



Public Service Innovation Management
(Study on Saskia Innovation in Bantaeng Regency)
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Abstract

Innovation in the government process is mandatory. The presence of innovation in public services is an inseparable part of the role of public services. Bantaeng Regency has made innovations for health services called SASKIA, especially for mothers and children. This innovation helps the health service process, especially in the case of pregnant women who are difficult to control by health workers in Sinoa Village before 2017. This innovation makes the service process carried out based on data from Health Workers. The SASKIA program is also supported by the development of applications that can detect the condition of pregnant women at the tri-semester stage. This research is a qualitative type with an exploratory type of case study. This study uses the theory of Public Sector Innovation and Managing Innovation which is more directed at the Public Sector Innovation Sustainability Strategy. The results of this study reveal that with the SASKIA innovation, medical personnel in Bantaeng Regency, especially the handling of pregnant women, are facilitated in taking action against patients based on the flags set by health workers in each pregnant woman's home. The Saskia application, which is also supported by the E-SASKIA application, makes it easier for medical personnel to monitor the progress of pregnant women from the applications they manage.

Keywords: Public Service; Innovation Management; Saskia.

INTRODUCTION

The fulfillment of public needs by the State is a must in the administration of government. So that public services have become a central issue in development in Indonesia. Therefore, the State must provide public facilities that all public services can access as a means for the community to obtain effective and efficient public services. To meet the increasingly complex needs of society along with the times, the government as a public service provider also needs to adapt to the conditions of rapid environmental change. Public service providers must be responsive by developing service innovations. Innovation is needed in the development of public service. Innovation in the public sector is a must to make the availability of services easier, cheaper, affordable, and more equitable (Suwarno, 2008, pp. 32-33).

Innovation in the public sector has become a global phenomenon and a necessity for every country (Mulyono, 2008). This is due to the demand to provide better public services and improve the welfare of its citizens. Innovation demands accountability, transparency, and various principles of good governance, which lead to higher-performing public organizations. (Jasfar, 2012, p. 23). One of the most important things in improving people's welfare in public services is to make a breakthrough innovation. All government agencies, from the central government to local governments, are expected to make innovations to provide quality services to the community. Innovation, according to Rogers, is "an innovation is an idea, practice, or object that is perceived," an idea, practice, or object considered



new by an individual from one adoption unit to another (Roogers, 2003). Innovation in the public sector emphasizes improvement resulting from these innovation activities; the government can provide public services more effectively, efficiently, quality, cheaply, and affordable (Wijayanti, 2008, p. 42).

This is an important concern by the Ministry of State Apparatus Empowerment & Bureaucratic Reform which was later stipulated in a regional policy related to "One Agency One Innovation" innovation in ministerial regulation no. 19 of 2016. The emergence of this program encourages government agencies to compete in giving birth to an invention. One of the innovations that won a nomination in the province of South Sulawesi was the SASKIA Innovation in Bantaeng Regency. Based on data from the Ministry of Health, Bantaeng Regency is one of the areas that experienced a decline in achievement seen from the 2013 public health development index. Previously, Bantaeng Regency was in position 318 in 2007 and then declined to position 410 in 2013. (Balitbangkes Kemenkes RI, 2014) However, thanks to the innovations made by the Community Health Center in 2017, Bantaeng Regency can produce a form of public service innovation, especially in the health sector; the community and medical personnel can utilize that. Saskia's innovation is present in the local government's efforts to fix existing health problems with the Saskia program. In detail, Saskia's innovation comes from the innovation of the Sinoa Health Center in Bantaeng Regency. Saskia Innovation stands for One Flag, One Target for Maternal and Child Health. The Sinoa Health Center as an innovation originator made this innovation based on data held in 2016, which showed that the number of mothers who gave birth assisted by birth attendants was 18% (40 of 222 Maternity Mothers). Mothers who gave birth at home were 13.6% (192 of 222 mothers giving birth) and children under five who did not receive complete basic immunization by 12.8% (219 of 251 infants), and there were still 22 under-fives who were malnourished (Sulsel, 2017)

