

One Stop Service (OSS) Implementation Analysis in the Human Resource Development and Staffing Agency (BKPSDM) of Jambi City

Firmansyah Putra Universitas Jambi, Indonesia

Hapsa Universitas Jambi, Indonesia

Maratun Saadah UIN Sulthan Thaha Saifuddin, Indonesia*

Abstract

This study aims to analyze the implementation of One-Stop Service (OSS) or integrated services in the Personnel and Human Resources Development Agency (BKPSDM) Jambi City. OSS is an alternative public service that is considered capable of providing answers to several problems in public service for both external and internal government organizations. This research is a qualitative research method, by collecting primary and secondary data. The data analysis was carried out by qualitative descriptive, meaning that the collected data was filtered and then analyzed descriptively by the team until a conclusion was obtained regarding the issues found. The results of this study indicate that since it was implemented for the internal Jambi City Government employees in 2018, OSS at BKPSDM has provided satisfaction to employees. This led to an indirect impact on the service performance of employees in all lines of public services in Jambi City. This can be seen through the effectiveness of the service and the achievement of the objectives of the service. This study provides essential public service delivery in a democratic way in Jambi City. This study emphasized putting the customer first and providing service democratically instead of adopting many e-government innovations.

Keywords:

Employee Performance; Service Satisfaction; Integrated Services; Human Resource

INTRODUCTION

The success of the services provided is a linear result of the policies issued by the government, both local and central government. There is a flow between the two, so the success of the policies that the government is doing, it should look at how the process of providing services to the public, both administrative services, goods and public services. The hope is

how public services are able to meet the needs of the public that are right on target, as well as providing fast services and services that are not discriminatory between races, ethnicities, ethnicities, religions, and even social class levels. Along with decentralization and democratic space, the bureaucracy is required to build bureaucratic awareness (Widiyahseno, 2016).

As stated in Law No. 25 of 2009 concerning public services, public services are all service activities carried out by public service providers as an

*Correspondence: Jl. Jambi - Muara Bulian No.KM. 15, Mendalo Darat, Kec. Jambi Luar Kota, Kabupaten Muaro Jambi, Jambi 36361 Indonesia.
Email: ip.maratun@uinjambi.ac.id.

effort to meet public needs. However, in its application, it turns out that public services are not as ideal as existing expectations and theories. In fact, public service satisfaction is still a problem and a public issue that is almost found on all fronts, including services in Jambi City. As evidenced by data from the Ombudsman, which is a special institution authorized to oversee the implementation of public services, both organized by state and government officials, it states that for 2019 the quality of public services is still low.

The increasingly complex tasks of the government have made public services very central. The State Civil Apparatus, as providers of public services, demands to be given good services as well. As a logical consequence of the open government system (Hadi et al., 2020), BKPSDM is required to be a role model for good service standards. So far, consumers of the Personnel and Human Resources Development Agency have received manual services. Consumers come to the counter according to their respective affairs. Manual processes like this are very time-consuming, not conducive, ineffective, and inefficient.

The Jambi government is very aware of this, so the government presents alternative public services that are considered capable of providing answers to several problems in public

services commonly found, namely known as "One Stop Service" (OSS) or "integrated services." Including local government agencies in Jambi City, the Human Resources and Human Resources Development Agency (BKPSDM), which incidentally is an agency that has a significant effect on the performance of ASN services in all lines in Jambi City.

BKPSDM Jambi City began implementing an integrated service system in 2017, supported by the performance of the Mayor of Jambi under the leadership of Pasha-Mulana. The last three years have really focused on public services and public space. The government hopes that integrated services at BKPSDM can accelerate the realization of excellent service in Jambi City. As the authors draw the scope of the problem, a fundamental question arises, namely how effective is the implementation of one-stop service (OSS) in the Personnel Agency and Human Resources Development (BKPSDM) in Jambi City?

Discussion of One-Stop Service as a model of innovation in public service has been widely discussed around the world. One of the challenges facing local government in the twenty-first century is service delivery (Warner, 2010). The idea of public service, which was adopted in many countries, was initially inseparable from the principle of reinventing

government, which was also adopted by countries such as Canada, England, and New Zealand. (Muhammad, 2008) Europe adopts the same understanding. They view public services as a kiosk network solution, which brings together the needs of the community, the business world, central and local governments, and the changes that may occur. This mechanism is assumed by Kubicek as a One-Stop-Government (Kubicek & Hagen, 2000).

