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**Service Transformation as a Tool for Promoting Sustainable Rural
Development in Central Java**

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SERVICE TRANSFORMATION AS A TOOL FOR PROMOTING SUSTAINABLE RURAL DEVELOPMENT IN CENTRAL JAVA

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Abstract

The current developments in Information Technology (IT) should not only be utilized by the public and the private sectors but also by all parties effectively. The government must also be able to take advantage of these advances in many ways, such as in providing government services. The role of IT in managing government has now become an essential part of the society. This study examines the people's expectations in Melikan Village and focuses on using IT advances to create an independent village. The author then draws upon SDG theories to delineate the service transformation process. It is a qualitative study consisting of primary and secondary data. The data collection techniques used in this study include in-depth interviews, FGD, observations, and document analysis. The findings show that IT has become a vital need for the people in Melikan, but the village government fails to meet those expectations. The study suggests that the local government needs technological innovation to develop Melikan Village and add more personnel to help with government services.

Keywords: *Service Transformation; Independent Village; Information and Technology.*



A. Introduction

Current developments in technology and information are inevitable. We live in a modern world where technology has become indispensable daily. Technology derives from the Greek word “*techno*”, which means the willingness, skills, the knowledge of the ways, rules, and tools, while “*logos*” means science, word, learning, and mental state (Stosic, 2015). Technological advances have impacted many sectors of life, from home entertainment to travel, communication, and healthcare. Changes in technology lead to significant efficiency levels where people can use applications installed on their devices to perform any transactions according to their needs. While in the field of education, teachers or educators have used many applications such as *Zoom Meeting*, *Google Classroom*, *Google Meet*, *MS Teams*, and various other platforms to support the continuity of the teaching and learning process during the COVID-pandemic. Due to the limitation of direct contact with other people during this infectious disease outbreak, technology comes as a solution to solve the problem. Even now, anyone can have online doctor consultations.

In Indonesia, emerging technologies have made it possible to solve some challenges faced by villages in Indonesia. They cannot just sit back and wait for digital solutions to arrive at their door, and they must become “Smart” players in their digital transformation and act now. Thus, with its advantages, several villages have also utilized the concept of technology to transform their services, making it more transparent, faster, inexpensive, and easy to perform is needed to achieve sustainable development goals. These things need to be supported not only by the people but also by the local governments. Digital technologies can only be adopted and spread if local stakeholders recognize their usefulness and have the skills and competencies to use them effectively.

Local governments are required to prepare an efficient bureaucratic system by developing information technology to improve institutional performance, which, of course, with the support of quality human resources (Pradana et al., 2022). Many government relations professionals have developed and used applications designed by private sectors, and the village



government can use even those managed by the private sector. Davis (1989) also said in his research that a sound system is one where we can access information or websites easily without putting much effort into it. As in Bintan Regency, Riau Islands Province, a village has taken advantage of the application provided by the private sector, namely Penaga Village, with the URL <https://penaga.simdesprima.id/>. The Penaga Village Government does not have to worry about maintaining the application as the private sector runs it, and village operators use it to provide an online public service. In addition to Penaga Village, Bantul Regency also has a *Kalurahan* (another term for a village in the Special Province of Yogyakarta) that utilizes an application provided and developed by the private sector, namely Kalurahan Sumbermulyo. People can apply for administrative services online by visiting <https://sumbermulyo.sinergivisibersama.com/>. Utilizing the internet and technology can improve the utilization of village profile data so that it is easier to organize by the village office and used by all interested parties who need the data. Villages that can carry out development management independently cannot only mobilize all resource assets owned by the village, but the village will also be able to improve the basic needs of citizens, livelihood needs, fight for citizens' rights and manage sustainable life (Mukhsin, 2020).

A previous study by Nieto in 2020 in Lormes, a village in the Morvan Area, Burgundy, France, examined digital technologies to foster economic and social potential. The study demonstrated the creation of a Rural Hub, which enables Lormes to maximize the potential of local skills by providing office spaces, a Fab Lab, and a fiber-optic connection. Another study conducted by Yang et al. in 2022 in Xiamen, China, examined the relationship between tourism-driven and rural space transformation. There are also two case studies mentioned in T20 Indonesia 2022. The first is entitled Revitalization of the Role of Village Maternity Homes (Polindes) through Digital Service Applications. This study mainly discussed an application for maternal and children's health and family planning services managed by the local village administrator. It is a public service primarily serving pregnant women and breastfeeding mothers, especially those at



risk due to the Covid-19 pandemic. The other study is New Normal Smart Village in Likupang for Tourism and Marine Activities, a tourism service specified for attracting visitors through tourist sites.