Roger stated that innovation could be a different thing that has been implemented in other innovations before. The innovation of flags or sticking colors in determining health medical actions has been used further by identifying patients with the treatment process based on disease and other effects. (Muhammad Irfan, 2021). Color markings are widely used in other medical fields, such as patient file marking, Patient Care Bracelets, and other medical procedures. Several previous studies also discussed public service innovations, such as forms of innovation, innovation typology, and innovation management. Eprilianto, D. F., Pradana, G. W., & Sari, Y. E. K. (2020) in the article Digital Public Sector Innovation: The Effectiveness of Innovation in the Implementation of Digital Village Innovation revealed that the successful development of digital technology in developing public services in the village through the Village Information System owned by the Village Dlingo, the goals, and objectives of the implementation of digitalization has succeeded in increasing the improvement of village data management, the openness of information to village communities and improvements in the public service process. This village digitization process also supports connectivity between existing institutions in the village, especially Village Community Institutions, as well as increasing the capacity of village officials. Another article is Asmara, A. Y., & Rahayu, A. Y. S. (2019), Gancang Aron Health Service Innovation in Banyuwangi Regency in the Perspective of the Public Sector Innovation Matrix. This paper discusses the innovation process at the Blambangan Hospital Banyuwangi related to changes in the organizational management structure of the hospital. The Innovation Matrix described in this paper explains that there are two forms of innovation: Products and Services. Of the two forms, there are in Blambangan Hospital where the innovations that are formed are integral to one another; even though there are non-linearities in their implementation, innovation is needed at the organizational level of hospital management.

Service innovation is becoming an increasingly interesting topic for researchers, policymakers, and managers as the importance of services at the enterprise and community levels increases (Miles, 2005). The demands and pressures to be more innovative in the public sector are increasing (Albury; Osborne and Brown, 2011 (Per Skålén, 2018), But there is disagreement about how to achieve it (Hartley J. E., 2013). This ultimately increases the complexity of the service environment, making it one of the most difficult to examine and manage (Carrol, 2016). Many countries have promoted public service reform, using innovation as the primary means of improving public services (Hartley J. E., 2013); (Pollitt C, 2011). However, the process by which innovation



leads to the improvements where they occur has not yet been fully mapped. The role of services in encouraging and enhancing innovation has been recognized (Sørensen E, 2011) But how service creates learning that supports innovation is unclear (Jean Hartley, 2018).

Innovation involves developing and implementing new ideas that disrupt common wisdom and customary practices that previously dominated Osborne and Brown's 2011 context solutions; (Hartley J. S., 2013). Thus, innovation is more than just the continuous improvement of existing practices and ideational mindsets (Hartley 2006). The relevant types of innovation are: (1) the innovation process (think the development of a department store by the city government or various innovation technologies); (2) product or service innovation (such as a new passport); (3) governance innovations (such as giving citizens more autonomy when choosing which hospital to go to); and (4) conceptual innovation (such as looking at some of a person's abilities to work, not because of his disability). (Menor, 2010) characterizes service innovation as "Services that were not previously available to enterprise customers and are available due to the addition of service offerings or changes to the service concept." (Van der Aa, 2002) states that service innovation "includes an idea, practice, or object that is new to the organization and the relevant environment, i.e., the reference group of the innovator." It is undeniable that public health services are one of the most innovative activities or innovations closely related to community and university research services. (DESMARCHELIER (Benoît), 2019). Innovation Management is needed so that innovation can be carried out systematically, efficiently, and sustainably. One approach in POAC management; is planning (planning), organizing (organizing), directing (actuating), supervision, or control (controlling) or better known by the abbreviation POAC.