The main principle is similar to OSS in that administrations must deliver services from the perspective of citizens, serving as they wish to be served. Efforts to change public services began in the US along with the development of the study of public administration introduced by Wilson (Catino et al., 1984). The paradigm of public service changes along with the changing paradigm of public administration. The principle of democratic public service that puts forward the essence of service to the community as taxpayers was then introduced by the Denhardt brothers in the early 2000s (Denhardt & Denhardt, 2000). This idea became a game changer in public service which later introduced principles such as governance (Gjaltema et al., 2020).

In Asia, bureaucratic reform is able to boost performance in the public sector and play a role in improving the economy, such as in Singapore.

Improved accountability, transparency, participation, effectiveness, and efficiency have been achieved through bureaucratic reform in China (Pratiwi, 2015).

In line with that, after the end of the New Order government, the 2000s also marked the beginning of a period of reform in Indonesia. All aspects of life underwent changes at that time, starting from political, economic, social life and also bureaucratic arrangements which emphasized on improving service delivery (Aswicahyono & Christian, 2017; Diprose et al., 2019; Jadidah, 2020; Komara, 2016).

Indonesia's efforts to improve public services in general are framed within the framework of bureaucratic reform through the issuance of Presidential Decree 81/2000 (Habibi, 2020). The assumption made is that bureaucracy as a component of government must be returned to the functions, duties, and principles of public service (Adrie, 2018).

The reform has been going on for 21 years, but there is still much room for improvement. Public sector innovations are presented to make up for these shortcomings (Prasetyo, 2017). Research on public sector innovation in the framework of bureaucratic reform has been widely carried out in Indonesia. Most of the research objects are more focused on local government (Habibi,

2020), because with decentralized authority, local governments are at the forefront of service delivery to the community.

The Jambi City is improving itself under the leadership of Mayor Pasha. There are many achievements in public sector innovation (Abinda Firdaus & Arnidiana, 2021). Digitization of services as an effort to improve service delivery has been carried out in various sectors, although there is still a need to evaluate its implementation (Saadah, 2021). The question that arises then is not how smart the government is, but how the government has absorbed the main principle of service delivery as an agent of the service itself. Prioritizing service users is more needed instead of adapting digital government without being followed by changes in principle matters.

Therefore, this research will focus on how OSS innovation can provide excellent service in service delivery, fulfill the elements of accuracy and timeliness in service, as well as indirectly provide educative experience for civil servants as service users about the essence of democratic public service.

METHODS

The method used is qualitative with a descriptive approach. Moleong (Moleong, 2006) states that qualitative research is a type of research explaining

phenomena in relation to the object of research. The descriptive approach is used to analyze and explain clearly the findings of the facts in order to see the reality of the effectiveness of BKPSDM services in Jambi City based on OSS.

The location of this research is the Jambi City Personnel and Human Resources Development Agency. The reasons for conducting research at this location are as follows: First, BKPSDM has a very big share in the quality of employees in Jambi City and will indirectly impact the quality of service for all lines in Jambi City. Second, one-stop integrated services have only been implemented in BKPSDM for the past two years.

Determining the sources who are the informants in this study using the purposive sampling approach where the needs of the researcher match the needs of the data obtained. The details of the informants who will be interviewed by the author in this study are informants whom the authors consider competent and have expertise in accordance with the data the author needs. The informants were chosen purposively because they were considered to know the most information needed by the researcher. The Head of BKPSDM is a policy-making official, who initiates OSS innovation, so he knows best the motive behind OSS innovation commitment. Furthermore, administrative staff were

selected based on the fields most frequently accessed by users, namely transfer and promotion, apparatus competency development and apparatus performance appraisal. Then 1 person from the front office as a mediator between service users and

administrative staff. Finally, 5 service users were selected to obtain information on how they respond to OSS services which are quite unique, not necessarily in the offices they work in. The following is a list of informants as follows:

No.	Name	Qty
1	Head of BKPSDM Jambi City	1 person
2	Administrative Staff of BKPSDM Jambi City	3 persons
3	BKPSDM staff of Jambi City (front office)	1 person
4	Jambi City Employees (service users)	5 persons
	Total	10 persons

Findings And Discussion

The Jambi City government has a strong commitment to service improvement, as indicated by the decision of the Head of the Jambi City Regional Personnel and Human Resources Development Agency Number 179/BKPSDMD/2017 regarding the implementation of one-stop integrated services at the agency. According to Grindle (1980), reform-oriented governments share many major impediments to policy implementation, such as resource scarcity and faulty communication among state agencies and citizens. Meanwhile, the OSS program in this organization is well implemented.

