

INNOVATION OF SHUTTLE SERVICE OF MOTOR LICENSE IN DKI JAKARTA

Iqbal Firmansyah & Retnowati WD Tuti

University of Muhammadiyah Jakarta, Indonesia

iqbalfirmansyah1986@gmail.com; retnowatiwdtuti@yahoo.com

Abstract

Establishment of Jakarta Capital City Integrated Service and Services One Stop Office based on Ministerial Decree No. 63 / KEP / M.PAN / 7/2003 and Regional Regulation No. 12 of 2014 on regional apparatus organization. The year 2016 AJIB launched by the Department of Investment and Integrated Service One door DKI Jakarta. Licensing and non-licensing file transfer services aim to facilitate and provide solutions for Jakarta residents. This study aims to determine the form of innovation service shuttle picking permit (AJIB) and know what factors are supporting and inhibiting service AJIB. The purposive sampling technique is used to determine the informant. The method used to obtain the research data is the method of observation, interview and documentation. Data analysis used triangulation by Miles and Hubberman. While the indicators used to determine the form of service innovation AJIB using 4 indicators presented by Delafroz.

The result of innovation research of shuttle service is a new and unprecedented service in DKI Jakarta. Systems used by AJIB use online and offline technology. Offline technology to order AJIB services via a telephone line connection to AJIB call center 1500164, while online AJIB service orders use the mobile app and whatsapp. Interaction with the applicant is also well maintained through AJIB 3S service SOP (Smiles, Sapa and Salam). The development of new services is Mobile Service Unit (MSU) and AJIB priority. AJIB service delivery system gets good performance by the community as applicant, but AJIB get constraint from external factor that is weather and congestion. The conclusions of the results of this study at AJIB use two technologies, first online and offline technology. Suggestion for AJIB to socialize its services alan geme good socialization door to door or through events diarea public so that people can know the innovation service AJIB.

Keywords: *Innovation, Public Service.*

INTRODUCTION

The investment climate in Indonesia is seen as still not conducive, as seen from the international assessment on the climate of ease of starting a business as Doing Business report made by International Finance Corporation (IFC) in 2014. In IFC research 2014 the capital city of Jakarta place of study. The ranking of Jakarta as the representation of Indonesia is ranked 120 out of 189 countries in terms of investment ease Foreign and Commonwealth Office (FCO) -British Embassy Research Report of One Stop Service Center 2014). The rating of Indonesia in starting the business is represented by the capital city of Jakarta. The capital city of Jakarta is ranked 175 and down 9th rank compared to the year 2013 which is ranked 166th.

Integrated service is the spearhead of DKI Jakarta government service in managing various licenses. DKI Jakarta Provincial Government is one example of the role model of integrated service implementation with the establishment of BPTSP which has been legalized by DPRD DKI Jakarta on December 11, 2013 through a regulation concerning the operation of PTSP which has been recorded in the regional gallery as regulation no. 12 of 2014 on regional apparatus organizations. The public should welcome important initiatives in the form of the birth of the main regulation. BPTSP as a provincial level body, which is a working unit of the regional organizer of PTSP. BPTSP in the event that its authority has duties as control, monitoring, guidance and evaluation of PTSP implementation according to Governor Regulation No. 55 of 2014. 196 types of permits and 86 types of non-permits are entered into the scope of authority BPTSP.

Jakarta BPTSP is located in the provincial government office of DKI Jakarta. BPTSP keeps the service from city level administrative up to urban village level in DKI Jakarta in the form of One Stop Integrated Service (PTSP). PTSP is authorized to provide licensing and non-licensing services consisting of an integrated service unit at the sub-district level of sub-district implementation of PTSP, while the integrated service units at the Village level are also called village units. PTSP is a licensing and non-licensing activity whose management process starts from the application stage to the publication of the licensing document in an integrated manner, with a one-door system in DKI Jakarta Province. The licensing in question is related to licensing which gives legality in the form of permit, either legal entity or individual to conduct certain business or activity (Pergub Number 57 Year 2014).

The development of innovation in other sectors also contributes to the organization in the public sector. The demand for innovation comes from competition in the form of service to the community. Innovation is an idea, practice, or object that is considered new by an individual or another unit of adoption (Rogers, Everett, M. (2003) .Diffusions of Innovations; Fifth Edition. Simon & Schuster Publisher)

Innovation of services in the public sector is a government solution in providing optimal service in accordance with the times. Some government organizations innovate services as the embodiment of public services. Already some areas both central and regional vying to implement service innovation. The Jakarta one-stop integrated service agency launched the latest innovation, namely AJIB, SIUP Online and Building Permit Services (IMB) and Free Architect (<http://www.beritasatu.com/megapolitan/340531-body-ptsp-dki-launch-three-service-permit-baru.html>).