METHOD

This research was conducted in Bantaeng Regency, especially at the Sinoa Health Center, where this health center was the originator of the Saskia Innovation. This research design uses a qualitative approach. This research design aims to obtain in-depth information about Saskia Innovation. Determination of informants using a purposive sampling technique. The informants in this study were: a) Head of Bantaeng Health Office, b) Innovator Saskia, c) Chairman of Klik Baik, d) Initiator of Click Good, e) Medical staff, and f) Community. This study uses data collection techniques such as observation, interviews, and documentation. These informants were interviewed in-depth, and various documents, such as regulations and activity reports related to program implementation, were collected to support this research data. This study uses data analysis, including data reduction, data presentation, and concluding/verification.

RESULT AND DISCUSSION

One of the ways to improve the quality of regional public services is through regional innovation. Each region is required to innovate public services to meet increasingly complex public needs. Innovations do not always have to be new, but innovations are required to be able to solve problems that occur in society. The SASKIA Flag Program is an innovation from the Sinoa Health Center, Bantaeng Regency, South Sulawesi. SASKIA stands for One Flag, One Target for Maternal and Child Health, and is a marker flag given to the targets for maternal and child health. Saskia's innovation is a breakthrough made by the Head of the Anoa Health Center and has succeeded in being included in the top 45 Public Services from the Kemenpan RB. Saskia's innovation was made as an effort for early treatment for pregnant women and also prevention of stunting for toddlers in Bantaeng Regency by giving signs at people's homes who were registered as pregnant women, having babies and toddlers. It was carried out to analyze Saskia's innovation using the POAC approach: Planning,

organizing, actuating, and controlling. Product innovation creativity is contained in the innovation process; there are at least three important issues which include issues of individual creativity, process creativity, and idea creativity (Goldenberg & Marzuki, 2002)

Planning

The planning stage is the initial stage in determining the goals of innovation to be made. Setting goals starts with problem analysis, availability of resources, and strategies that will be carried out to achieve the goals that have been set. This innovation aims to provide services in the health sector by offering markers for pregnant women and their children. Maternal and child health is always a problem when health status is not monitored regularly by health workers, and there is a lack of care from the family and the surrounding community. Before Saskia's innovation existed, data showed that there were still deliveries of pregnant women who were not handled by medical personnel, based on data from the Sinoa Health Center in 2016, which showed that births assisted by traditional birth attendants were 18% (40 of 222 women giving birth), women giving birth carried out at home by 13.6% (192 of 222 mothers who gave birth), who did not receive complete basic immunization by 12.8% (219 of 251 babies), there were still under-fives with malnutrition as many as 22 people (baktinews.bakti.or. en).

In addition to setting goals, planning also discusses the availability of resources. The resources in question include human resources and financial resources. The human resources involved in Saskia's innovation are medical personnel (midwives) whose role is to visit places that have been flagged according to their categories, namely, six colors of flags are set as markers for people who fall into the category of pregnant women, infants who are not yet complete. Stages of immunization and toddlers with malnourished status. Furthermore, this innovation also requires the involvement of community leaders. These PKK mothers participate in reporting when something has not been recorded and providing food assistance in terms of fulfilling balanced nutritional needs for pregnant women and children under five.

Organizing

Based on this data, in Saskia's innovation, six flag colors have been set as markers for people included in the category of pregnant women, infants who have not completed their immunization stages, and toddlers with malnourished status.

Table 1. The Six Colors of the Saskia Flag

No	Color	Description
1	Green	Condition of pregnant women in the first trimester (pregnancy age 0-14 weeks)
2	Blue	Condition of pregnant women in the second trimester (pregnancy age 14-28 weeks)
3	Merah Muda	The condition of pregnant women in the third trimester (28-40 weeks of pregnancy)
4	Red	The condition of pregnant women at high risk
5	Yellow	Babies have not completed basic immunizations
6	Purple	Toddlers with malnourished status

source: processed based on research results, 2022

Actuating

Saskia's innovation started in 2017 at the Sinoa Health Center and was implemented in 2 villages, namely Bonto Bulaeg and Bonto Maccini villages. The determination of these two villages as

