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The Service Innovation in The Regional Office of The Ministry of Religious Affairs of Lampung Province (Study on The Innovation Attributes of Online Religious Service)

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ABSTRACT

Service innovation is currently considering an effort to improve the quality of public services to meet the needs and rights of the community for effective and practical benefits. The Online Religious Service is a public service innovation that is very interesting and needs to provide fast and efficient service and eliminate money-oriented. So that people can quickly solve their problems. This study desire to find out how the application of online religious service innovations at the Regional Office of the Ministry of Religious Affairs of Lampung Province. The research method used is a qualitative approach. According to Rogers (Suwarno, 2008), the focus of research is based on the theory of innovation attributes, consisting of Relative Advantage, compatibility, compressibility, trialability, and observability. Data collection techniques consist of observation, interviews, and documentation. This study indicates that implementing online religious service innovations at the Regional Office of the Ministry of Religious Affairs of Lampung Province has to carry out well. This research can see from the five indicators in the theory of innovation attributes. Only the complexity indicator gets a negative score because there are still obstacles, namely technical problems. The main block is that there is no separate server that is still rented, the lack of Human Resources specifically managing this application. And the complexity can be seen from the understanding and ability of the community in accessing online services, which cannot be generalized.

A. INTRODUCTION

Based on the Circular of the Ministry of State Apparatus Utilization and Bureaucratic Reform Number 09 of 2014, public service innovation is a service breakthrough, an original creative idea, and modification that benefits the community. Innovation of the public service itself does not require a new invention but can be a contextual approach because innovation is not limited to anything. Innovation ideas and practices arise but can take the form of innovations arising from expanding or improving the quality of existing innovations. Service innovation is currently viewed as an effort to enhance the quality of public services to meet

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the needs and rights of the community for effective and practical services (Rahma Katrina, 2017). Building excellent service innovations must start from realizing or increasing the professionalism of Human Resources to provide the best service. The application of public service innovation is an action that is carried out both individually and in groups to achieve the goals that have been formulated. The application of public service innovations for every organization in the global era impacts every service provided to the community so that it can affect the increase in good service. Currently, in addition to the government being required to continue to innovate the development of technology and information in terms of public services to overcome various complaints from the public, there are new problems that are a concern for the government and the community in almost all parts of the world, which increasingly urge the government to immediately innovate towards various public services, namely the emergence of Corona Virus Diseases 2019 or called by another name Covid-19.

The Covid-19 pandemic has forced government and state institutions to optimize technology, information, and communication in all public sector activities. The transformation from the manual service model, characterized by face-to-face services to electronic services, continues to peak significantly during the Covid-19 pandemic. The research conducted (Taufik & Warsono, 2020) describes various technological applications optimized for their function to provide services to the community. The Ministry of Religion is a government institution that has legality in delivering services in religious affairs for every community by their rights as citizens. The improvement of public services is strengthened by the Circular Letter of the Secretariat General of the Ministry of Religious Affairs Number SJ/BIV/2/OT00/296/2014 concerning the Implementation of Public Services within the Ministry of Religious Affairs. The circular implicitly emphasizes that public services are carried out within the Ministry of Religious Affairs through an integrated administrative service system. To maintain the quality of integrated public services, the Ministry of Religious Affairs secretary-general has outlined several things that must be fulfilled by service providers, both from the central and regional levels.

The Regional Office of the Ministry of Religious Affairs of Lampung Province also seeks to improve public services to the community. Then the Regional Office of the Ministry of Religious Affairs of Lampung, through the Islamic Religious Affairs and Sharia Guidance Division, issued a new digital-based service innovation by launching an Application (Development Phase-2) of Online Religious Services, which supports services during the Covid-19 pandemic. This technology-based application for public service was launched on Thursday, November 5, 2020, at the Pepadun Hall of the Regional Office of the Ministry of Religious Affairs of Lampung Province. According to the Head of the Regional Office of the Ministry of Religious Affairs of Lampung Province in www.lampung.kemenag.go.id, digitizing services is a concrete and strategic step for developing people's lives. To provide fast and accurate information to the public. Digital is a form of improving its services to provide customer satisfaction. This Online Religious Service is an exciting innovation the community needs to provide fast and efficient service and eliminate money-oriented. So that people can quickly solve their problems. This Online Religious Service Application is a program of change regarding the digitization of Religious Services in the Islamic Religious Affairs Sector, previously conventional online. So that this innovation in digitizing religious services makes it easier for people to get benefits quickly and from home without having to bother coming to the office, especially during the Covid-19 pandemic, which requires people to stay at home as much as possible and reduce activities outside the home, in addition, the public can also see the progress of the service without the need to ask whether it is ready or not constantly.