Permits related to IMB are transferred to online service dated February 1, 2014 in accordance with Governor Regulation No. 129/2012 on Procedures for Provision of Services in the Field of Building Permit. The public can open the web of Building Supervision and Control at the address <http://dppb.jakarta.go.id>. Submissions related to licensing and its pre-paid are sent via electronic (email). Dated 5 February 2015 the management of IMB can also be managed by the Jakarta City Department of Planning (SKPD technical) within the one-stop integrated service office. IMB's online service program is a representation of the Ministerial Decree No. 31 of 2014 on public service innovation and circular No. 09 of 2014 related to public service innovation competition of 2015 (Top 99 innovation of public service in Indonesia.) (2014) Ministry of Administrative Reform and Bureaucratic Reform.

Public service innovation is a breakthrough of service that is the original idea idea, creative or service modification adaptation (Permenpan No.31 / 2014. about innovation of public service). BPTSP DKI Jakarta also issued another innovation, which is integrated night service innovation. The service innovation that runs the night service activities is one of the top 99 innovation services of the Republic of Indonesia and ranks 82 of 99 top innovations. Representation of integrated night service is implemented by South Jakarta Integrated Service Office in several urban villages in South Jakarta. In night service, residents can consult the land through Larasita cars owned by the National Land Agency (BPN) of South Jakarta, renew the Driver's License, renew KTP, Family Planning (FP) service until Prosperous Family Deposit (PSKS) Program.

Service innovation and new forms of service innovation continue to be developed and published by BPTSP DKI Jakarta. The latest innovation is the innovation of shuttle permit (AJIB). Transfer of permit by PTSP officer of DKI Jakarta by motorcycle. The presence of AJIB is to reduce the number of licensing brokers in Jakarta. The licensing permit may use the permit for the use of a motorized permit, such as Foreign Workers Permit (IMTA), Extension of Foreign Workers Use Plan (RPTKA), Construction Service Business License (IUJK), Importer Identification Number (API) and Legalization Permit Building Technical Actors (IPTB).

Implementation of AJIB which is an innovation of DPMPTSP DKI Jakarta in 2016 provide services to the community. However, the problem is present at the beginning of implementation in the implementation of AJIB services, the problem is the lack of understanding of AJIB service users in completing the licensing requirements file, whereas if the AJIB officer came the community as the user must have completed the required file. The incident of AJIB officers came repeatedly to the community frequently. The lack of socialization of the use of AJIB services by DPMPTSP DKI

Jakarta was also disclosed by Edy (2017), so that people prefer third party in taking care of various permits. In addition to the problem of the readiness of licensing requirements, AJIB also only serves citizens who have ID card only, while many citizens own businesses in Jakarta but have ID cards outside Jakarta. Errors are also still common in AJIB operators, such as lack of understanding of technical services so it still needs to be accompanied by officers from PTSP. In the future, the readiness of AJIB officers and understanding of maximal service is required by training the officers.

As Robbins defines innovation as a new idea applied to initiate or improve a product or process and service (Robbins, Stephen P. 1994. *Organizational Theory, Structure, Design and Application*). Innovation has a notion that is not only limited to building and updating but can also be broadly defined, utilizing new ideas and creating products, processes and broadly, utilizing new ideas and creating public sector products, processes and innovations that there is typology in public sector innovation is product or service innovation, process innovation, innovation in service method, innovation on strategy or policy and system innovation (Susanto 2010. *Management Gems Jakarta: Kompas*). So can be interpreted innovation is an idea in creating. So can be interpreted innovation is an idea in creating meaningful value .. Innovation in public organizations is needed to always on public organizations into the public's attention, innovation applied by the government will certainly be assessed whether the government does have a standard in serving its people in the Office of Investment and One Stop Service (DPMPTSP) in DKI Jakarta. Innovation in the context of the public sector is defined as "the creation and implementation of processes, products, services and delivery methods resulting in significant improvements in efficiency, effectiveness or quality of results". In short, innovation is an application or new ideas that produce something good. Innovation occurs throughout the spectrum of Indonesian government agencies engaged in the public sector, from policy development to program implementation, regulatory approaches to technology use, human resource improvement and supporting organizational innovation for new service provision or improvement of service quality.

RESEARCH METHODS

The object of this research is the innovation of AJIB service published by DPMPTSP DKI Jakarta. This research uses Descriptive Analytical Research Method with qualitative approach. Data Collection Technique is done by Observation, Interview and Documentation.

Observation, done by observing the process of service in the call center, the process of picking up files and service process files that come in the back office.

