CITIZEN POWER AS A SUSTAINABLE TRANSFORMATION OF POPULATION SERVICES

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ABSTRACT

Background: The emergence of the New Public Service (NPS) paradigm was a response to shifts in public administration, with an emphasis on democratic values, community participation, and services oriented towards the public interest. Within the Jember Regency Population and Civil Registration Service, challenges in serving the public are evident, highlighting the necessity for a transformation towards NPS-based services.

Theoretical Foundation: The NPS paradigm places a strong emphasis on community participation in decision-making and policy implementation, diverging from the NPM approach, which prioritizes business aspects. Key principles of the NPS encompass service to citizens, participatory processes, transparency, and prioritization of the public interest.

Method: This research employs a qualitative phenomenological approach to explore individual experiences concerning public services within the context of the Jember Regency Population and Civil Registration Service. Data collection was conducted through interviews, observation, and documentation, with analysis utilizing the Miles and Huberman method.

Research Results: The transition from the NPM to the NPS paradigm spanned over 12 years, involving changes in policies, organizational culture, and the attitudes of public servants. Despite the innovations in service development, comprehensive evaluation is necessary to ascertain adherence to NPS principles.

Research Implications: This research offers a comprehensive insight into the transformation of public services at the regional level through the lens of the NPS paradigm. The Jember Regency Population and Civil Registration Service demonstrates a commitment to providing more effective, efficient, and responsive services.

Research Originality: This research addresses a notable gap in previous studies by concentrating on citizen-powered service innovation at the Jember Regency Population and Civil Registration Service, within the framework of the NPS paradigm. Consequently, this study provides a novel contribution to the comprehension of public service transformation at the local level.

Keywords: New Public Service, Participation, dan Public Interest.

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O PODER CIDADÃO COMO TRANSFORMAÇÃO SUSTENTÁVEL DE SERVIÇOS POPULACIONAIS

RESUMO

Antecedentes: A emergência do novo paradigma de Serviço Público (NPS) foi uma resposta às mudanças na administração pública, com ênfase nos valores democráticos, participação comunitária e serviços orientados para o interesse público. No Serviço de Registro Civil e População de Regência de Jember, os desafios no atendimento ao público são evidentes, destacando a necessidade de uma transformação em direção a serviços baseados em NPS.

Fundação Teórica: O paradigma NPS coloca uma forte ênfase na participação da comunidade na tomada de decisões e na implementação de políticas, divergindo da abordagem NPM, que prioriza os aspectos empresariais. Os princípios-chave do NPS incluem o serviço aos cidadãos, processos participativos, transparência e priorização do interesse público.

Método: Esta pesquisa emprega uma abordagem fenomenológica qualitativa para explorar experiências individuais relativas a serviços públicos no contexto da População da Regência de Jember e Serviço de Registro Civil. A coleta de dados foi realizada através de entrevistas, observação e documentação, com análise utilizando o método de Miles e Huberman.

Resultados da Pesquisa: A transição do NPM para o paradigma NPS abrangeu mais de 12 anos, envolvendo mudanças nas políticas, cultura organizacional e atitudes dos servidores públicos. Apesar das inovações no desenvolvimento de serviços, é necessária uma avaliação abrangente para verificar a adesão aos princípios do NPS.

Implicações da investigação: Esta investigação oferece uma visão abrangente da transformação dos serviços públicos a nível regional através da lente do paradigma NPS. O Serviço de Registro Civil e População de Regência de Jember demonstra um compromisso em fornecer serviços mais eficazes, eficientes e ágeis.

Originalidade da Pesquisa: Esta pesquisa aborda uma lacuna notável em estudos anteriores, concentrando-se na inovação de serviços movidos pelo cidadão na População da Regência de Jember e no Serviço de Registro Civil, no âmbito do paradigma NPS. Consequentemente, este estudo fornece uma nova contribuição para a compreensão da transformação do serviço público a nível local.