Furthermore, Grindle also believes that a special strategy is needed to implement a program that is reformative in nature. Such strategic choices are centrally important because of organizational, managerial, and

political problems arising from bureaucracies that may be unfamiliar with or resistant to programs requiring new forms of behavior, greater coordination and planning, and more flexible and responsive styles of management (Grindle, 1980). The most basic change in attitude is that the bureaucracy must meet service users, not the other way around. Recent OECD studies show that satisfaction with and accountability for the quality of public service delivery are major determinants of trust in government, and that innovation is improving the responsiveness of many governments (OECD, 2011).

The Jambi City BKPSDMD One Stop Integrated Service System is a form of service that combines services into one place, in order to speed up services according to employee needs and greatly

save time when processing employee needs.

The above issues are supported by the theory of Integrated Services and service effectiveness.

a. One Stop Service

Discussions related to public sector innovation began to be widely studied in Indonesia in the early 2000s (Asmara & Rahayu, 2019). Despite its fame, the NPM concept was not yet comparable to the NPM concept, which at that time was used as a mainstay concept for public administration researchers to describe improvements in public services. The trend of public service innovation has emerged since then, for example, the innovation of free health services in Jemberana Regency (Lendong, 2010).

According to Trochidis (Penteridis et al., 2017), public service models such as One Stop Service are forms of improvement in public services. Where OSS-based services can provide a faster, integrated service so that it is believed to be able to provide services that are more effective and efficient (Umar et al., 2019).

The objectives of One-Stop Service providers are the fulfillment of public rights, both in fulfilling information and the like, in accordance with service standards, so that the need for public rights is fulfilled without having to take a long time. Service Process Acceleration: A The procedural clarity and certainty of service flow will certainly have a direct

impact on the acceleration of services received by the public.

Service cost certainty; with the public OSS service model, service providers can measure and even save service budgets. Service procedural clarity can be traced and identified for each stage of the process and sequence of services.

b. Effectivity

The quality of public services is strongly influenced by the effectivity of innovations made by the government (Deby et al., 2018). Effectiveness is the process of implementing an agenda or activity where there is no gap between the desired expectations and the reality obtained, in the sense that there is accuracy between the two (Rahman et al., 2018). Effectiveness measurement indicators. According to Makmur, namely (Wanda et al., 2019): Timeliness is one of the benchmarks that continues to exist side by side with every activity carried out. Time is often a consideration in doing something. The less time it will take, the clearer the direction to take. Place your order Accuracy: triggered by the factor of a leader who can provide a clear direction. Target Achievement: The purpose of an activity is to determine how the policy can achieve existing targets that are organizational goals.

Effectivity of One stop service in BKPSDM of Jambi City

In this case, the author will see the extent to which the level of productivity of public services in the BKPSDM of Jambi City has improved with a comparison of the analysis before and after the implementation of servants was enforced in the agency in 2018. The implementation of one-stop integrated services at BKPSDM is an effort by the Jambi City government to facilitate services to the needs of Jambi City employees. So that in its implementation, effective management is needed in order to provide quality services. The effectiveness indicator used in this paper refers to Makmur's opinion (Kusyuniadi & Buchori, 2020), that is, punctuality of service, accuracy of orders obtained, achievement of service targets, accuracy of service targets, and overall effectiveness.

1. Punctuality of BKPSDM service

One of the main objectives of implementing integrated services is to improve on-time personnel administration services at BKPSDM Jambi City. The timeliness of the integrated service model intends to realize the time agreement between the agency that has been arranged and the service recipient that can be completed within that time. Both direct and online administrative services, where every

Jambi City Civil Servant (PNS) can access complete digital employee data & archives online via a smartphone. Civil servants can also print out digital documents if needed for certain administrative arrangements.

The comparison of services before the existence of One Stop Integrated Service at the Jambi City Personnel and Human Resources Development Agency (BKPSDMD) in 2014 is that there is a work process in service that is slow and takes a long time. This makes a public service inefficient. Prior to innovation in service, it could take 25 minutes. Things like this make consumers dissatisfied in terms of BKPSDMD services Jambi City. Of course, there will be changes in terms of service. OSS makes it easier for consumers to take care of administration. Consumers no longer need to look for rooms or counters needed to take care of administration as before the innovation. Consumers simply wait in the service room. BKPSDMD employees will come to the consumers. This process only takes 5 minutes and the service process is faster, orderly, and makes it easier for guests who come. Of course, PTSP public services like this are a matter of satisfaction for consumers who come to BKPSDMD Jambi City.