When the Regional Office of the Ministry of Religious Affairs of the Province of Lampung in the Field of Islamic Religious Affairs and Sharia Guidance has adapted to the

current era, this can foster a sense of community satisfaction with the services provided. So it is hoped that all components in the Regional Office of the Ministry of Religious Affairs of Lampung Province to develop creativity and innovation. It is also expected that services in other fields can be done online. So that what is the goal as a public servant to continue to strive to improve services and innovate services to the community, especially during the Covid-19 pandemic, can be fulfilled. Based on the efforts made by the Islamic Religious Affairs and Sharia Guidance Sector in improving public services, especially during the Covid-19 pandemic, through online religious service applications, researchers are interested in conducting research related to the application of service innovations at the Regional Office of the Ministry of Religious Affairs of Lampung Province and also factors supporting and inhibiting factors in the application of online religious service innovations.

B. LITERATURE REVIEW

Public Service Management

Service management, according to Ratminto and Atik Septi Winarsih (2014: 2), can be interpreted as follows: "A process of applying science and art in the formulation of plans, in the implementation of projects, in the coordination and completion of activities of service to obtain a firm and customer-friendly service, indeed interaction and quality control with customers. " Public service management can further be explained as planning and implementing, directing and identical the accomplishment of public service activities to complete predetermined public service objectives. Good public service management will influence and afford quality services; otherwise, low public services will erode public confidence in government. Good service is only entire when there are several factors in the internal environment of an organization that affords benefits to the community; namely, a service system that computes the interests of customers, a service culture in a service organization, and community resources calculate the interests of customers. The community and acceptable resources. As stated in the scheme, as follows:
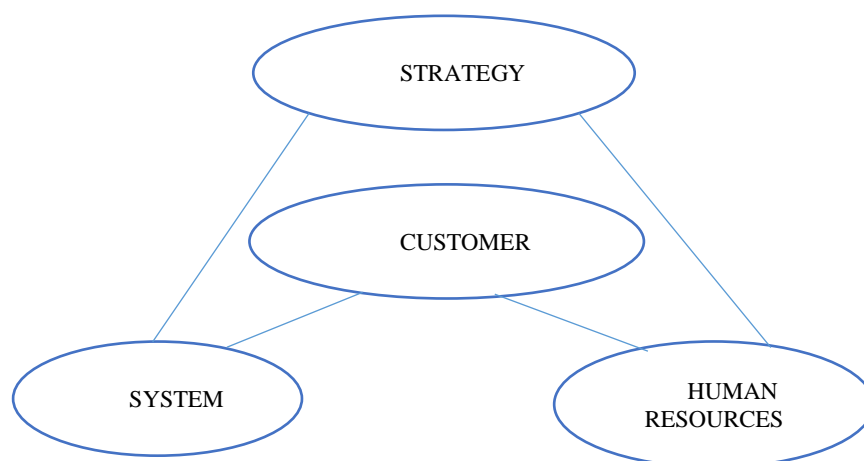
Sources: albrecht & bradford dalam buku Ratminto dan Atik Septi Winarsih (2012)
Figure 1. Service Triangle Management Model

The explanation of Figure 1 above, according to the theory in Ratminto's book, is that good service will be realized if strengthening the bargaining position of service users (community/customers) gets the main priority.

Public Service Innovation

Innovation is generally implicit in the context of behavioral changes. Innovation is commonly closely linked to a climate characterized by dynamic development. Albury (Suwarno, 2008), defines innovation as new ideas that work, meaning that innovation is always closely related to new valuable ideas. Service innovation is commonly referred to as changes considered unique by society. Innovation in government organizations is a demand for government agencies due to increasing public pressure to improve the performance of public authorities in solving problems in people's lives through programs and services. According to the National Institute of Public Administration (BSIAN, 2016), service innovation is defined as creative ideas, new actions that differ from previous best practices, best practices, discoveries, Etc. However, not all new ideas can be classified as innovations. Public service innovation is an improvement in service delivery, whether it be original gifted ideas or adaptations for the benefit of the community. Public service innovation does not require discovery, but it can be a new contextual approach. Innovation is also not always new, both physically and functionally complementing it. Innovation can occur through a process known as reinvention. This process is often done to bring innovation closer to the users. Often the innovations that emerge are still very unknown to potential users. A method of reinvention is also possible in public services, with the intention that the local community accepts public services more quickly. This means that the public services are essentially the same. However, local content should be a concern, especially with the circumstances of different ethnicities, religions, values, and local cultures in each region (Suwarno, 2008).