EL PODER CIUDADANO COMO TRANSFORMACIÓN SOSTENIBLE SERVICIOS DE POBLACIÓN

RESUMEN

Antecedentes: El surgimiento del nuevo paradigma de servicio público (NPS) fue una respuesta a los cambios en la administración pública, con énfasis en los valores democráticos, la participación comunitaria y los servicios orientados hacia el interés público. Dentro del Servicio de Población y Registro Civil de la Regencia de Miembros, los desafíos para servir al público son evidentes, lo que destaca la necesidad de una transformación hacia los servicios basados en NPS.

Fundamento teórico: El paradigma de la NPS hace un fuerte énfasis en la participación de la comunidad en la toma de decisiones y la implementación de políticas, divergiendo del enfoque de la NPS, que prioriza los aspectos comerciales. Los principios clave de la Estrategia Nacional de Seguridad abarcan el servicio a los ciudadanos, los procesos participativos, la transparencia y la priorización del interés público.

Método: Esta investigación emplea un enfoque fenomenológico cualitativo para explorar las experiencias individuales relativas a los servicios públicos en el contexto del Servicio de Población y Registro Civil de la Regencia de Miembros. La recolección de datos se llevó a cabo a través de entrevistas, observación y documentación, con análisis utilizando el método de Miles y Huberman.

Resultados de la investigación: La transición del NPM al paradigma NPS abarcó más de 12 años, e involucró cambios en las políticas, la cultura organizacional y las actitudes de los servidores públicos. A pesar de las innovaciones en el desarrollo de servicios, es necesaria una evaluación integral para determinar la adhesión a los principios de la NSP.
1 INTRODUCTION

The study and practice of public administration continues to develop in various
countries along with the increasing complexity of the problems faced by administrators.
Theorists respond to this complexity by continuing to develop the science of public
administration. In 2003, Janet V. Denhardt and Robert B. Denhardt published a book entitled
"The New Public Service: Serving, not Steering," which identified three main perspectives in
public administration, namely Old Public Administration (OPA), New Public Management
(NPM ), and New Public Service (NPS).

The new public service perspective first highlights the recognition of the crucial role of
citizens and their very vital position in the context of democratic government (Albert, 2017) .
Citizen identity is not only defined as a matter of personal interest (self-interest), but also
involves values, beliefs and concern for others (Winterford, 2016) . Citizens are considered as
owners of government and have the capacity to work together to achieve mutual progress
(Winterford, 2016) . The public interest is no longer seen as an accumulation of private interests,
but rather the result of dialogue and public participation in the search for shared values and
common interests.

In the new public service perspective, the role of public administrators is expected to
involve the community in government processes and focus on services to the community. Their
main task is to serve society by promoting public involvement, facilitating dialogue, and
contributing to achieving common interests (Arini & Hariyoko, 2023) . Thus, this approach
reflects a shift from an administration model that only directs (steering) to a service model
(serving) that is value-oriented and community participation (Fitri & Pradana, 2022) .
The roots of the new public service concept can be found in the various views on democracy proposed by (Winterford, 2016). This thinking comes from various theories which include the following aspects: First, the theory of civic democracy emphasizes the importance of citizen involvement in policy making and the need for deliberation to build solidarity and commitment to avoid conflict.

Second, the community and civil society model includes the role of civil society by building social trust, social cohesion and social networks in democratic governance. Third, the theory of humanist organization and new state administration emphasizes that state administration should focus on organizations that respect human values, respond to human values, justice and other social issues. Fourth, postmodern state administration emphasizes the importance of dialogue (discourse) on theory in solving public problems, rather than using a "one best way" perspective.

Looking at the theory that underlies the emergence of the new public service concept, it can be seen that this concept attempts to articulate various theories to analyze public problems. (Fitri & Pradana, 2022). Therefore, from various aspects, the NPS paradigm, according to Denhardt and Denhardt, has different characteristics from OPA and NPM (Arini & Hariyoko, 2023).