The accuracy of services for both administrative and technical services in Jambi City regional personnel management includes the preparation

and determination of needs; procurement; rank and position; career development; career patterns; promotion; mutation; performance appraisal; payroll and benefits; appreciation; discipline; dismissal; pension security and old age security; and the like is carried out with a capacity of 14 days. Service can be faster depending on the management carried out by each of these civil servants.

Services that occur in BKPSDM with an integrated one-stop system (one stop service) also make the service time shorter. The reason is, with information technology-based administrative management, data input is only done once and administration can be done simultaneously. Meanwhile, manual services are faster before the system is implemented because they are field-oriented (as needed) and take direct roles by meeting the service recipient directly through the information section without having to go through the disposition of the relevant superior officials as in the previous system.

2. Accuracy of orders obtained in BKPSDM

Accuracy in providing services is an important point in realizing efficient services, which can cut the misguided service chain. Accuracy in providing information from the leadership, in this case, both the Head of the Agency in charge of 1 (one) Secretary and 4 (four)

heads of fields in giving orders to each existing task force to be forwarded during the service process. This is evidenced by an apple routine every Monday, as well as routine meetings conducted by each sector in BKPSDM Jambi City.

Then, each service is placed in a room called the service room by providing service facilities and an insulated room located on the ground floor of the BKPSDM office. With this spatial layout, the information needed by service recipients is accurate and objective and accurate. With an integrated service model that combines the room model, it offers flexible, stable and continuous services according to existing procedures with clear instructions.

Innovation activities cannot be separated from global challenges, especially the development of information technology (Valkama et al., 2013). For example, the study of innovation in information technology-based public transportation (Nasikhah, 2019) greatly affects the implementation of public service innovations. Therefore, the use of e-government greatly affects the implementation of public service innovations. This integrated service is supported by a harmonious e-government, strengthening the point of accuracy of orders that occur through the development of an application-based

performance calculation system so that the distribution of all performance information in the BKPSDM of Jambi City can be accessed by public policy makers ranging from heads of agencies to local governments.

The presence of the e-Kinerja application can improve performance, discipline and optimize the use of an electronic-based attendance system to avoid fraud or data manipulation related to employee attendance. E-Kinerja also offers a complete series of modules that organize employee data.

3. Achievement of BKPSDM service targets.

The achievement of BKPSDM service targets in Jambi City can be seen, one of which is the implementation of the main tasks and functions of the agency for one year. BKPSDM is improving its performance, especially in achieving service targets, both in the form of manifesting employee welfare and increasing the competence of apparatus resources, especially in facing the era of global competition and providing good performance to the community in an effort to restore public trust. against the government.

As for the achievement of these indicators, it can be seen from the increased competency of the State Civil Apparatus (ASN) resources in Jambi City, as evidenced by the service zone of the city of Jambi as a whole has gone into

the green zone, increased discipline and welfare of ASN employees in Jambi City, improvement of personnel administration services on time, availability of accurate data, services based on e-governance, increased performance accountability of BKPSDM through transparent and accountable financial management and preparation and supported by adequate facilities and infrastructure.

Presidential Instruction No. 3 of 2003 concerning national policies and strategies for e-government development to implement good governance and improve effective and efficient public services requires e-government development policies and strategies. BKPSDM Jambi City has carried out all innovations with the concept of e-government. The achievement of the objectives of the Jambi City BKPSDM organization itself includes the implementation of E-attendance, which is a way of Jambi City BKPSDM employee performance in improving the quality of employees in any field, especially central or regional service agencies.

This is focused on the leadership of employees who are required to be able to empower employees as well as possible to improve public services to the community. Employee capacity building is focused on the leadership level, employees who are expected to be able to

empower employees as well as possible in improving public services to the community.

Employee performance is very important in achieving the success of public services. In carrying out its operational activities, employees are required to comply with the BKPSDM vision and mission, which is the best achievement goal. Therefore, every official of the Service Office strives to improve employee performance, by making efforts to improve employee performance in the form of providing training and education for employees in accordance with their respective fields. In addition, leaders can provide rewards for the achievements made by their employees.

