the Margorejo Budiyo Village from the President of the Republic of Indonesia Mr.

Jokowi shows that there is an optimal capacity, process, and performance of the village apparatus in managing innovation in land and agriculture administration services.

The success of Margorejo Village in obtaining awards in the field of land and agriculture services by carrying out various innovations can encourage the increase of food productivity of the Margorejo Village community. Those efforts to innovate agricultural and food services in Desa Fajar Baru, although not yet optimal, are still being carried out by encouraging public awareness to maximize the potential of agriculture which is still limited (ANTTI & VALOVIRTA, 2015).

3.4. The Capacity, Process and Managerial Performance of Innovation in Basic Education Services

The education services of several villages in the Southern Lampung District refer to the Lampung Province Regional Regulation No. 18 in 2014 concerning the 12-year compulsory education, including 1) Education is organized as a systemic, open whole with due regard to local, national, and global contexts; 2) Education is held to develop the potential of students according to the demands of scientific knowledge, technology, and art; 3) Education is carried out by empowering all components of society through participation in the administration and quality control of educational services; 4) Compulsory education programs are held by the Government, Provincial Governments, and Municipal District Governments in accordance with their authorities or the community.

3.5. Capacity, Process, and Performance of Basic Health Service Innovation Governance

Guidelines for basic health services that form the legal basis for villages in South Lampung District are South Lampung Regent Regulations Number 18 in 2013 concerning Guidelines for Implementing Basic Health Services and Health Service Referral Systems. The purpose of this Bupati Regulation is to achieve an effective and efficient work mechanism that is in accordance with the needs and medical authority through Basic Services and referral channels, so as to optimize resources.

Based on the level of urgency, there are eight health problems faced by the South Lampung District Government in 2018, namely: high cases of maternal and infant mortality, persistent cases of malnutrition, increasing cases of non-communicable diseases, people who have not behaved clean and healthy life (PHBS), there is no STBM (Community Based Total Sanitation) in the village, labor availability is still lacking with unequal power distribution, and access to services is still low, especially for the poor and disadvantaged.

3.6. Leadership Capacity, The Strengthening of Institutional Aspects, Human Resources and Village Government Management

Empirical description of various aspects of village governance that still needs to be improved in quality in an effort to support the capacity of village governance in managing public service innovations including the leadership capacity of the village head, the capacity to

strengthen institutional aspects, human resource capacity and management capacity of village government.

3.7. Innovative Leadership Capacity of Village Leaders

As a unit of the public organization at the village level, the village government is essentially identical to the organization of sub-district, District/city, and provincial government. However, the only difference is the scope of work while the goal is the same, namely providing services to the community. From the organizational and management aspects, an innovative element of village leadership is an absolute prerequisite, because it is the core and priority in achieving goals, and this will be achieved if supported by village heads who have innovative leadership capacity, namely the ability to mobilize and influence village communities to support and implementing village vision and mission and village government work programs based on creativity and innovation.

3.8. The Strengthening Capacity of the Institutional Authority Aspect of Village Governance

In the context of village governance, there are three most important and priority aspects, namely how the village government is able to improve the welfare of its people, be able to provide services to village communities and be able to improve the competitiveness of their villages. This can be realized if the affairs that become the institutional authority of the village can be implemented well. Empirical conditions show that often

in its implementation there are various problems that directly or indirectly hinder the implementation of government affairs.

3.9. The Capacity for Innovation in Village Government Management

The successful achievement of the performance of the Village Government requires the involvement of all parties, including the village community. In this regard, efforts to increase the competence of village officials in supporting the capacity of village government management are important to be carried out continuously. Based on the results of the study, Margorejo Village, Jati Agung Subdistrict, which was the focus of this study, was one of the villages chosen to become a field study in the training of the preparation of the RPJMDes, RKPDes, and APBDes held by the Village Community Empowerment Service (DPMD) of South Lampung District and was followed by 30 villages in South Lampung District, which shows that the management of village government innovation has been done well.