The NPS paradigm emerged as a response to the current main administrative paradigm, namely NPM, which carries the principle of "run government like a business" or "market as a solution to the ills in the public sector." The long history of the NPS explains its evolution from the concept of community-based services. This journey starts from the traditional model, OPA, proposed by Woodrow Wilson and FW Taylor in 1887-1980. Then, a shift occurred towards a new public management model, New Public Management (NPM), by David Osborne and Ted Gaebler in 1992. Finally, in 2003, a new public service model emerged, NPS (Albert, 2017).

Denhardt & Denhardt's idea of a New Public Service (PPB) emphasizes that the government should not be run like a company, but should serve society in a democratic, fair, equitable, non-discriminatory, honest and accountable manner. This paradigm emphasizes that the values of democracy, citizenship and the public interest are the main foundations for administering government (Irawan et al., 2020). These values provide encouragement to government employees or public servants to provide services that are more fair, equitable, honest and responsible. Therefore, government employees or bureaucrats must continue to carry out reconstruction and build close networks with the community or citizens (Winterford, 2016).
In the New Public Service paradigm, the government needs to change its approach to society from giving orders and teaching to listening to society's wants and needs. State administrators must empower the people and be accountable for their performance to the people (Wiryanto, 2021). By using democratic theory, the government is expected to be able to respond and serve the interests and hopes of the community. Public services implemented in creative situations enable citizens and public officials to work together in determining and implementing public bureaucracy oriented towards "administrative activities and citizen activities (Natuzzuhriyyah & Mayasari, 2021)."

Improving democratic public services through "The NPS" option is expected to change the reality and conditions of government bureaucracy. However, the application of this concept requires courage from government officials to influence all applicable systems, sacrificing time and energy (Winterford, 2016). The alternative offered is that the government must listen to the public's voice in participating in governance, so that it can abandon the habit of governing and move towards a new administrative concept that respects opinions as suggested by the NPS concept (Albert, 2017).

The NPS paradigm emphasizes that government administration must be different from the operations of business organizations (Döring, 2021). State administration must be directed in accordance with the principles of democratic government. The mission of public organizations is not only to satisfy customers, but also to provide goods and services in fulfillment of public rights and obligations. The NPS paradigm changes the perception of people using public services to become citizens, not customers (Irawan et al., 2020).

State administration in the NPS view is not only about satisfying customers, but also about providing citizens' rights to obtain public services. The NPS emphasizes that the state apparatus is not the main actor in formulating public interests, but is part of a government system that involves citizens, groups, people's representatives and other institutions (Albert, 2017).

The NPS paradigm emphasizes the importance of the involvement of many actors in the administration of public affairs, and public interests must be formulated and implemented by all actors, including the state, business and civil society. This concept is also known as the governance paradigm, where partnerships and networks between various stakeholders are considered important in the administration of public affairs (Caballero & Soto-Oñate, 2016).

In the NPS, partnership means the government works together with citizens, in accordance with the basic principles of the NPS which include serving citizens, prioritizing the public interest, considering citizenship as more valuable than entrepreneurship, thinking
strategically and acting democratically, realizing the complexity of accountability, serving rather than directing, and valuing people more than productivity (Denhardt & Denhardt, 2015).

Citizen participation is very important in a democratic country, because through participation, the government administration process can run well. The concept of Pancasila Democracy provides equal rights to all citizens in making decisions that can influence the life of the nation and state (Martin & Tapia, 2021). A democratic government must be able to maintain the freedom and order of citizens, allowing them to participate directly or indirectly in making existing policies (Denhardt & Denhardt, 2015).

Citizen participation is very important at every stage of policy making, involving them in formulation, implementation and monitoring. Participation is not only a value, but also a way and condition in organizing, including voluntary involvement in all related activity processes, including decision making, planning, implementation, control and utilization of activity results (Logroño & Gallego-Bono, 2023).

