

Examining lean government in public services of the Badung Regency Regional Secretariat

I Gusti Agung Wiraguna*, Agus Fredy Maradona

Master of Public Administration University of Pendidikan Nasional Denpasar
Jalan Waturenggong No. 164 Panjer, Denpasar, Bali, 80225

*Email Corresponding: gung.wiraguna@gmail.com

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Abstract

This research aims to determine the application of Lean government in Public Services and to obtain solutions after carrying out observations related to research problems. The research location is at the Central Regional Secretariat of Badung Regency Government. There are 3 (three) types of data collection techniques, namely observation, interviews and documentation. Data analysis in this research used several components: data reduction, data presentation, and verification. Next, data validity checking techniques are carried out. The results of the analysis conclude that the readiness for implementing public services in the Badung district government as a regional public service provider to the community is good, seen from the level of public service compliance and various innovations that the Badung district government has implemented and consistently implementing central policies, one of which is simplifying bureaucracy with the aim of To improve the quality of public services to make them more effective and efficient, one of the implementations of this central policy can be seen from the SOTK (Organizational Structure of Work Procedures) of the Regional Secretariat which has implemented this policy by equalising echelon IV officials within the Badung Regency Regional Secretariat.

Keywords: lean government, public management, public service,

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1. Introduction

Red flag Indonesian Public Service Sector and Public Service Improvement Towards World Class Government" is a national issue related to the public service sector, which the government in

Indonesia is still discussing. Red flag is a term that is booming in the world of social media, red flag means "red flag", which has the meaning as a word that indicates a dangerous condition or a sign that something should be stopped so, in other words,

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it means a hazardous condition or a sign that something should be stopped (Syahrani & Dewi, 2022).

Red flags in the public service sector are considered problematic and dangerous, thus impacting the quality of service. This needs special attention because the State must serve every citizen and resident to fulfil their fundamental rights and needs within the framework of public service, a mandate of the 1945 Constitution of the Republic of Indonesia. Law Number 25 of 2009 concerning Public Service states that public service is an activity or series of activities to fulfil service needs by laws and regulations for every citizen and resident for goods, services, and administrative services provided by public service providers (Setyasih, 2023).

Concerning good government, a lean government theory finds unnecessary waste in government. Many theories or methods can be used to support or realise good governance and clean government, one of which is using the Lean government theory to achieve targets set by the government (Sudano & Subawa, 2020). The target that is the benchmark for the success of policies designed and implemented by the government is the level of public satisfaction. Public satisfaction is the ultimate goal in assessing the quality of public services. To obtain the value of the public satisfaction index (IKM), a public satisfaction survey (SKM) is required regarding public services that have been implemented by a regional apparatus in a government as a provider of public services, and public services can be in the form of services, goods, or administration (Sherissa & Anza, 2022; Suryono, 2020). The IKM value (public satisfaction index) will be high if the problems faced by the community can be overcome by the government with existing solutions or policies (Ardiansyah et al., 2024; Luthfi et al., 2023; I. M. A. W. W. Putra & Sajida, 2023).

This lean government theory has often been applied in the industrial world, one of which is used by Toyota with the lean industry theory (Dave, 2020). In government, the application of the lean theory is still rare; in this theory, some

indicators can be used to determine the waste that occurs and how to solve the problem. To realise a clean, effective, and efficient government. Lean government is the application of Lean management principles to public sector organisations (Apriliani et al., 2023). The main goal of Lean government is to increase efficiency, reduce waste, and provide better value to citizens. This theory is rooted in the philosophy of Lean manufacturing from the Toyota Production System. The Toyota company has applied the lean theory in its business, which is very beneficial for its business development (Dave, 2020).

Implementing the lean government concept is still new for most countries, including Indonesia. Based on the United Nations E-Government Survey results, Indonesia's E-Government ranking during 2014, 2016, 2018, 2020 and 2022 has fluctuated, as shown in Figure 1.

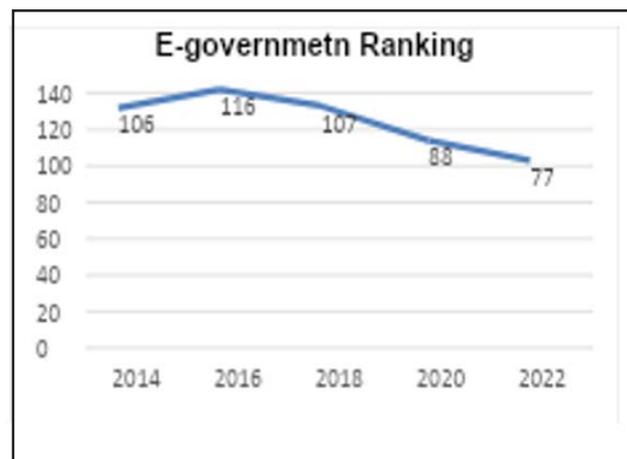


Figure 1. Indonesia E-Government Ranking

Indonesia rose significantly from 88th in 2020 to 77th in 2022. They show efforts to develop and implement the Electronic-Based Government System (SPBE) have gone well. The results of hard work and cooperation between all SPBE implementation teams in ministries, institutions, and local governments. The survey results strongly indicate that digitalisation must be realised immediately, especially in government, so public services from the State Civil Apparatus (ASN) continue improving. Therefore, all ministries, institutions and local governments

need to strengthen their commitment and improve the implementation of SPBE.