Responsive and adaptive government services to the needs of society and times are one of the principles of good governance. The reforms in 1998 led Indonesia to implement fundamental bureaucracy. Wakhid (2011) stated that bureaucratic reform aims to achieve good governance supported by a professional government bureaucracy free from corruption, collusion, and nepotism (*KKN, Korupsi, Kolusi, dan Nepotisme*) and improve services to the public. Public service is downstream of the government and bureaucracy; thus, the orientation of bureaucratic reform is to provide excellent services for the public.

Unfortunately, there are many problems faced during the processes. Village profile data and monographs are not currently processed optimally by local governments; computer equipment is used only to process existing standard applications, while internet access is used only to search for information or send emails. Further, limited IT resources and the lack of up-to-date data in management will hinder the compilation of village profiles and monographs. In addition, the government is trying to implement a new strategy for village information management based on information technology. A transformation process can be utilized to optimize information technology advances, eliminate bureaucratic organizational barriers that impede data collection, and create a network of management systems and work processes that enables local government agencies to work together seamlessly. They must be fit for purpose, appropriate and adequate, interoperable and sustainable, flexible and inclusive, and able to accelerate efforts to document, record, and recognize community relations in all their forms (United Nations, 2019).

Melikan is one of the villages in Klaten Regency, Central Java, which always experience problems in the formulation and preparation of village monographs due to a lack of transparency of the village data. Moreover, it causes direct cash assistance (BLT, *Bantuan Langsung Tunai*) not to be evenly distributed and on the right target. The target of BLT is originally low-income



families, but some reports of direct cash assistance are distributed to unqualified residents. Sukanto, a village secretary, said, "The reports mention 34 people fall into the category of extremely poor, but after we check it in the location, there are only 12 people that match this category". Another challenge this village faces is the lack of maximum data input power, which results in slow data updates. For this reason, service transformation needs to develop an information culture and provide convenience for village officials, residents, and the community to get village information quickly and accurately updated at any time. Making this transformation work requires the diffusion of transformation in socializing and communicating ideas well and clearly to the community, village heads, and their apparatus. It is related to the importance of the capabilities of village officials in managing a district or region (HM & Senjaya, 2021).

B. Method

This study used a qualitative method. Creswell (1994: 6) in (Haryono, 2012) defines qualitative "as an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words, reporting detailed view of informants, and conducted in a natural setting". This method digs deeper and identifies the studied problems' root causes. Therefore, the conclusions drawn from qualitative research are more useful and valuable.

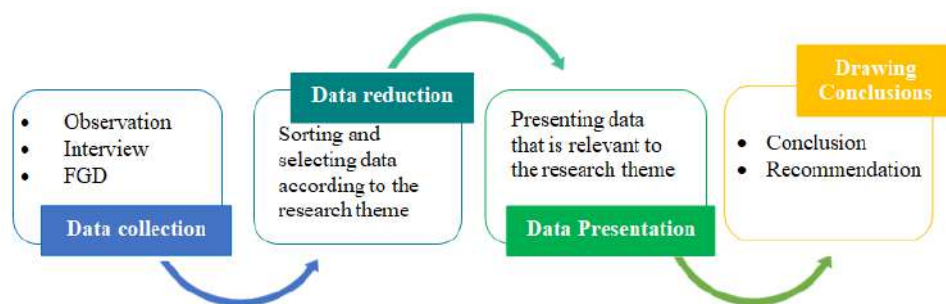
This study occurred in Melikan Village in Klaten Regency, Central Java, with an area of 167, 61 Ha consisting of 15 community units (RW) and ten hamlets. This village is famous for its earthenware.