Based on the results of the study, it can be stated that the capacity of human resources in Margorejo Village is very adequate to be able to support the success of village government management through the preparation of the RPJMDes, RKPDes and APBDes planning so that it is used as a training study for other villages in South Lampung. Nevertheless, different conditions are found in Fajar Village, Jati Agung Subdistrict, where the human resources/apparatus are still limited, so that village government management still needs to be

improved. The problem encountered in the field is the lack of synergy between institutions of both the village government and the Village Civil Society.

3.10. The Strengthening of Innovation Capacity of Village Partner Institutions

Capacity Building Activities of Community Partner Institutions in several villages in South Lampung District based on South Lampung District Regulation Number 6 the Year 2015 regarding Village Government and Village Consultative Body which states that the working relationship between the Village Government, BPD, and other Social Institutions is a partnership in consultative and coordinative nature.

4. CONCLUSION

4.1. The capacity of governance of public service innovation in the administration of village government in South Lampung District

a) There are four elements of village government capacity, namely 1) Capacity, process and performance of Population Administration Service Innovation Governance; 2) Capacity, process and performance of Land and Agriculture Administration Services Innovation Governance; 3) Capacity,

process and performance of management of innovation in basic education services; 4) Capacity, process, and performance of basic health service management governance.

b) Innovative Leadership Capacity, Strengthening the Institutional Aspects, Human Resources and Village Government Management are factors that support the governance of public service innovation in several villages in the South Lampung District. This increase has not been accompanied by an increase in BPD and LKD capacity. As a result, the checks and balances system has not yet been implemented. In line with this, the success of innovation in public sector organizations including, in this case, the Village Government requires a diffusion between the strength of the organizing authority and the operational framework, (ADAMS & MICHAEL, 2010). The principles of participation, transparency, and accountability have been applied. There is an increase in the number of citizens participating in deliberations. However, the quality of participation has not improved because deliberations are still dominated by village elite groups. The village government has also made efforts to translate through various media. However, these efforts have not been effective in providing understanding to residents.

4.2. The governance process of innovating village government public services in terms of political and managerial processes

a) A political process is a process of formulating policies or regulatory functions carried out by the institutions of the Regional

Government and DPRD. The policy formulation process regarding this innovation program is a pure initiative of the South Lampung District Government represented by the Village Community Empowerment Service (DPMD) as the leading sector of village government affairs. The fact shows that the process of formulating policies or forming regional regulations is only followed by DPMD (Executive) and the Village Administration Commission (DPRD). Meanwhile, the village government was only involved limited to hearings related to the innovation program being formulated. Seeing this fact, it seems that the political process of developing an innovation program has not found anything new or groundbreaking. Whereas the development of innovative programs should be supported by political processes in the formulation of policies or the formation of Regional Regulations which are also worthy of innovation;

b) The aspect of developing an innovation program related to managerial or administrative processes is the stage of implementing policies or management functions carried out by the South Lampung regional government assisted by the Local Bureaucracy. The fact shows that the process of developing the entire innovation program through the district innovation team when viewed from the aspect of the managerial or administrative process is carried out entirely by the bureaucratic structure of the DPMD and related UPTD. Then technically the operational development process was carried out by the village innovation team by involving a third party, namely the community itself.

4.3. Performance of Innovation Governance in Village Government public services

The performance of the village government in managing public service innovation in several villages in South Lampung District, one of which is Margorejo Village, Jati Agung Subdistrict, has implemented a simple population administration service innovation even though it still needs to be developed. The application can be utilized by the community without using the internet and can be directly accessed by village operators to be followed up, then governance of population service innovation innovations such as making the e-KTP recording. In Hajimena Village, Natar Subdistrict, this was carried out by conducting an interactive survey in stages with a priority home visit mechanism to facilitate the process of population data and the Fajar Baru Village in the management of population service innovation was guided by communicative and participatory principles.

4.4. Theoretical Implications

The theoretical implications of the capacity, process and performance of public service innovation governance in the administration of village government in South Lampung District are consistent with Davit McKevitt's view in his book *Managing Core Public Services* (1998), which specifically addresses the core of public services that are the task of the government and local government Core

Public Services is defined as those services which are important for the protection and promotion of citizen well-being, but are in areas where the market is incapable of reaching or even approaching a socially optimal state; health, education, welfare, and security provide the most obvious best-known example.

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