2. Literature Review

Public service is an activity or series of activities to fulfil service needs by statutory regulations for every citizen and resident for goods, services, and administrative services provided by public service providers, namely every state organising institution, corporation, independent institution formed based on law for public service activities, and other legal entities formed solely for public service activities (Apriani et al., 2022; F. Putra et al., 2021).

As a public organisation, the government must also collect data to be processed into information for the government to implement a policy. (Laia et al., 2022). Public service is a series of activities by public organisations or government agencies that aim to fulfil the community's needs for goods and services by established standards and regulations. The government, through its institutions and all its apparatus, is tasked with providing and organising services to the community (Bonso & Ahmad, 2021).

Lean is a collection of principles and methods that focus on identifying and eliminating waste that does not add value to any process and continuous improvement. Lean has been proven to be successful in the private sector (Shittu, 2020). For example, Toyota uses the Lean Manufacturing theory in managing its business so that it can survive the onslaught of competition in the automotive business world by cutting unnecessary waste and becoming more effective and efficient (Teeuwen, 2018). There are 8 (eight) targets of Lean theory in overcoming waste called DOWNTIME, namely Defect, Overproduction, Waiting, Not Utilizing Knowledge or Skills, Transport, Inventory, Movement and over-processing (Setiawan & Supriyadi, 2021).

SKM (Public Satisfaction Survey) is a medium to determine how the public views users of public services provided by the government.

Not everyone has the same view of the quality of existing public services, so this is where SKM (Public Satisfaction Survey) is needed to support the government's performance in the future, what should be improved, maintained, or changed to the public services that have been available to the public. Which will be included in the work plan for the following year so that its effectiveness can be achieved. In other words, SKM (Public Satisfaction Survey) is an essential thing in the formulation of future government policies or as a basis for evaluating the implementation of public services provided by the government to the public (Dewi et al., 2013).

3. Research Methods

The research method used is a qualitative research method with descriptive techniques (Creswell, 2016) The research location is the Regional Secretariat of the Badung Regency Government Center, located at Jalan Raya Sempidi, Mengwi District, Badung Regency, Bali Province. The author wants to study problems related to the value of Community Satisfaction, in this case, the Badung Regency Regional Secretariat, the government organiser in Badung Regency. The government organisers in Badung Regency are 38 PD (regional apparatus).

The main instrument in this study is the researcher himself and is supported by supporting instruments such as interview guidelines and documentation studies. The benefits of supporting instruments are that they complement the weaknesses of the researcher's instruments (Agus Sholahuddin, 2021). There are 3 (three) types of data collection techniques, namely observation, interviews and documentation. Data analysis in this study used several components: data reduction, data presentation, and verification. Furthermore, data validity checking techniques were carried out. The secondary data used is documents or literature studies. Secondary sources are historical biographies, encyclopedias, reference books, essays, books, and articles reported or interpreted in written

works by other parties or second parties (I. M. A. W. W. Putra & Sajida, 2023).

4. Results and Discussion

Effectiveness of Public Services of Badung Regional Government

The Badung Regency Government, as an institution engaged in the field of government, indeed, in this case, has Public Relations as a bridge between the government and the community in terms of the continuity of the Badung Regency government, especially regarding the community's aspirations. The Public Relations Division of the Badung Regency Government is one part of the Badung Regency government that always provides services to the public, both from local and outside the Badung Regency. Mass media press and communities can be categorised into each profession and student association. The general public and agencies within the Badung Regency government environment, most of whom come to request information.

This study focuses on the effectiveness of public services provided by the Badung Regency Regional Secretariat. It uses the eight steps of the PDCA (Plan Do Check Act) in problem-solving, which are contained in the Lean Government Theory.

1. Plan
 - a) Clarify the Problem
 - b) Describe Current Conditions
 - c) Set improvement targets
2. Do
 - a) Determine the root cause
 - b) Develop countermeasure
 - c) Enact countermeasures
3. Check
 - a) Measure and evaluate the result
 - b) Act, standardise, sustain and share success.

In addition to using the Lean government theory that will direct what data will be compiled

by researchers in conducting this research, researchers also use data from direct interviews with public service implementers at the Badung Regency Regional Secretariat and recipients of public services provided by the Badung Regency Regional Secretariat. This study shows that public services at the Badung Regency Regional Secretariat have been running well. The readiness of public service delivery can be seen from the level of compliance and various innovations implemented. However, implementing bureaucratic simplification, although accelerating the service process, also poses challenges, primarily related to the lost authority of echelon IV officials. Essential decisions in public services now depend heavily on echelon III officials, which can hinder the process when they are away. The Public Satisfaction Survey (SKM) shows that although the service has been good, there is still room for improvement in procedures, time, and complaints (Anggadyasa et al., 2023; Irtanto & Sutanto, 2019).