Attributes of Public Service Innovation

In its application, innovation has characteristics or attributes inherent in the creation. In general, according to Rogers (Suwarno, 2008), it can be concluded that innovation has the following qualities:

a. Relative Advantages

Innovation must have advantages and more value than previous innovations. There is always a novelty value inherent in an innovation, which is the characteristic that distinguishes it from the others.

b. Compatibility

Innovations must also be compatible or compatible with the innovations they replace. This is intended so that those old innovations are not simply thrown away due to no small cost factors but also old innovations as part of the transition process to the latest innovations. In addition, it can also facilitate faster adaptation and learning processes to innovation.

c. Complexity

With its new character, the innovation has a level of Complexity that can be higher than previous innovations. However, as an innovation offers a more unique and better way, this level of Complexity is generally not a problem.

d. Trialability

Innovation can only be accepted if it has been tested and proven to have more tremendous advantages or value than the old innovation, so an innovative product must pass the "public test" stage, where each person or party has the opportunity to test the quality of innovation.

e. Observability

Innovation must also be observable in how it works and produces something better.

Pushing Factors and Inhibiting Factors of Innovation

Clark et al. in (Prawira, 2014) mention the factors driving innovation, including the following: a. Political Push; b. Pressure for the economy and improved efficiency; c. Pressure for improved service quality.

Furthermore, Albury explains the inhibiting factors for innovation in the public sector, including a. Reluctance to close failed programs; b. Excessive dependence on high performers; c. Technology is there, hampered by culture and organizational arrangements; d. No rewards or incentives; e. Inability to face risk and change; f. Short-term budgeting and planning; g. Administrative pressures and obstacles; h. Risk aversion culture.

C. METHOD

This research uses qualitative research with a case study approach. According to Moleong (2016:5), a qualitative approach is a research that uses the natural environment to interpret phenomena and uses various existing methods. The information gathered is not in numbers but from interview manuscripts, field notes, personal documents, notes, and other official documents. According to Creswell, the case study approach is a research strategy in which researchers carefully examine a program, event, activity, process, or group of individuals. This study examines in-depth data related to service innovation at the regional office of the Ministry of Religion of Lampung Province and tries to understand the supporting and inhibiting factors in adopting this online religious service innovation. This survey was conducted at the regional office of the Ministry of Religion of Lampung Province in the Guidelines for Islamic Religion and Sharia. The data collected in this study are primary and secondary data types. The main data source in this study is data from interviews and observations on service innovation at the regional office of the Ministry of Religious Affairs of Lampung Province. In this study, three sources were interviewed: the head of Islamic Religious Affairs, the regional office of the Ministry of Religious Affairs of Lampung Province, service personnel, and the community. The secondary data used are documents related to the innovation of services at the regional office of the Ministry of Religious Affairs of Lampung Province. Furthermore, the data analysis in this study refers to Miles and Huberman (1984) in Sugiyono (2016: 246) using data reduction, data presentation, and conclusions.

D. RESULT AND DISCUSSION

Government agencies compete to provide the best service with various forms and kinds of service innovations. As one of the government agencies through the Division of Islamic Religious Affairs and Sharia Guidance, the Regional Office of the Ministry of Religious Affairs of Lampung Province launched a technology-based application for public services. According to the Head of the Regional Office of the Ministry of Religious Affairs of Lampung Province in www.lampung.kemenag.go.id, digitization is a concrete and strategic step for developing people's lives. To provide fast and accurate information to residents. An innovation that is very interesting and needed by the community to provide quick and efficient service and eliminate money-oriented. So that people can quickly solve their problems. The Online Religious Service Application is a medium of Information and Communication Technology, and this application is not a work unit. Instead, it is a work support tool, especially in religious services carried out by the Islamic Religious Affairs and Sharia Guidance Sector. This Online Religious Service is one form of service innovation carried out by the Regional Office of the Ministry of Religious Affairs of Lampung Province in providing more effective and efficient services. Even this Online Religious Service application is still in the development process stage.