the first locations for implementing the Saskia Innovation is based on the high number of maternal and child health cases in the two villages. The implementation of this Saskia Innovation has an impact on improving health services for pregnant women and children. With the Saskia flag installed, the targets of health services such as pregnant women and children are easily found by medical personnel who want to visit. Control of medical personnel on the developmental conditions of pregnant women and children can be done at any time; the e-Saskia application can be a control tool for health workers to identify the conditions of pregnant women and children under five who have been given a flag color mark like the condition of each patient. Based on the data obtained, the increase in health services for pregnant women and children under five has increased significantly. More details can be seen in the following table;

Table 2. Type of health service

Health services	2017	2018
Delivery assisted by health workers	93,3 %	100%
Delivery in a health facility	42,3%	100%

Source: Baktinews, 2021

Although the implementation of the SASKIA Flag program has been going well so far, it does not mean that this program does not have obstacles and challenges. The barriers and challenges of the Saskia program were present at the beginning of the implementation, and many people did not directly accept the program implementation. The local culture of the community which is closely related to previous beliefs is one of the things that hinder program implementation. The existence of local beliefs related to Pelami is an obstacle to the implementation of the program. Pemali is a local culture known by most of South Sulawesi's people to express taboos in social life (Abidin, 2019). The value of people being reluctant to tell about the early pregnancy period (the first three months) is a lazy thing to tell many people before they are four months old. If this is related to these conditions, people are reluctant to attach a marker flag in front of their home page because it is the same as doing something stupid. The cultural clash initially became a barrier to the program at the beginning of the implementation of the SASKIA program. Even then, the awareness that the community has to care about maternal and child health problems makes the program that is run can be appropriately implemented.

Controlling

The implementation of SASKIA's Innovation in Bantaeng Regency has been going well for some time. The community actively participates in efforts to support the program and maintain the health of pregnant women. The openness of the community to be accessed by local health center medical personnel makes it easier for monitoring to be carried out with flags affixed to pregnant women's homes. Another thing that supports the implementation of the SASKIA program in the community is the existence of an application device launched to support supervision related to pregnant women by medical officers at the community health center. Launching the E-SASKIA application to support medical personnel in controlling pregnant women makes the condition control process easier. The E-SASKIA application makes checking pregnant women based on predetermined signs easy for officers to take action based on the data they have. In this application, information is available such as data for pregnant women based on location applications that can be recorded in the system, the health history of pregnant women contained in the E-SASKIA application can also show records of illnesses suffered by pregnant women.



CONCLUSIONS

The Saskia program implemented in Bantaeng Regency has been running well. The concept of Saskia's program planning has been carried out well at the beginning of this program. SASKIA's program innovation has gone through the planning, organization, implementation, and control processes in accordance with the Programing, Organizing, Actuating, and Controlling Approach proposed by Goldenberg and Marzuki. Saskia's innovation has succeeded in improving health services, especially in Sinoa Village, for cases of pregnant women and children. Although the Saskia program has solved the problems of pregnant women and children in Sinoa Village, there are several obstacles to implementing the program, especially the e-Saskia application that supports the implementation of this innovative program. The E-Saskia application has factually listed data related to patients, especially pregnant women monitored by health workers. The data related to the recorded condition of pregnant women and children have been stored properly. However, there are still shortcomings in the application, such as the difficulty of patients, in this case, pregnant women, to access the application. The application is specifically only able to be operated by health workers in inputting patient data, even though another thing that can also be developed in the application is accessible to the patient himself to be able to input symptoms or other complaints during pregnancy which can support the process of analysis of actions that health workers can then carry out. The need for access given to patients monitored on the application can further improve the process of health services for pregnant women and children so that public services, especially those related to health, can be better carried out from the innovation of the Saskia program.

AUTHORS' CONTRIBUTIONS

Contribute to research data retrieval, data reduction, and data analysis, as well as being involved in writing articles as the output of research

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