In the research results, regarding the government's strategy in developing public service performance as stated in the Badung Regency Renstra, namely: (1) improving the competence of the apparatus, (2) developing SOP and SPM, and (3) improving supporting facilities and infrastructure; (4) Improving Apparatus Competence. Apparatus competence is the central pillar that allows bureaucratic institutions to carry out government, development, and community tasks. For this reason, steps are needed to develop an orientation for obtaining or qualifying related to the competencies required so that the bureaucratic apparatus can play an optimal role in organising government, development and community. In this case, the apparatus is necessary to provide services to public service recipients wholeheartedly. Services like this are reflected in the sincerity of the apparatus to serve.

First. Developing SOP and SPM. Standard Operating Procedure (SOP) and SPM are documents containing a series of standardised written instructions regarding various office administration processes, including how to do

work, time of implementation, place of implementation, and actors who play a role in the activity. As a rule, regulation, and policy that continuously guarantees the correct behaviour for all government agency employees, SOP is very appropriate to be applied to office administration activities that are relatively routine and repetitive and require programmed decisions to serve their customers. With the consistent implementation of SOP and SPM, office administration has guidelines for implementing the Bureaucratic Reform Policy, which is a comprehensive policy in improving the service and performance of government agency organisations in Indonesia today because SOP and SPM are always used as a reference in carrying out tasks for employees following applicable regulations and predetermined performance targets that are constantly monitored and reviewed every certain period to accommodate and anticipate task dynamics (Sumarsono et al., 2022; Winoto & Handayani, 2022) On the other hand, SOPs and SPMs also serve as feedback for adjusting the conditions required in the SOP with the actual conditions that exist to achieve optimal individual and organisational performance. Even in the long term, SOPs and SPMs can improve service and organisational performance based on performance management.

They are second in improving supporting facilities and infrastructure. In general, facilities and infrastructure are tools to support the success of a process of efforts carried out in public services because these two things are available for all activities to achieve the expected results according to plan. Facilities and infrastructure are tools used in the activity process, whether auxiliary equipment or leading equipment, both of which function to realise the goals to be achieved.

Community participation

Public participation in providing feedback also plays a crucial role in improving the quality of public services. Interviews with service recipients showed that although the services received were good, they expected more

responsive handling of complaints and grievances (Faedlulloh et al., 2019; Nurjanah & Mahendra, 2022) Public involvement in evaluating and improving services can strengthen government accountability and transparency. By listening to the public's voices, the government can identify areas that need improvement and create more targeted solutions. Therefore, the Badung Regency Regional Secretariat needs to strengthen the complaint and feedback mechanism so that the public feels more involved and has a role in improving the public services they receive.

Implementing democratic life in the implementation of regional government is the function of the regional head in carrying out his duties and authority. The Regional Head is the head of government who implements Regional Government based on the principles of democracy. The regional government, according to the principles of democracy, is organised based on accountability and transparency, as well as law and people's participation. Regional Government according to the principle of accountability, namely being able to account for all government actions to the people in the region.

More comprehensive, sustainable, and far-in-the-future community empowerment efforts are necessary to encourage the realisation of a competitive society. Empowerment is how the government and other stakeholders can synergise in planning programs while considering existing social values and local wisdom.

Implementation of lean government concept

Innovation in the application of the lean government concept in the public service sector in the Badung Regency regional government can be seen in the LAPERON (Online Licensing Service) program, which was created independently by the Badung Regency One-Stop Integrated Service Agency (DPMPTSP) in collaboration with the Electronic Certification Center. Bali Dwipa, SRIKOM Bali, Badung Regency Public Service Mall, and Integrity Zone to facilitate the public in accessing public services,

in this case, licensing, easily, cheaply, and quickly through one website provided by the Badung Regency DMPTSP. Through this LAPERON program, the public can access at least 122 types of licensing and non-licensing that can be accessed online, which are the authority of the Badung Regency Government. The public itself can access this program directly through the LAPERON website, namely (Badung Regency Online Licensing Service (LAPERON) (badungkab.go.id)) or through the official website of the Badung Regency DPMPST on the search page (DPMPSTSP Official Website Homepage (badungkab.go.id)). This LAPERON program can also be accessed by installing the LAPERON Mobile application on the Play Store for Android users.

5. Conclusion

Overall, the Badung Regency Regional Secretariat has shown good readiness in implementing public services. However, improvements need to be made to several variables in the SKM to achieve more optimal

results in the future. Applying the Lean government theory through the PDCA approach can be a solution to overcome waste and improve service quality. The researcher suggests that the Badung Regency Regional Secretariat improve variables with low values in the Public Satisfaction Survey (SKM), especially regarding procedures, time, and complaints. Echelon IV officials who have been equated are advised to refer to the bureaucratic simplification regulations and form a work team to design more effective policies. In addition, the SKM needs to be implemented independently every three to six months for continuous evaluation. Updating Service Standards (SP) is also essential to be carried out following current conditions and to make it easier for the public to access information about available services. Finally, attention must be paid to service facilities, such as waiting rooms and toilet cleanliness, to improve the comfort of service users. With these steps, it is hoped that the quality of public services can be further enhanced to meet public expectations.

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