The study examined primary and secondary sources of data. The primary data was collected through in-depth interviews with ten community officials and verified by Focus Group Discussion (FGD) to understand the village's data management process better. FGD was conducted on July 8th, 2022, in Melikan's Village Hall. FGD was chosen to clarify and verify directly from all parties. Interviews and discussions were carried out to get more in-depth information from several research subjects to find out their opinions



and views regarding the implementation of data management and the challenges they encountered during the implementation process. The subjects have a vital role in the community, namely the Head of Hamlet 1 and 2, a representative of the neighborhood/ community unit, the head of the village council, community leaders, the head of the youth organization, the tourism awareness group, and the village secretary. Meanwhile, the secondary data was collected through the results of observation and documents or archives from the Melikan Village apparatus to understand the historical evolution process and its current development, including the Village Medium-Term Development Plan (RPJM, *Rancangan Pembangunan Jangka Menengah*), Village Government Working Plan (RKP, *Rencana Kerja Pemerintah*), village regulations and other relevant documents appropriate to the research theme.

The flow chart of the data collection process, as conveyed by Gulo (Gulo, 1384), is shown in Figure 1.



Source: *Processed data, 2022*

According to Miles and Huberman in Sugiyono (2017), the data analysis technique uses an interactive model of data reduction, data presentation, and concluding/ verification. Figure 1 reflects the data collected through observations, interviews, and document analysis. The data is then reduced by sorting and selecting data based on the research topic. Furthermore, the data presentation section is a process where the collection of information obtained is arranged in such a way as to serve as a basis for drawing conclusions and taking action. Last is concluding that the data has been obtained or passed from the first to the second stage. At this

stage, the author will produce temporary conclusions and can change them if the evidence supports the future (verification). The author may also give some suggestions for the problems found during the research process.

C. Result and Discussion

1. Result

The primary purpose of reform in 1998 was a fundamental change in bureaucracy. In the New Order era, there was an assumption that the bureaucracy had to be served before providing services. This condition occurred across lines and levels from the central, provincial, local, villages, and sub-district levels of government. The saturation of society causes a wave of reform to gain public support. According to Rewansyah (2008), there are five goals of bureaucratic reform, namely: a. Clean bureaucracy (free from corruption, collusion, and nepotism (KKN) practices by improving the budget management system, employee well-being, supervision, and law enforcement); b. Efficient and effective bureaucracy (carried out through a program to conserve resources, methods, and time); c. Transparent bureaucracy (the opening of public space so the public can widely access the administration of government affairs and public services); d. The bureaucracy that serves (changing the primordialism bureaucracy or asking to become one that serves the public); and e. Decentralized bureaucracy (delegation of decision-making authority to the state apparatus).

As mentioned earlier in one of the reform goals, bureaucratic reform can be achieved when the following principles are implemented by stakeholders, in this case, the government as the service provider. The five principles referred to by Rewansyah (2008) are; a. Building public trust; b. Empowering people; c. Improving public participation in the administration of government; d. Creating sustainable development; and e. Increasing the professionalism of the apparatus. Based on the problem mentioned in the introduction section, Melikan Village has encountered problems regarding public services. Hence, they need an innovation to solve the problem. Innovation is an idea or something new in the



community, be it a product, service, or technology that has just been discovered and has never existed before (Sururi, 2017). According to this explanation, innovation can change the environment of a community in a positive direction and solve several existing problems, including problems faced by the village governments. Each of the goals mentioned earlier will be further discussed in the following sections concerning the preparation for implementing the basic principles of service innovation for developing villages, especially in Melikan Village.

a. Building public trust

Development is the government's responsibility. Governments at all levels are responsible for physical, mental, and spiritual development. Physical development can be defined as the development of infrastructure and the body or one's body, including health. Mental development is described as emotional development and maturity. Meanwhile, spiritual development is the development of personal and communal piety and their relationship with God Almighty.

Purwanta, the Melikan village head, is highly supported by the public. Based on the Klaten Highlight news, in the Village Head Election in Klaten Regency in 2019 (III Wave), Purwanta received 806 votes (Maulana-ayub, 2019). These supports are inseparable from his efforts to bring justice to Melikan.