The presence of employees is proven by a list of attendance or absences. Absenteeism is committed when the employee arrives and when the employee finishes at the specified working hours. Even in terms of attendance, employees must be required to be able to provide good performance through an application system called electronic attendance (E-absensi). The legal basis for e-attendance is Government Regulation Number 53 of 2010 and Jambi Mayor Regulation Number 28 of 2017. Requirements that must be met. To be able to connect through the online attendance application system (e-absence), each

OPD/Work Unit must provide supporting components in the form of a biometric attendance machine, a PC computer, a router, and an internet network. While the Submission Procedure: Each OPD/Work Unit is connected to the E-Absensi server, the E-Absensi Server pulls data from each OPD/Work Unit, and the database is managed by the Jambi City BKPSDM itself.

Setting the Completion Time and installing the connection to the e-attendance server can be completed in 1 (one) day for OPD/Work Units that have provided appropriate supporting equipment, so that Service Output Discipline reports and employee attendance are recorded in the database, which makes the server on target.

4. Accuracy of BKPSDM service targets.

In order to realize the determination of the Vision and Mission, goals and objectives, it is based on strategic issues that are closely related to the main tasks and functions as well as influence in the Personnel Management of BKPSDM Jambi City, so that the Vision Missions, Programs and Activities are expected to be able to solve the employment problems faced by the City. Jambi, especially with the implementation of this integrated service system.

The accuracy of service targets set by the organization greatly determines

the success of the organization's activities, including BKPSDM Jambi City. Polarization of integrated services with a service system that is easier and less complicated. Where the service culture is built with an integrated service system (one-stop service), where every service that comes in simply goes to the service room located on the ground floor, submits service needs to the information section, and it will be processed by contacting the required field department, where the staff sent will meet the service recipient and process it until the need is completed.

The culture that is formed in BKPSDM Jambi City is always innovating and providing new breakthroughs in service because it is one of the demands as a One Stop Integrated Service provider to provide targeted services to the community for the services provided by BKPSDM Jambi City.

To support the accuracy of Jambi City BKPSDM services. Based on the Regulation of the Head of the State Civil Service Agency Number 7, of 2008, made a breakthrough with the integrated service, namely the management of the Electronic Civil Servant Card, which was faster without having to go through complicated procedures such as before the implementation of the previous integrated service. The Electronic Civil Servant Card is the identity card of a civil

servant, containing PNS and family data electronically. This card is intended for every civil servant and will remain valid when the civil servant has retired in the future.

The provision of KPE aims to facilitate administration and improve services to all employees. This service can be in the form of salaries, health care, pensions, old-age savings, housing savings, financial transactions/banking, and other services. KPE cards are issued by BKN, with the Legal Basis: PERKA BKN Number 7 of 2008. With this integrated saddle, the relevant civil servants are sufficient to complete the introductory requirements from the agency, Decree of Candidates for Civil Servant Candidates (CPNS), Decree of Civil Servants (SK PNS), Last Rank Decree, NIP Conversion Decree, Original KPE card.

The Submission Procedure is designed in a simple way with integrated services where there is a Proposal/Introduction Letter from the OPD Head of the Regional Human Resources Development Agency for Jambi City Cq. The Field of Data, Information and Personnel Archives receives and examines the KPE improvement proposals. The process of research proposals that are declared complete, will be continued by making a proposal letter for improving KPE to be forwarded to BKN. While Completion

Time: BKN is in charge of issuing the Electronic Employee Card (KPE).

Implications of Integrated Services BKPSDM Jambi City on the Quality of Jambi City Personnel Services.

In general, the concept of Integrated Services at BKPSDM Jambi City is an activity to provide services to the needs of employees within the administrative boundaries of Jambi City, starting from the need for civil servant appointments to the Retirement Age Limit (BTS) service. The management process starts from the application stage to the stage of issuing the required documents and is carried out in an integrated manner in one place by adhering to the principles of transparency, accountability, conditionality, security of services in terms of time, and clarity of legal procedures.

With the concept of an integrated service policy in BKPSDM Jambi City, applicants only need to come to one place (information room on the ground floor) and meet with service officers so as to minimize interaction between the applicant and officers in the fields needed and can anticipate and avoid unofficial levies. With the implementation of the integrated service system, there has been a change in the paragraph in the implementation of public services in Jambi City. This can be

seen in the implications of providing services as follows:

1. Service Transparency in BKPSDM Jambi City

The openness of all kinds of information is one of the most prominent things in the implementation of integrated services in BKPSDM Jambi City. For example, in the mutation section, it is clear that for employees who want information on the submission of mutations, it has reached a stage where they can go directly to the office and all the data or information needed will be provided completely.