This participation encourages a joint learning process, creates balanced communication in discussing public issues, and reaches agreement in decision making at the formal political level. Citizen participation in the current digital era requires the support of computer networks (networking) because people's lives depend on computer connections. Computer networks enable resource sharing, efficient communication, information access, increased collaboration, data security, and scalability (Fernández-Palacios et al., 2023). The new public service paradigm emphasizes the importance of the involvement of many actors in managing public interests, and this gives birth to a governance concept that accommodates ideas, ideas and creative thinking to create innovation (Döring, 2021).

Innovation is the main strategy in improving the performance of public organizations, both in improving products and services. In the context of government, innovation does not only come from bureaucrats, but also from outside, such as society, universities, social elements and the private sector. This is in accordance with governance principles in the administration of regional government, where innovation can come from the government, DPRD, or the community (Law Number 23 of 2014 and Government Regulation Number 38 of 2017). Innovation is needed to improve or change products, improve services, and respond to environmental changes and public demands (Holdo, 2019).

Law Number 23 of 2014 concerning regional government notes that innovation in public services is very necessary. Innovation influences the quality of government services and in turn impacts the organization's image. Service quality must include performance, reliability, ease of access, aesthetics, and features that can meet people's needs and desires (Holdo, 2019).
Regional Government plays a big role in improving community welfare in accordance with Law Number 32 of 2004 concerning Regional Government. Regional governments have full authority to regulate their regions, with a focus on regulatory functions, public services and empowerment. Presidential Regulation no. 59 of 2012 states that Regional Government Capacity is the ability to plan, organize, implement, supervise and evaluate the administration of government affairs effectively, efficiently and sustainably.

The Population and Civil Registration Service (Dinas Dukcapil) is responsible for population administration services, in accordance with Law Number 23 of 2006 which was later amended to Law Number 24 of 2013. In Jember Regency, the Dukcapil Service as the Implementing Agency carries out population administration affairs and civil registration in accordance with established regulations.

Population administration services must fulfill the rights of citizens, as regulated by Article 28 D paragraph (1) of the 1945 Republic of Indonesia Constitution. In addition, the state is obliged to provide adequate public facilities, including health services, in accordance with Article 34 paragraph (3) of the 1945 Republic of Indonesia Constitution. However, the Ombudsman's findings in 2018 showed that public services at the Jember Regency Population and Civil Registration Service, in particular, had shortcomings, such as unclear service flow and inappropriate additional costs.

Further problems arose with the sting operation (OTT) related to alleged bribery in the management of the Population Administration. This shows that services at the Jember Regency Population and Civil Registration Service are not only less than optimal, but also involve corrupt practices.

The importance of optimal population administration services is also related to the legal protection that must be provided to citizens, as mandated by Law Number 23 of 2006 and the 1945 Republic of Indonesia Constitution. However, findings from the Ombudsman and the OTT case show that this has not been fully fulfilled in the Regency. Jember.

Nevertheless, the transformation towards citizen power and innovation-based services at the Jember Regency Population and Civil Registration Service faces major challenges in changing the mindset and practices that have been embedded in the established public administration system. These difficulties are significant obstacles that need to be overcome to achieve the desired transformation. Innovation efforts that involve citizens can create gaps in citizen engagement and participation. Therefore, it is important to ensure that the innovation truly reflects the needs and aspirations of local communities.
The NPS concept emphasizes citizen empowerment and government accountability. However, there may be gaps if true empowerment is not achieved or the level of accountability is still low. This is reflected in the Ombudsman's findings and the OTT case at the Jember Regency Population and Civil Registration Service. Even though there are innovation efforts supported by technology, it is necessary to pay attention to possible gaps in access or understanding of technology by society. Technology must be used inclusively and accessible to all levels of society.