The application provides various services and consultations. The public can access religious services online on the website provided by the Regional Office of the Ministry of Religion of Lampung Province, namely www.layanankeagamaan-lampung.online./ not all services can be accessed at Online Religious Services; only some services and consultations can be accessed. Moreover, in this online religious service application, we can check information related to the Hajj group by entering the portion number. Therefore, this discussion will focus on applying the innovation attributes contained in the theory of innovation attributes to see how innovation can be adapted by the community so that the community can accept and utilize the innovation. The attributes discussed in this discussion chapter are the attributes of Relative Advantage, Compatibility, Complexity, Trialability, and Observability.

Online Religious Service Innovation Judging from the Attributes of Innovation

Online religious service innovations as a form of digital-based services at the Regional Office of the Ministry of Religion of Lampung Province can be analyzed using the innovation attribute theory proposed by Rogers (Suwarno, 2008), where these attributes consist of relative advantages, compatibility, complexity, trialability, and observability. The following data is presented based on the analysis using Rogers' innovation attributes:

1. Relative Advantages

Innovation is an essential advantage and more value correlated to previous innovations. There is always a newness value inherent in an innovation that is a characteristic that distinguishes it from others. The value of novelty that determines it from other values in developing online religious innovation at the Regional Office of the Ministry of Religious Affairs of Lampung Province can be seen in the economic value, speed of work, pleasure, and satisfaction, which are essential components. Suppose from the monetary value, of course, and this Online Religious Service provides benefits. In that case, some benefits are felt by the Islamic Religious Affairs Sector after the innovation of this online religious service, such as the ease of working so that time becomes more efficient. The community feels other benefits related to costs or costs incurred by the service recipient community. However, in implementing online religious services, the Division of Islamic Religious Affairs Regional Office of the Ministry of Religious Affairs of Lampung Province manager still has to budget for website domain rental fees.

Furthermore, the value of benefits in terms of work speed is seen in service officers carrying out their work tasks quickly and being responsive to online religious service innovations currently being carried out. This Online Religious Service may feel the value of excellence and benefits in work speed. This is because the system used is online-based so that the requirements for applying can be ensured to be complete and by Service Operational Standards, so that in doing services there is no need to do it manually, which takes much time so that it can speed up the work process of service providers, saving time—work and also become more efficient less time wasted. The convenience in managing the requirements for religious services is that the public only needs to open the online religious service application through the website https://layanankeagamaan-lampung.online/ and then look for the services required completing the required requirements according to the services requested. If the conditions are complete, the community needs to apply for assistance in the submit service column. The community is just waiting for the progress of the service, which the Islamic Religious Affairs Division will carry out with an estimated maximum time of 4 working days.

In this relative advantage, of course, what needs to be considered is the community's pleasure and satisfaction because the community's response is what becomes the assessment

and input for service innovation. With the innovation of Online Religious Services, it is hoped that it can provide pleasure and satisfaction to the community as the recipient of the service, which is expected by the community to accept this innovation well. The 2021 Community Satisfaction Index value results regarding community satisfaction can be seen. The Regional Office of the Ministry of Religion of Lampung Province in 2021 received a Community Satisfaction Index Value of 82. Finally, in-service activities should be an essential component to support the implementation of services. Of course, it is necessary to have crucial elements for ease of work. Online Religious Services makes it easier for service officers to work; of course, there are essential components as support such as adequate infrastructure and quality human resources. So what is a crucial element in this Online Religious Service, namely software and hardware applications and quality and professional Human Resources in implementing the service process.

2. Compatibility

Innovations must further be compatible with the innovations they replace. This is expected so that those aged innovations are not simply thrown away due to no limited cost factors but aging innovations as part of the transition process to the latest innovations. In addition, it can also facilitate faster adaptation and learning processes to innovation - Compliance with values and norms. Therefore, in the development of online religious innovation, the services in the regional office of the Ministry of Religious Affairs of Lampung Province should have different criteria for the provision of services: compliance with values and norms, compliance with experience, and compliance with needs of the receiver.