The votes received by H. Purwanta, SKM prove that the Melikan villagers are optimistic about his vision; "*Saking Masyarakat, Asal Saking Masyarakat, Kangge Masyarakat*". The vision means "From the community, by the community, for the community". It is based on thoughts and ideas from the community to advance development, human resources, and improve the economy to realize the welfare of the Melikan village community (Melikan Village Medium-Term Development Plan) RPJM) 2019-2025).

The high level of public trust in the H. Purwanta Government was also seen during the FGD on June 3rd, 2022. Based on the results of in-depth interviews and after clarification during the FGD on June 3rd, 2022, in the Melikan Village Hall Office, the public had complete trust in the Village

Government under the leadership of Purwanta. The public is still waiting for the policies taken by the Village Government in realizing the vision from the Village Head Election, where Purwanta promised to hold deliberation with community members in taking various strategic policies in the village.

Deliberation is undoubtedly a “spirit” in the village. Without village deliberation, the village government will feel “empty”. With the deliberation, it is hoped that life in the village will be more dynamic and the unity or community in the village will be more pronounced. The community in the village is a sign of a compact and solid community. Cohesiveness and solidity are the basic building blocks. Without them, it will be impossible to realize development.

Furthermore, the village government must provide services to the community consciously. The community shall be the primary concern in providing services. Everyone has the right to receive the same services regardless of social, economic, political, religious, and race.

During the FGD, Melikan's government administration services were still done conventionally. The village office is meant to be conventional as people come to fulfill several requirements to make government administration. The village government apparatus then prepares and provides administrative services to the applicant. Moreover, the village monographs are currently conventionally recorded in a book or stored offline on a computer. It is also the reason why the data is not optimal. In some cases, administrative services cannot be completed simultaneously as submissions due to the absence of authorized officials, lack of requirements, or other technical issues, such as power outages.

The abovementioned issues can certainly be minimized with many technological advancements today. The use of technology in providing government administration services is not new in Indonesia. Many government agencies provide government administration services based on websites and service applications, such as online Single Submission or OSS licensing services. OSS is a system that carries out Risk-Based Business Licensing through the Online Single Submission (OSS) System.



OSS is the implementation of Law Number 11 of 2020 concerning Job Creation. It is stated in Article 6 of Law 11/2020 concerning Job Creation in terms of increasing the investment ecosystems and business activities by simplifying the basic requirements for Business Licensing and the business licensing sector.

In government services, the government has also encouraged the development of electronic-based or e-government. The government's impetus for the birth of this service innovation is contained in Presidential Instruction No. 3 of 2003 on the National Policy and Strategy of E-Government Development, signed on June 09th, 2003. Many regions, including Garut Regency, the Central Java, have made these innovations. Based on the research conducted by Nurrahman, Garut Regency has made service innovations using website media. Website-based public services in Garut Regency have been running well and have had a positive impact on increasing public trust (Nurrahman et al., 2021).

The desire to transform services at the village level has also begun to be voiced by the Meliskans. At least this voice was heard during the FGD delivered by the leader of the youth organization. Marjuki conveyed this voice as the leader of a youth organization.

“Well, with the system, of course, we can minimize what so-called human error. Regarding government administration, maybe later the Secretary, Mr. Carik, will be pleased to give a response, for example, if there are residents who need assistance or administrative services”.

The transformation of government administration services with the principle of simplifying, streamlining, and shortening procedures and reducing operational costs is believed to improve public trust in the government. At least the research (Firdaus et al., 2021) entitled Digital Transformation of Bureaucracy in the Covid-19 Pandemic Period to Realize the Digitalization of the Indonesian Government showed that the government must be forced rapidly to a digital future and take advantage of opportunities to advance the knowledge and innovation ecosystem with technology, collaboration, and co-creation. In the study, he also suggested

encouraging digital transformation to improve public knowledge. The government is encouraged to collaborate and co-create with stakeholders who can develop digital services.

It should be noted that the visibility of an innovation may be more accessible by observing the results than the product of the invention itself (Hashem & Tann, 2007). Using technology such as e-government mentioned above will provide many conveniences for users, both village governments and the community. The convenience offered is in terms of data processing and transparency to the public. By utilizing this kind of innovation, not only the village government but the community can also take part in monitoring and observing the performance of village monograph data collection.

b. Empowering people

Empowerment is an effort to give every individual in an organization more autonomy or freedom, authority, and trust. Empowerment is also intended to encourage them to be creative to complete their tasks as well as possible. Society is a legal entity under state power. The government, as the holder of power, should be able to provide opportunities for citizens to be capable and independent. Government is responsible for enabling and empowering the community (Hadi, 2015).