Interviews, conducted to officials, Call Center employees and AJIB drivers

Documentation, in the form of AJIB Regulations, Complaints about AJIB and reports on the implementation of AJIB.

Technique Determination of informant is Technique Purposive Sampling, to officer of AJIB and society as AJIB service user. Data Analysis using Miles and Huberman (1994). which suggests that it is interactive and takes place continuously to completion, so the data is already saturated. Activity in analyzing data, data collection, data reduction, data presentation, and conclusion drawing/verivication. And Test Data validity using Triangulation.

DISCUSSION

Description of the Transfer of Motor License (AJIB) as a shuttle service business until the licensing are completed :

- a. The number of AJIB officers is 200 people (158 AJIB field officers and 42 AJIB back office officials).
- b. The vehicle used by AJIB motorcycle officers is Jupiter Z brand, with complete attribute of jacket, helmet, android based mobile phone and **handbag**.

Workflow clearance workflow through AJIB service :

- c. Applicant orders AJIB service through call center, mobile application, email and via whatsapp. The contents of corporate or individual bios, what permissions will be processed

through the AJIB service and scheduling the filing of licensing and non-licensing applications.

- a) The call center selects AJIB officers through the internal system of AJIB applications and is accepted by AJIB officers.
- b) AJIB Officer collects files and verifies licensing and non-licensing application files, then the files are delivered to the agency, mayor, sub-district or kelurahan according to their authority.
- c) The file is processed in accordance with the estimated time in accordance with the proposed permit. Kasatlak or back office is authorized to inform that the file has been completed to the applicant.
- d) AJIB officers come to the applicant's location for inter-completed files.

Innovation of the Shuttle Service Shuttle service is a new form of service launched by the Jakarta One Stop Service and One Stop Service. AJIB's service innovation is the flagship product of DPMPTSP DKI Jakarta. AJIB launched in 2016 by DPMPTSP DKI Jakarta to provide convenience in public services. The service innovation that has been continuously developed by AJIB over the past few years has created a new solution for the citizens of DKI Jakarta in providing good service. AJIB's innovation continues to grow to date, and AJIB is launching several new service innovations, such as AJIB Prioritas and Mobile Service Unit (MSU).

To determine the innovation of the Service of Motor License (AJIB) at the Jakarta Capital City Integrated Services and One Stop Service, first determine the right indicators to measure service innovation. The indicators Delafrooz has pointed out are key to measuring service innovation. The indicators used are 4 (four) indicators: 1). Use of technology, 2). Interaction with customers, 3). Development of new services and 4). Service delivery system. The indicator proposed by Delafrooz is considered appropriate to later determine the form of service innovation put forward by Muluk.

Use of Technology

Results of interviews related to the use of technology that can be interpreted as a technology that is in use on shuttle service permit motor. The importance of the use of technology is due to facilitate the company in the service process, so that will speed up the company to provide services. Utilization of technology improves consumer privacy, confidentiality and affects communication between companies and consumers so as to facilitate the company in evaluating the service process.

New Service Development

The results of interviews with the essence of developing new services in AJIB continue to be developed in stages. The development of new services in AJIB resulted in Mobile Service Unit service or better known as MSU. Mobile Service Unit or MSU is assigned to provide services to an area that is predicted to require licensing and non-licensing. MSU is more likely to move to one place, such as industrial areas, offices and Public Cemeteries (TPU). MSU can issue licensing permits with electronic attendant approval. The use of electronic signatures facilitates the provision of services in MSU AJIB, while for AJIB the priority is the licensing facilitation service to new companies, to obtain the desired permission.

Observations have been found in the development of new services already underway, such as AJIB priorities and Mobile Service Units (MSU). AJIB officers also have knowledge related to new services. AJIB MSU uses an elf car as a means of transportation and also a licensing service.

Documentation results related to the development of new services are brochures and information via social media related to the development of new services in AJIB. Such as the vision and mission of innovative PTSP so that AJIB which organization under DPMPTSP DKI Jakarta is required to provide innovative service or different from others.

Based on Delafrooz's theory of new service development is Development is a new form of service that is implemented differently from the previous service, or an improvement on the service process. The new service form will affect marketing performance because if the service development is successfully implemented it will improve the marketing performance of the company, and vice

versa if the development of the service is not successful in the application of the company's marketing performance will decrease. The development of AJIB's new services is consistent with Delafrooz's theory that new services published by AJIB differ from those of other agencies. The development of new services in DPMPSTP and AJIB continues on an ongoing basis. In AJIB service innovations published include Mobile Service Unit (MSU) and AJIB priorities. The advantages of AJIB car or MSU are able to process licensing services on-site and within one day, permissions that can be processed at MSU within one day, Permit Utilization of Tomb Land (IPTM), legalize permit, and research permit. MSU is always in an area that is predicted to require many licensing and non licensing issues, such as industrial area, port, office area and Public Cemetery (TPU).