The innovation of the online religious service must, of course, be in line with the prevailing values and standards because the regional office of the Ministry of Religious Affairs of the Lampung province in the implementation of this innovation takes into account the timetables with the regulation of the Ministry of State Apparatus Utilization and Bureaucratic Reform Number 30 of 2014 on the Guidelines for Innovation and law of the Public Service of the Minister of Religions Number 18 of 2020 on the Strategic Plan of the Ministry of Religious Affairs for the period 2020-2024 finalized to the improvement of the quality of services for religious life, it is explained that there must be a process of digitization of religious services so that they are easily accessible, transparent and rich in information. The Service Notice issued by the Regional Office of the Ministry of Religious Affairs of Lampung Province states that the Regional Office of the Ministry of Religious Affairs of Lampung Province declares that it can provide services according to the established Service Standards. If it does not keep its promise, the regional office of the Ministry of Religious Affairs of Lampung Province is ready to receive the sanctions provided for by the applicable laws and regulations. Of course, there are comparisons and differences with previous services when implementing service innovations. The adequacy or compatibility of the innovation must be demonstrated by its compatibility with past values. Online religious services are born based on improving and improving services based on experience. Online Religious Services are created by referencing existing services. Let us assume the previous service was still manual and not online. If so, the service innovation is now based online.

In contrast, this Online Religious Service is a development of the previous innovation, namely, phase-1, which has not been launched and features are not yet complete. In contrast, in the development of phase-2, these service features have been added. Online Religious Service Innovation accommodates the community's needs to solve problems experienced by the community related to public services quickly, free of charge, and readily available anywhere. So to provide public services, the Regional Office of the Ministry of Religious

Affairs of Lampung Province, especially the Islamic Religious Affairs Sector, uses information technology to be applied in its services through this online religious service innovation. This, of course, has been adapted to the needs of today's society, where we are already in the digital era, especially during the Covid-19 pandemic, which demands that everything is online. Online Religious Service Innovation at the Regional Office of the Ministry of Religious Affairs of Lampung Province can be said to have been what is needed by the community today because people need services that are easier, faster, and also clear procedures. This is proven by the quicker and more transparent service time provided so that there is a certainty for the community regarding the application services they need. The services provided by the Islamic Religious Affairs Division are pretty good; the completion time is now more specific and transparent because the process of completing the application service has implemented the use and development of technology.

3. Complexity

With its new character, innovation has a level of complexity that can be higher than previous innovations. However, because an innovation offers a more unique and better way, this level of complexity is generally not a big deal. In the implementation, of course, the innovations of the online religious service created by the regional office of the Ministry of Religious Affairs of Lampung Province pose obstacles or complications such as technical problems and lack of Human Resources. In terms of complexity, this online religious service is still limited by domain or server problems, which until now, have yet to pay the annual rent. In addition, unique human resources are needed to manage online religious services without overlapping core tasks and functions. Based on the research results, Unique Human Resources must meet this demand for online religious service because the operator who performs this service has different duties in other functions, namely Legal Analysis, so it cannot always be on time 24 hours to deal with this question.

Another complication found during the implementation of this online religious service can be seen from the user's side of the application. Because in this era of digitalization, not everyone will be responsive to accessing these online religious services, especially those who are elderly or whose education is still low. Of course, they will feel a little slower in adapting to online services. Constraints that are not specific may be related to the network being used, whether there are interference, and areas where the internet has been accessed.

4. Trialability

Innovation can only be accepted if tested and proven to have more advantages or value than the old innovation, so an innovative product must pass the "public test" phase, where every person or party has the opportunity to test the quality of innovation. Before being launched and introduced to the public, the Online Religious Service was tested first by the Islamic Religious Affairs Division, the Regional Office of the Ministry of Religious Affairs of Lampung Province. This Online Religious Service Innovation has gone through three stages. First is the concept; before it is created and implemented, there must be a concept of what will be made, the benefits, and the innovation. Furthermore, the feasibility test or trial, after the application is made, of course, it needs to be tested among the Islamic Religious Affairs Division employees to see whether this online religious service application is feasible to be applied and used. The last stage is launching an online religious service application to the public. However, before launching, the Head of the Islamic Religious Affairs Division held a coordination meeting to provide directions, instructions, and procedures for running Online Religious Services to employees in the Islamic Religious Affairs Sector. The Online Religious Service Application was officially launched on November 5, 2020, at the Regional Office of the Ministry of Religious Affairs of Lampung Province. This shows that this Online

Religious Service must have carried out a trial first. Otherwise, this Online Religious Service will not be authorized. The community undoubtedly welcomes the inauguration of this online religious service application because it was beneficial during the Covid-19 pandemic, which requires us to reduce travel, besides making it easier for the community. After all, it can be accessed anywhere.