This case proves that openness in services at BKPSDM Jambi City triggers service satisfaction for employees served and makes it appropriate to act in relation to the management of both administration and other services. Transparency refers to a service condition in which aspects of the service delivery process are open and can be seen easily by users. Service services in this case are Jambi City employees, especially the openness of the service process and the ease of obtaining information that has been conveyed at the beginning.

2. Service Accountability at BKPSDM Jambi City.

The line of responsibility in the implementation of integrated service at

BKPSDM Jambi City has clarity in terms of service procedures where it is sufficient to convey the needs in the information section or the service section in a predetermined room, so as not to cause misunderstanding between service providers and service recipient employees. Responsibility is also seen from the willingness of each sector to directly meet the employees who will be served in the service room in a fairly short time and provide information as soon as possible if the required staff is not there.

One of the programs that appears linear with integrated service at the Jambi City BKPSDM is the Fit Proper Test. This program was held aimed at realizing a form of accountability for Jambi City government personnel management in terms of transfers and promotions. The officials who will occupy strategic positions in Jambi City, especially regional heads, are really capable ASNs and have the competence and ability to be leaders.

In the selection of the Fit and Proper test for the Lurah and Camat Jambi, several indicators were taken into account in the selection, namely testing the performance and personal abilities of the participants. Such as leadership, managerial skills, communication skills, job insights, analysis of a problem and role playing as a village head and sub-district head.

The fit and proper test program has a positive side which is expected to have a good impact on local governance within the sub-districts and villages in Jambi City. First, getting a positive outcome, namely the election of civil servants who have sufficient competence and professionalism, in accordance with their position or at least have a good track record. Second, with the fit and proper test, there will be positive and healthy competition. competition will encourage enthusiasm for quality improvement. Third, strengthening the career management system based on the merit system, opening equal opportunities for every civil servant to improve his career based on his competence.

3. Security Level of Integrated Services at BKPSDM Jambi City.

The level of service security can be seen from the patience of each staff member in data collection and file storage, such as data and files arranged sequentially by date or month. So when someone needs the data, it will be easier to find. Then data access is not just any staff member who can do it, so that the confidentiality and security of data in both files and hard files are kept confidential.

Digital Archive Management Services or Electronic Archives are archives created (created or received and stored) in electronic format. The rapid advancement of communication and

information technology and the potential for its wide utilization, opens up opportunities for accessing, managing and utilizing information in archiving operations. The use of communication and information technology will increase efficiency, effectiveness, transparency, and accountability in the administration of archives, so as to assist the effectiveness and efficiency of employees in carrying out public service activities.

Good management of electronic records will ensure the availability of evidence of government decisions and activities, demonstrate fulfillment of the accountability of the archive creator, support functions and tasks through the creation of reliable and usable records, contribute to the efficiency and effectiveness of activities, and reduce risks by ensuring that the right records are created. to maintain performance and continuity of activities.

The E-Archives application is made based on Law Number 43 of 1999 concerning Archives, Government Regulation Number 28 of 2012 concerning Implementation of Law Number 43 of 1999 concerning Archives, Regulation of the Head of the National Archives of the Republic of Indonesia Number 14 of 2012 concerning Guidelines for Compiling General Policies for Electronic Archive Management, and other regulations in

accordance with the respective Ministries and Local Governments. While the legal foundations are: PERKA BKN Number 11 in 2011 and Jambi Mayor's Regulation Number 90 in 2016.

The requirement is that every Jambi City Civil Servant is required to complete the employee archive document digitally with the Jambi City Civil Service Submission Procedure which has been recorded in the personnel database (SIMPEG) through the operator of each OPD to scan the employee archive document in Portable Document Format (pdf) format. Personnel data in pdf format must be uploaded to the personnel archive digitalization application system. Employee data that has been uploaded (uploaded) can be accessed by the civil servant concerned. During Completion Time: The process of archiving employee documents through the archive digitization application system (e-archive) can be carried out within 2 (two) minutes for one archival document. The service output is in the form of an Online Employment Digital Archive Document whose security and confidentiality are guaranteed.