Improving the quality of services at the Population and Civil Registration Service of Jember Regency through innovation needs to be analyzed further to understand the extent to which these innovations actually significantly improve the quality of public services. Apart from that, it is also important to understand the harmony between the NPS paradigm and existing public administration paradigms, such as New Public Management. The question of the extent to which this paradigm shift is adopted by key stakeholders in the Population and Civil Registration Service needs to be the focus of further research.

In the end, this research will further analyze citizen power-based service innovations supported by technology at the Jember Regency Population and Civil Registration Service, referring to the New Public Service paradigm. It is hoped that this research can fill the gaps in previous research which has not fully touched on the innovation aspect from the New Public Service perspective and provide deeper insight into efforts to transform public services at the regional level.

2 THEORETICAL FRAMEWORK

The public service paradigm has experienced a number of shifts. Starting from the traditional model by Woodrow Wilson and FW Taylor, this shift continued to a new public management model by David Osborne and Ted Gaebler, until reaching a new public service model called the New Public Service (NPS) Paradigm by Robert B. Denhardt and Janet V. Denhardt in 2003.

NPS marks a new view of public services, challenging previous paradigms, especially New Public Management (NPM), which sees government as a business. Compared with previous concepts, NPS emphasizes the concept of humanist organization, responding to a more diverse range of aspects. The NPS sees bureaucracy as a tool for the people and fights for rational and normative aspirations.
In NPS, bureaucratic leaders are seen as social and political, serving as public servants, not economic entities as in NPM theory. Through this approach, democratic public services can be improved, requiring the willingness and courage of state officials to sacrifice time and energy to influence the existing system (Denhardt & Denhardt, 2015).

One alternative offered by the NPS is for the government to listen to the public's voice in administering government, without being arbitrary. All parties are expected to participate in the administration of the state, replacing the role of spectators. This concept emphasizes democratic, fair and honest services, with the principle of "Citizen's First" as a guide (Denhardt & Denhardt, 2015).

The NPS principles, proposed by Denhardt & Denhardt, include service to citizens, prioritizing the public interest, respecting citizenship, thinking strategically but acting democratically, recognizing that accountability is not a simple matter, serving rather than directing, and respecting human values (Holdo, 2019).

The NPS measurement dimensions include criteria such as success in providing public services, participatory, transparent and accountable. Public service quality benchmarks involve various dimensions such as tangible, reliable, responsiveness, competence, courtesy, credibility, security, access, communication, and understanding customers (Denhardt & Denhardt, 2015).

In essence, the NPS emphasizes community involvement in all aspects of public service implementation, from planning to program development, with community participation as the main control over the delivery of government services.

3 METHODOLOGY

This research adopts a qualitative research method with a phenomenological approach, aiming to gain a deep understanding of individual life experiences regarding a concept or phenomenon. Thus, the main aim of the research is to explore the meaning contained in the subjective experiences experienced by individuals related to the topic being researched (Ahyar et al., 2020).

The research location is at the Jember Regency Population and Civil Registration Service. The selection of this location was based on the need to obtain relevant and accurate data regarding the phenomenon under investigation. By conducting research at the place in question, researchers can more directly observe and document various aspects related to the research topic (Fadli, 2021).
The main focus of the research is analyzing public service innovation by applying new public service principles, as well as considering the concept of public service innovation from a citizen power perspective at the Jember Regency Population and Civil Registration Service. This shows that research does not only aim to explain observed phenomena, but also to provide a deeper understanding of the underlying theoretical concepts. (Latief, 2022).

This research relies on qualitative data obtained through informant statements as well as direct observation and documentation at the Jember Regency Population and Civil Registration Service. This approach allows researchers to gain deep insight into the phenomenon being studied from various points of view.

Research informants consist of three types: key informants, main informants, and additional informants who are related to public services in Jember Regency. It is hoped that the involvement of various types of informants will provide a comprehensive perspective on the phenomenon being investigated.