5. Observability

Innovation must also be observable in how it works and produces something better. An innovation that is easy to observe will be easier to accept and develop in the community. The public can easily follow online Religious Service Innovation because the services provided are open, and the public can access them directly from anywhere and anytime. Innovation of online religious services must also be observed in terms of the impact of the implementation of the innovation. Online Religious Services have a good influence or impact on the Islamic Religious Affairs Division of the Regional Office of the Ministry of Religious Affairs of Lampung Province and the community. The whole community can easily observe the influence or impact.

The ease with which it can be observed further is that the service procedures provided by the Regional Office of the Ministry of Religious Affairs of Lampung Province do not make it difficult for the community. Public. The public only needs to access the online religious service application website, complete the requirements, and submit a service/application. Then the Islamic Religious Affairs Division will process it for a predetermined period. In addition to the community not having to bother coming to the office to get services, the community can also conduct online consultations or questions and answers related to problems related to religious services. In this online religious service application related to talking or question and answer, we can immediately see what answers or solutions are given by the Regional Office of the Ministry of Religious Affairs of Lampung Province regarding the problems we pose. In this case, of course, online religious services are said to be easy to observe and consultations that we can directly monitor. The service procedures, requirements, and application submission are not complicated in applying for religious services. The service's progress is so that the public gets clear information.

Supporting Factors

Supporting factors are all involved in encouraging, supporting, launching, supporting, assisting, accelerating, and so on the occurrence of something. Based on the results of research at the Regional Office of the Ministry of Religious Affairs of Lampung Province that in the implementation of online religious service innovations, there are several supporting factors in this service process, namely political encouragement, which is carrying out innovations in public services to realize the excellent service desired by the community also aims to be able to follow the development of Information Technology even though there is no recognized government role in collaborating or collaborating. As for other factors, namely economic pressure and increasing efficiency, where the purpose of this service is to improve services to the community more efficiently, although, in fact, from the pressure side of the economic level, it is not possible to create innovations based on Information Technology, it is sure to incur higher costs. As well as the last supporting factor, namely the pressure to improve services because the development of online religious service innovations aims to improve public services to the community; this is done based on efforts to improve the quality of information technology-based public services.

Inhibiting Factors

Inhibiting factors inhibit (becoming slow) or even block and hold back something from happening. Based on the results of research conducted at the Regional Office of the Ministry of Religious Affairs of Lampung Province that in the implementation of online religious service innovations, there are several inhibiting factors, namely the dependence on other parties or third parties, because in developing Online Religious Service Innovations they still depend on the One Integrated Service unit. Doors and software device technology, because there is still no separate server specifically for this application, sometimes cause the service process to be hampered. Another inhibiting factor is the lack of special Information Technology personnel to manage Online Religious Service Applications. There should be a separate operator without concurrently serving the main tasks of other functions to focus more on these services. The last inhibiting factor in the implementation of Online Religious Services is the absence of awards or incentives for service officers or special operators

E. CONCLUSION

Based on the results of research the Service Innovation at the Regional Office of the Ministry of Religion of Lampung Province cannot be said to be optimal because, judging from the attributes of online religious service innovation, there are still obstacles, so this is the main factor for the non-optimal implementation of Religious Service Innovation at the Regional Office of the Ministry of Religion of Lampung Province. According to Rogers (Suwarno, 2008), the dimensions of innovation attributes evidence this, namely relative advantages, compatibility, complexity, trialability, and observability. In the complex aspect of online religious service innovation, there are still problems, and obstacles other than technical problems such as errors, the main obstacle is the absence of a separate domain or server which is still rented to third parties, also with the lack of human resources who are ready 24 hours to manage this application. And several complications occur, such as many people who lack understanding and ability related to technology, especially the elderly. However, many people are willing to adapt and follow the operating system of this online religious service innovation.

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