CONCLUSION

Polarization analysis of integrated services at BKPSDM Jambi City proved capable of changing the service culture with a service system that is easier, on

time, and straightforward. The service culture that is built with an integrated service system (one stop service) is that every service that comes in is enough to go to the service room located on the ground floor, then convey service needs with the information section, and it will be processed by contacting the required field department, then staff those who are sent will meet the service recipient and be processed until the need is complete.

The integrated service model in BKPSDM Jambi City can be said to be running effectively if it is observed from the four main indicators, namely, services that have met the punctuality of time, clarity of management, impact on the achievement of service targets, and accuracy of service targets to the community.

The suggestion that the author proposes so that integrated services in BKPSDM Jambi City are more effective is an increase in the convenience of facilities for service users. For example, by providing a large and safe parking area, a comfortable waiting room equipped with WIFI access and electric terminal facilities, employees who serve the level of hospitality are maintained, responsive and wholehearted, especially the facilities and the widening of service spaces that are the spearhead of service at BKPSDM Jambi City.

RESEARCH FUNDING

This research is funded by Universitas Jambi through the Penerimaan Negara Bukan Pajak (PNBP) Fakultas.

REFERENCES

- Abinda Firdaus, I., & Arnidiana, A. (2021). Strategi Kota Bekasi dan Kota Jambi dalam Pengembangan Inovasi Digital dan Kreativitas Masyarakat. *Jurnal Studi Inovasi*. <https://doi.org/10.52000/jsi.v1i1.4>
- Adrie. (2018). Konsep Reformasi Birokrasi Pelayanan Publik. *Jurnal Aktual Justice*.
- Asmara, A. Y., & Rahayu, A. Y. S. (2019). INOVASI PELAYANAN KESEHATAN GANCANG ARON DI KABUPATEN BANYUWANGI DALAM PERSPEKTIF MATRIK INOVASI SEKTOR PUBLIK. *JPSI (Journal of Public Sector Innovations)*. <https://doi.org/10.26740/jpsi.v3n2.p57-67>
- Aswicahyono, H., & Christian, D. (2017). Perjalanan Reformasi Ekonomi Indonesia 1997-2016. Centre for Strategic and International Studies.
- Catino, A. M., Rabin, J., & Bowman, J. S. (1984). Politics and Administration: Woodrow Wilson and American Public Administration. *Journal of Policy*

- Analysis and Management. <https://doi.org/10.2307/3323909>
- Deby, L., Putri, M., & Mutiarin, D. (2018). Efektifitas Inovasi Kebijakan Publik; Pengaruhnya pada Kualitas Pelayanan Publik di Indonesia. Prosiding Konferensi Nasional Ke- 8 Asosiasi Program Pascasarjana Perguruan Tinggi Muhammadiyah (APPPTMA).
- Denhardt, R. B., & Denhardt, J. V. (2000). The new public service: Serving rather than steering. *Public Administration Review*. <https://doi.org/10.1111/0033-3352.00117>
- Diprose, R., McRae, D., & Hadiz, V. R. (2019). Two Decades of Reformasi in Indonesia: Its Illiberal Turn. *Journal of Contemporary Asia*. <https://doi.org/10.1080/00472336.2019.1637922>
- Gjaltema, J., Biesbroek, R., & Termeer, K. (2020). From government to governance...to meta-governance: a systematic literature review. *Public Management Review*. <https://doi.org/10.1080/14719037.2019.1648697>
- GRINDLE, M. S. (Ed.). (1980). *Politics and Policy Implementation in the Third World*. Princeton University Press. <http://www.jstor.org/stable/j.ctt1m323qj>
- Habibi, F. (2020). Pemetaan Riset Reformasi Birokrasi di Indonesia. *Jurnal Borneo Administrator*. <https://doi.org/10.24258/jba.v16i2.695>
- Hadi, K., Asworo, L., & Taqwa, I. (2020). Inovasi Dialogis: Menuju Transformasi Pelayanan Publik Yang Partisipatif (Kajian Sistem Pelayanan Malang Online). *Journal of Government and Civil Society*. <https://doi.org/10.31000/jgcs.v4i1.2438>
- Jadidah, F. (2020). Perubahan Konstitusi Dalam Transisi Orde Baru Menuju Reformasi Di Indonesia. *Jurnal Ilmiah Mandala Education*. <https://doi.org/10.36312/jime.v6i1.1120>
- Komara, E. (2016). Sistem Politik Indonesia Pasca Reformasi. *SOSIO DIDAKTIKA: Social Science Education Journal*. <https://doi.org/10.15408/sd.v2i2.2814>
- Kubicek, H., & Hagen, M. (2000). One stop government in Europe: an overview. In *One Stop Government in Europe. Results from 11 National Surveys*.
- Kusyuniadi, I., & Buchori, I. (2020). Efektivitas Pengawasan Kelembagaan dan Masyarakat Terhadap Kebijakan Penataan Ruang (Kawasan Cagar Alam