Data collection techniques used in research include interviews, observation and documentation. By combining these three techniques, researchers can obtain more complete and accurate information regarding research topics from various relevant sources (Fitri & Pradana, 2022).

Data analysis was carried out using the Miles and Huberman method, which includes data collection, reduction, presentation and drawing conclusions. This systematic approach allows researchers to organize and analyze data effectively, resulting in significant findings.

The validity of the data is tested through several criteria, including credibility, transferability, dependability, and confirmability. To ensure the validity of the research results, various techniques such as extended observation, triangulation, and negative case analysis were used together. In this way, the validity of the data can be guaranteed and the research results can be trusted.

4 RESULTS AND DISCUSSION

The journey of the Jember Regency Population and Civil Registration Service towards a new service paradigm is a significant transformation, taking more than 12 years from 2011 to 2023. Initially, in 2011, the agency adopted the New Public Management (NPM) paradigm, as reflected in Jember Regency Regional Regulation Number 4 of 2011.

The NPM paradigm at this early stage reflects an approach to public services like private services, with principles that emphasize efficiency, effectiveness and orientation to economic...
Local governments view public services as a business, where private management principles are applied to improve performance and results as measured by economic parameters.

However, in 2013, the Jember Regency Government took a significant step by switching from the NPM paradigm to the New Public Service (NPS) paradigm. This step was implemented through the elimination of levies in Regional Regulation Number 21 of 2013. The NPS paradigm indicates a shift in focus from business orientation to democratic principles and community participation in the delivery of public services.

In the context of the NPS paradigm, the Jember Regency Government places greater emphasis on democratic principles, where dialogue and community involvement are key elements in the decision-making process regarding public services. Local governments strive to create participatory spaces that allow various community values and interests to be actively involved.

The transformation that occurs does not just change rules and policies, but also involves changes in organizational culture and attitudes of public servants. The Jember Regency Government's commitment to this long journey shows its seriousness in improving the quality of public services by adopting a more inclusive and democratic paradigm.

This paradigm change is reflected in the principles upheld by the Population and Civil Registration Service. In the initial phase, services were based on a commercial paradigm, where citizens were considered customers. This approach describes a public service orientation that focuses more on economic aspects, by treating citizens as consumers who must be served efficiently and effectively.

However, with the transition to the NPS paradigm, a fundamental paradigm shift occurred (Denhardt & Denhardt, 2015). The Jember Regency Government no longer sees residents as customers, but as partners and service subjects. The government takes on the role of public servant, responsible not only for economic aspects, but also for broader values, laws and professional standards.

According to the NPS paradigm, interactions between government and society become more democratic (Döring, 2021). The government not only provides services, but also invites the public to participate in the decision-making process regarding public services. Dialogue and community engagement are key elements, creating space for diverse community values and perspectives to be recognized and appreciated.

The changes occurring in the Population and Civil Registration Service of Jember Regency reflect a holistic transformation, involving not only changes in regulations and policies, but also in organizational culture and attitudes of public servants. This long journey is
not just about administrative improvements, but rather creating a stronger basis for public services that are inclusive, democratic and responsive to community needs.

In this transformation process, organizational culture becomes the main focus. The shift from the New Public Management (NPM) to the New Public Service (NPS) paradigm requires changes in the way the Jember Regency Population and Civil Registration Service views its role. Public servants are no longer seen only as service providers to customers, but as community partners who play an active role in meeting the needs and expectations of citizens.

A more inclusive and responsive organizational culture requires changes in the attitudes of public servants. The Jember Regency Government must encourage public servants to adopt a more open attitude towards community participation, listen to the aspirations of residents, and understand the diversity of values and interests that exist within the community.

Apart from cultural changes, this long journey was also influenced by encouragement from the central government. The issuance of Government Regulation Number 38 of 2017 concerning regional innovation is a concrete step from the central government to encourage improvements in service quality at the regional level. Innovation here does not only cover technological aspects, but also includes innovation in management, community participation and improving overall service quality.