Research conducted by Wirawan (2020) using a normative legal approach found empirical facts that the development of the e-government system in Indonesia in quantity has begun to increase, but in quality, it is still inadequate because the implementation of e-government has not been evenly distributed in all regions and still functions as a static provider.

The knowledge of the community and apparatus needs to be increased by disseminating information about innovations. During this stage, the individual becomes aware of innovation and its workings. Also, at this stage, Rogers said people seek knowledge: awareness of innovation, its application, and how innovation functions. People recognize that the existence of this innovation can be due to chance or the result of a deliberate effort to find innovations based on their needs (Seligman, 2006).



Technical community empowerment can be done in many ways. One of them uses software such as websites to make the data stored dynamic and more complete. Online data input allows data to be entered from anywhere since it is done online. It aligns with research in Putat Lor Village (Mardiyani et al., 2020) which found that digitization aims to improve the management process and administrative services, and information about Putat Lor Village can be more easily found by the wider community. Finally, data can be presented in the form of diagrams and is easy to access and update in the category of data presentation.

So far, the Melikan Government has assessed that data input cannot be done optimally. They still have a problem inputting data regarding the lack of staff, and unsynchronized data lead to unfair handover of assistance to those who do not deserve it (affluent people). The Meliskans wish the government to create innovation so that the assistance will be on target.

c. Improving public participation in the administration of government

Participation is a process to empower the community. Through community involvement (public participation), the community will be able to identify and solve the problems they face (Kustiawan & Sofi, 2017). Community empowerment can also be done in various ways, one of which is through partnerships with parties with the capacity.

Participation will grow and develop if it gets supported by openness. An open (transparent) government will be able to become a magnet for increasing public participation. Community involvement will grow if given an opportunity. The data must align with the needs of the community and village government to make the village develop. It aligns with research conducted by Adeliya (2017) in Rejotangan Village to prepare the village budget. The research revealed that the community would channel their aspirations related to development if given the opportunity by the government. On the other hand, community participation will be low or minimal if the village government provides limited information.



In order to encourage the growth and development of public participation in running the wheels of government, openness from the government is necessary. The form of openness in implementing the Melikan Government is not optimal even though there is a *Whatsapp Group (WA Group)* starting from the RT, RW, and Hamlet levels. However, there is no *WA Group* at the village level, as stated by the Village Secretary: "We do not have a *WA group* at the village level". The activity of the *WA Group* is not optimal. Although several village officials are members of the *WA Group*, the Village Secretary acknowledged this by saying: "I will propose it to the Village Head later, but yes, the *WA* has not been created yet".

The secretary showed that he was irritated with the slow response given by the village head. Not only village officials filled these complaints, but even the community also filed the same complaint over it, especially Marjuki (the youth organization leader), who said that the village head was "too busy", so he did not have time to open the *WA*.

The Village Government can circumvent this time limitation by appointing the village admin by saying: "There is an advantage there, ma'am if the personal admin has much free time, but the weakness is that we have not had *WA* at the village level".

Currently, the apparatus' capability is still limited to a few individuals. Most of the village employees are elderly and lack knowledge of operating technology. Therefore, the apparatus and the village government must be trained to be tech literate. Through regular assistance and training, the author believes that village officials who use innovation will be able to adapt and, in the end, can become more familiar with the technology.

d. Creating sustainable development;

Sustainability refers to a state of continuity and sustainable development that maintains sustainability and respects human values (Nugraha, 2012). Sustainable development is a commitment for many countries, and Indonesia



has ratified SDG (Sustainable Development Goals). Presidential Regulation No. 59 concerning Sustainable Development is the foundation for the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration in promoting the alignment of development at the village level.

Indonesia has a crucial role in overseeing and implementing sustainable development at the global level. It is the commitment of the government of the Republic of Indonesia, not only because Indonesia is a member of the United Nations (UN), but Indonesia has mainstreamed the targets of SDGs, becoming the spirit of aligning national development with global development.