- Geologi Karangasambung). *Jurnal Ilmu Lingkungan*.
<https://doi.org/10.14710/jil.18.2.2019-217>
- Lendong, R. N. (2010). Inovasi Birokrasi dan Optimalisasi Pelayanan Publik: Belajar dari Jembrana, Bali. *Humaniora*.
<https://doi.org/10.21512/humaniora.v1i2.2869>
- Moleong, L. (2006). Metodologi penelitian. Kualitatif Sasial.
- Muhammad, F. (2008). Reinventing local government: pengalaman dari daerah. PT. Elex Media Komputindo.
- Nasikhah, M. A. (2019). Inovasi Pelayanan Transportasi Publik Berbasis Teknologi Informasi. *Jurnal Inovasi Ilmu Sosial Dan Politik*.
<https://doi.org/10.33474/jisop.v1i1.2670>
- OECD. (2011). Innovation in Public Service Delivery, Context, Solutions and Delivery. In OECD.
- Penteridis, L., D'Onofrio, G., Sancarolo, D., Giuliani, F., Ricciardi, F., Cavallo, F., Greco, A., Trochidis, I., & Gkiokas, A. (2017). Robotic and Sensor Technologies for Mobility in Older People. *Rejuvenation Research*.
<https://doi.org/10.1089/rej.2017.1965>
- Prasetyo, A. G. (2017). Mengintegrasikan Reformasi Birokrasi dengan Inovasi Sektor Publik. Analisis Kebijakan.
- Pratiwi. (2015). Bureaucratic Reform in Indonesia : Innovation , Challenges and Typologies. International Institute of Administrative Science - AGPA.
- Rahman, N., Rahim, S., & Elfiansyah, H. (2018). Pengaruh Pengawasan Terhadap Efektivitas Kerja Pegawai Kantor Pt Pln (Persero) Wilayah Sulselbar. *KOLABORASI : JURNAL ADMINISTRASI PUBLIK*.
<https://doi.org/10.26618/kjap.v4i3.1648>
- Saadah, M. (n.d.). SIKOJA ; from IS to AI , a journey toward Jambi Smart City.
- Saadah, M. (2021). Artificial Intelligence for Smart Governance; towards Jambi Smart City. IOP Conference Series: Earth and Environmental Science, 717(1), 012030.
<https://doi.org/10.1088/1755-1315/717/1/012030>
- Umar, A., Amrin, Madani, M., Farida, U., Yusriadi, Y., Tamsa, H., Bahtiar, Ansar, Yahya, M., Nurnaningsih, Alam, S., Gunawan, H., Darwis, Sahabuddin, C., Jamaluddin, Misbahuddin, Elpisah, Akbar, Z., Sakkir, G., ... Misnawati, M. (2019). One-stop service policy as

- a bureaucratic reform in Indonesia. *Academy of Strategic Management Journal*.
- Valkama, P., Bailey, S. J., & Anttiroiko, A.-V. (2013). Contexts and Challenges of Organizational Innovation in Public Services. In *Organizational Innovation in Public Services*. https://doi.org/10.1057/9781137011848_1
- Wanda, D., Adbullah, I., & Parlan, P. (2019). EFEKTIVITAS KEGIATAN KELOMPOK USAHA BERSAMA (KUBE) RAFFLESIA KABUPATEN BENGKULU UTARA. *Journal Of Lifelong Learning*.
- Warner, M. E. (2010). The future of local government: Twenty-first-century challenges. *Public Administration Review*. <https://doi.org/10.1111/j.1540-6210.2010.02257.x>.
- Widiyahseno, B. (2016). Inovasi Bupati di Ruang Demokrasi: Upaya Membangun Kesadaran Inovasi Birokrasi. *Jurnal Ilmu Sosial Dan Ilmu Politik*. <https://doi.org/10.22146/jsp.13136>.