Over time, the changes that occurred in the Jember Regency Population and Civil Registration Service formed a strong basis for better public services. The regional government’s commitment to continue adapting and improving the quality of life of its citizens is reflected in this transformation. People in Jember Regency can expect services that are more inclusive, democratic and responsive to their needs.

The central government, through Government Regulation Number 38 of 2017 concerning regional innovation, provides significant encouragement to improve the implementation of Regional Government. This renewal covers aspects of government governance and public services. The innovation principles applied involve increasing efficiency, effectiveness and service quality, as well as focusing on avoiding conflicts of interest, orientation to the public interest, transparency and accountability.

In response to this encouragement, the Jember Regency Population and Civil Registration Service began developing service innovations in 2018. Several initiatives such as J-Tunas Muda, Semedi, J-SIP, and others were launched as an effort to improve and improve the quality of public services. However, empirical facts show that although there have been innovative efforts, this transformation is not yet fully in line with the commitment to the service paradigm from an NPS perspective that has been adopted since 2013.
The potential gap between the innovations that have been implemented and the NPS principles shows that there are still challenges that need to be overcome in the transformation journey of the Jember Regency Population and Civil Registration Service. A comprehensive evaluation is a crucial step to understand the obstacles that may arise and align innovative efforts with the main goal of creating public services that are more democratic, inclusive and in line with community expectations.

The results of research findings from 2018 to 2019 are an important basis for further understanding regarding problems in services at the Department. Some of the problems identified involve slow service, complicated procedures, inadequate public facilities, and the practice of illegal levies. Apart from that, leadership that is unable to motivate employees is also a problem that needs to be overcome.

Combining these findings with the innovative efforts that have been undertaken, the Jember District Government can develop a deeper understanding of the extent to which the transformation has achieved its main objectives. This evaluation not only examines the extent to which NPS principles are applied in innovative initiatives, but also identifies whether significant changes in organizational culture and attitudes of public servants have occurred.

Concrete steps that need to be taken to overcome identification challenges involve organizational restructuring, redesigning service procedures, improving public facilities, eradicating the practice of illegal levies, and strengthening leadership that is able to motivate employees. Careful evaluation and ongoing action are key to ensuring that implemented changes have a positive impact and are consistent with local government goals to improve the quality of public services.

The Jember Regency Government responded to this challenge by carrying out organizational restructuring, an action that is expected to bring positive changes in the delivery of public services. Reducing the practice of extortion is an important step in this effort, demonstrating a commitment to ensuring transparency and fairness in interactions between government and society.

However, this effort is still faced with challenges, especially related to community access to population administration services, especially in rural areas. Reducing population administration service points can make it difficult for the public to access the documents and information they need. Furthermore, the COVID-19 pandemic that hit in March 2020 further exacerbated the limited public access to population administration services.
To overcome this problem, the Jember Regency Population and Civil Registration Service took an innovative approach by involving New Public Service (NPS) principles in developing its services as shown in the following table.

**Table 1**

*Aspects in the New Public Service Paradigm*

<table>
<thead>
<tr>
<th>Aspect</th>
<th>New Public Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theoretical basis and epistemological foundations</td>
<td>Democratic Theory</td>
</tr>
<tr>
<td>Rationality and models of Human behavior</td>
<td>Strategic rationality or formal rationality (politics, economics and organizations)</td>
</tr>
<tr>
<td>Public interest concept</td>
<td>Public interest is the result of dialogue various values</td>
</tr>
<tr>
<td>Responsiveness of public bureaucracy</td>
<td>Citizen's</td>
</tr>
<tr>
<td>The role of government</td>
<td>Serving</td>
</tr>
<tr>
<td>Achievement of objectives</td>
<td>Coalition between public, non-profit and private organizations</td>
</tr>
<tr>
<td>Accountability</td>
<td>Multi-aspect: legal accountability, values, community, political norms, and professional standards</td>
</tr>
<tr>
<td>Administrative discretion</td>
<td>Discretion is required but limited and responsible</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>Collaborative structure with shared ownership internally and externally</td>
</tr>
<tr>
<td>Assumptions against employee motivation and administrators</td>
<td>Public service with desire to serve public</td>
</tr>
</tbody>
</table>