In order to harmonize and support the achievement of national sustainable development goals, the Ministry of Villages, PDTT issued regulation No. 21 of 2020 on General Guidelines for Village Development and Community Empowerment, where the primary purpose of sustainable village development is to provide development directions. It is in line with Article 6, paragraph 1, which states that the Village SDGs are a policy direction for Village Development and Community Empowerment.

Accurate and valid data is needed to achieve the expected village's sustainable development. The accuracy and validity of the data is the key to the success of planning, including development planning. The SDG's Village data collection process in 2021 was carried out and ended in May 2021. The data collection process was carried out through three phases: preparation, implementation, and completion.

Tabel 1. Processed data

No	Preparation	Implementation	Completion
1.	Socialization	Implementation of	Determinanation of
2.	Establishment of a Data Collection Working Group	Data collection carriedout in May 2021	SDG's data collection results
3.	Submissiin of the list of Working Groups for Data Collection		
4.	Username and Paswoord Request		



No	Preparation	Implementation	Completion
5.	Technical Guidance and Instalation of SDG's Aplications		
6.	Division of Tasks for the Data Collection Team		
7.	Initial Data Setup		

As stated in the Village Minister Regulation (Permendesa) PDTT No. 21 of 2020, 18 SDGs' Village goals exist. Furthermore, the 18 goals of SDG's Villages are grouped into 8 clusters, namely a village without poverty and hunger, an economic village that grows evenly, a village that cares about health, a village that cares about the environment, a village that cares about education, a village friendly to women, a networked village, and a culturally responsive village to accelerate the achievement of sustainable development goals. Here are the 8 Village SDG clusters, along with the indicators for each cluster.



Source: Village minister regulation (permendesa), PDTT No 21 of 2020



From the picture above, it is visible that the 18 Village SDGs are regrouped into 8 clusters. The eight clusters are a village without poverty and hunger, an economic village that grows evenly, a village that cares about health, a village that cares about the environment, a village that cares about education, a village friendly to women, a networked village, and a culturally responsive village to accelerate the achievement of sustainable development goals. With the grouping, village development is expected to be continuous and sustainable (Muhammad et al., 2022).

With the setting of goals based on actual village data, it is hoped that the sustainable development goals of the village can be consistently implemented. With consistency in achieving goals, it is expected that there will be acceleration because the desired goals can be adequately achieved. SDG data will be beneficial in the preparation of development planning even though village deliberations must still be carried out. The village meeting is the village's identity that the existence of Village SDGs should not uproot.

e. Increasing the professionalism of the apparatus.

The government's utilization of advances in Information and Technology in providing services to the community receives a positive response. It is meant to be a positive response from the government, considering that the wider community is currently familiar with technological advances in *smartphones*. *Smartphones* are no longer a luxury; even today's *smartphones* have become basic needs. *Smartphones* have made people's life easy by getting various information. Moreover, people can quickly get various services, such as buying and selling through the marketplace and searching for airline tickets, trains, ships, and buses.

Using Android as a service base is expected to trigger the apparatus to improve further the ability to provide services. The change triggers capacity building as the legal status change in the institution of Rural Banks as mandated by the Minister of Home Affairs Regulation Number 94 of 2017 concerning the Management of Regional Government-Owned Rural Banks in Tanjungpinang City, Riau Islands Province (Muhammad &



Kusasi, 2018). It is in line with Dwi S's research, which said that service transformation by prioritizing the principle of transparency increased the apparatus's professionalism (Dwi S et al., 2020).

2. Discussion

Transformation is inseparable in our lives and can happen quickly or slowly. Sooner or later, changes to public services will be primarily determined by three factors: awareness of the apparatus, regulatory factors, organizational factors, and work facilities and infrastructure factors. The influence of the three change factors on public services was found in Mulyono, who conducted research in Pondok Kacang Timur Village, Pondok Aren District, South Tangerang City (Mulyono, 2017). For the village apparatus to improve its performance in providing public services, rewards are recommended. Rewards are believed to be a driving force that motivates the apparatus in serving the community.