Source: (Denhardt & Denhardt, 2015)

The development of more inclusive service innovations based on NPS is the focus, trying to overcome accessibility barriers faced by the community. In addition, increased communication between the department and the community, community groups, and mass/electronic media is carried out to create collaboration in creating more responsive and effective service innovations.

Until 2022, the Jember Regency Population and Civil Registration Service has succeeded in producing 15 service innovations, covering various aspects both offline and online. This success reflects the full commitment of the department to continue adapting to community needs, especially amidst the dynamics caused by the pandemic.

These innovations are concrete evidence of the efforts of the Jember Regency Population and Civil Registration Service to improve public services. The development of these innovative solutions not only represents a response to the concrete problems identified, but also reflects a drive to leverage technology and internal updates to improve service effectiveness and efficiency.

Apart from making improvements to systems and procedures, this agency also made significant internal changes. Changing the organization's vision and mission, establishing service announcements, and improving technology are strategic steps that support the
transformation of public services. Through these changes, the Jember Regency Population and Civil Registration Service shows its commitment to creating services that are more effective, efficient, accountable and transparent.

This success is not only reflected in the number of innovations produced, but is also recognized through various awards received by the agency. This award reflects recognition from various parties for the positive steps that have been taken in realizing better public services. These steps are also in line with the regional government’s vision to realize electronic-based government (e-government), marking a transformation towards a public administration that is more modern, digitally connected, and responsive to community needs. Continuous evaluation of the implementation of innovation and sustainable actions will remain the key to ensuring that the changes made actually achieve the objectives desired by the Jember Regency Government in improving the quality of public services.

5 CONCLUSION

The Jember Regency Population and Civil Registration Service has demonstrated its commitment to improving the quality of public services through holistic transformation in line with the New Public Service (NPS) paradigm. Since its inception in 2011, this transformation has resulted in significant changes in various aspects, including paradigms, organizational culture, attitudes of public servants, and the development of innovation.

Paradigm change is the main basis for this transformation. There has been a shift from the New Public Management (NPM) approach which prioritizes efficiency and profit to NPS which emphasizes democracy, community participation and responsiveness. This is reflected in policies and programs such as eliminating population administration service levies, developing online service systems, and community involvement in decision making.

A more inclusive and responsive organizational culture is the main focus in this transformation. Efforts are made to build a culture oriented towards service, accountability, transparency and democratic values. Public servants are encouraged to have an open attitude towards community participation, listen to the aspirations of residents, and understand the diversity of values and interests in the community.

The Jember Regency Population and Civil Registration Service has demonstrated commitment to developing service innovations that are inclusive and responsive to community needs. A total of 15 innovations have been launched since 2018, such as J-Tunas Muda, Semedi,
and J-SIP, which are designed to overcome accessibility barriers, improve service quality, and make it easier for people to process population documents and civil registration.

Even though there has been significant progress, there are still several challenges that need to be overcome in realizing ideal public services based on the NPS paradigm. These challenges include consistently aligning innovation with NPS principles, ensuring changes achieve the goal of improving service quality, and increasing community access, especially in rural areas.

However, the transformation journey of the Jember Regency Population and Civil Registration Service shows that they are on the right track to realizing inclusive, democratic and responsive public services. With strong commitment, visionary leadership, and active participation from the community, it is hoped that this transformation can continue and provide benefits to the entire community of Jember Regency.

REFERENCES