In addition to external factors that can increase self-awareness for service improvement, the availability of facilities and infrastructure also has an important role. The importance of providing facilities and infrastructure in service delivery also increases service innovation. It is in line with Mardiyani et al. (2020), which found that the primary goal of service innovation is to change the management process and administrative services. Improvement in management and administrative services has occurred in Putat Lor Village.

The availability of infrastructure such as Wi-Fi and application reliability will reduce various problems and challenges in service innovation. It is in line with Suryani & Saharuddin (2017) that the Government of the Special Province of Yogyakarta is doing service innovation amid existing limitations. The Government of the Special Province of Yogyakarta carried out service innovations by providing a particular service room, an innovation desk, or a more interactive website.

Furthermore, according to Indah et al. (2019), services must be provided quickly, accurately, and correctly. Therefore, providing services takes activity and creativity and should not wait for customer requests.



Speed and accuracy in service delivery are beneficial in improving public trust in the government – the speed and accuracy of public services such as providing first aid for accident victims. Victims will be saved from disasters if help is carried out quickly and appropriately. It is in line with Handayani (2016), which said that bureaucratic innovation could improve first aid services and disaster management per public wishes. For this reason, a synergy between all parties is essential in implementing bureaucratic innovation from the top leadership to the community as service users.

The next step is to make a decision as soon as the FGD has been conducted and the possible results have been obtained to answer the community's needs through innovation. At this stage, individuals or groups engage in activities that lead to a choice to adopt the innovation or not (Roger, 1987). One of the innovations of public services is digitization. Digital service transformation helps to expand the service itself. It is in line with Muhammad et al., (n.d.); and Nurrahman et al. (2021), who found that digital service is believed to provide convenience to potential investors who will invest. Through digital services, operational costs can be reduced, and service time can be shortened.

In the business world, digital service is a form of innovation to expand the business. It is like the self-printing ticket made by PT. Indonesian Railways. It is also in line with Nuraini (2021), who found that the Population and Civil Registration Agency (Disdukcapil, *Dinas Kependudukan dan Pencatatan Sipil*) of Bekasi Regency had also improved the quality of services amid the Covid-19 pandemic by making online-based service innovations. The two agencies have proven to be able to improve the quality of public services (Fithriana & Silmia, 2020; Nuraini, 2021).

Service quality has a positive correlation with apparatus performance. Research conducted by Kartikaningdyah (2014) at the Riau Islands Regional Tax Service Office found a positive correlation between public satisfaction and public services at the Regional Tax Service Office. There are at least 2 (two) benefits of service innovation, namely responsibility and transparency. It aligns with Dwi S et al. (2020), where the

Regional Financial Management Agency (BPKD, *Badan Pengelolaan Keuangan dan Aset Daerah*) of Bengkulu Province has created responsibility and transparency in providing services, especially to local taxpayers.

Public service innovation has many advantages. Among these advantages, among others, facilitate management and speed up service procedures. With the speed and ease of service, the public will feel satisfied, and the level of trust in the government will increase. Although service innovation has been carried out to maintain consistency, regulatory support is needed. Regulatory support needs to ensure that service innovations that have been carried out can run consistently. It is learned from the innovation of Licensing Pick-Up Service (AJIB, *Antar Jemput Izin Bermotor*) by One-Stop Service Office in the DKI Jakarta Provincial Government as research by Setiarini and Luthfi (2020). The end of the study provided recommendations for regulatory improvements that support the implementation of AJIB. Besides that, it is still necessary to increase the socialization of AJIB services to the public and improve online channels to access AJIB services.

D. Conclusion

Based on the findings and discussion above, the authors conclude that the people of Melikan hope the village government will carry out various innovations in providing village-scale government services. The community even compared the innovations made by the neighboring village that facilitated its citizens in dealing with the supra-village government both in Wedi District and Klaten District.

However, the community's expectations have not been linear with the village government's ability to provide services to the community. The Melikan Government still provides services to the community in the form of conventional ones. The limitations of the village government are also exacerbated by the minimal number of personnel operating the application.

The conditions of the village government are increasingly concerning because the internet network is not stable and evenly distributed. Even the internet connection at the Melikan Village Office is unstable and often bogged down. The Melikan Government needs to put in



extra effort. Therefore, the Melikan community's expectations can be realized by formulating the right policies. The village governments and community need to be trained to use technology so that they can utilize it optimally.

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