Interact with Customers

Corporate interaction with customers has a very close relationship, this interaction makes the closeness between consumers and companies so that companies will be easy to know the wants and needs of consumers, in addition to interaction with customers will allow companies to make improvements in case of customer complaints.

The essence of the interview result above is the officer providing education related to AJIB service to the applicant and the citizen. AJIB officers give time to inquire in relation to licensing and non-licensing. If any residents ask questions related to AJIB services or licensing, then the officer will respond well. AJIB also explained the services issued by AJIB through media or event at sub-district or kelurahan level, the purpose of AJIB to follow the events is for AJIB services can be recognized and accepted by the citizens of DKI. Officers also asked if there were any obstacles in AJIB's services. Some officers are friendly to the applicant intended to be closer to the applicant.

During the observations made to AJIB service applicants it was found that officers did provide education related to licensing, licensing requirements and period of processing until the issuance of permits. Call center officers and PTSP front office workers found fault or mis communication with the applicant, thus harming the applicant or citizen.

Based on the documentation results, AJIB officers informed its services directly to service users and citizens. Officers directly educate the applicant through interaction directly to the applicant's licensing and non-licensing. AJIB officer recorded the complaint and advised the applicant to testimony related to AJIB service.

Based on the theory of Delafrozz interaction with customers is a company with customers have a very close relationship, this interaction makes the proximity between consumers with companies so that companies will easily know the desire and the company so that the company will easily know the company makes it easy to make improvements in case of customer complaints. AJIB applicants can provide testimony related to AJIB services and uploaded to AJIB's social media. AJIB officers also asked if there were any complaints related to the previous AJIB service. The officer recorded the complaint.

AJIB services provide education via events at the sub-district level as well as at national-scale events such as Pekan Raya Jakarta (PRJ). AJIB officers are also given permission-related knowledge so they can educate applicants in the field. AJIB officers should also smile and greet the applicant in accordance with AOP services SOP, so that AJIB officers and services can be closer to the applicant licensing service.

New Service Development

The development of new services is a new form of service that is implemented in contrast to previous services, or improvements to the service process.

The new service form will affect the marketing performance because if the service development is successfully implemented then it will improve the marketing performance of the company, and vice versa if the development of the service is not successful in the application of the company's marketing performance will decrease.

The results of interviews with the essence of developing new services in AJIB continue to be developed in stages. The development of new services in AJIB resulted in Mobile Service Unit service or better known as MSU. Mobile Service Unit or MSU is assigned to provide services to an

area that is predicted to require licensing and non-licensing. MSU is more inclined to move to one place, such as industrial area, office and Public Cemetery (TPU). MSU may issue licensing permits with electronic approvals. The use of electronic signatures facilitates the provision of services in MSU AJIB, while for AJIB the priority is the licensing facilitation service to new companies, to obtain the desired permission.

Observations have been found in the development of new services already underway, such as AJIB priorities and Mobile Service Units (MSU). AJIB officers also have knowledge related to new services. AJIB MSU uses an elf car as a means of transportation and also a licensing service.

Documentation results related to the development of new services are brochures and information via social media related to the development of new services in AJIB. Such as the vision and mission of innovative PTSP so that AJIB which organization under DPMPTSP DKI Jakarta is required to provide innovative service or different from others.

Based on Delafrozz's theory of new service development is Development is a new service form applied

The new service form will affect the marketing performance because if the service development is successfully implemented then it will improve the marketing performance of the company, and vice versa if the development of the service is not successful in the application of the company's marketing performance will decrease.

The results of interviews with the essence of developing new services in AJIB continue to be developed in stages. The development of new services in AJIB resulted in Mobile Service Unit service or better known as MSU. Mobile Service Unit or MSU is assigned to provide services to an area that is predicted to require licensing and non-licensing. MSU is more inclined to move to one place, such as industrial area, office and Public Cemetery (TPU). MSU may issue licensing permits with electronic approvals. The use of electronic signatures facilitates the provision of services in MSU AJIB, while for AJIB the priority is the licensing facilitation service to new companies, to obtain the desired permission.

Observations have been found in the development of new services already underway, such as AJIB priorities and Mobile Service Units (MSU). AJIB officers also have knowledge related to new services. AJIB MSU uses an elf car as a means of transportation and also a licensing service.

Documentation results related to the development of new services are brochures and information via social media related to the development of new services in AJIB. Such as the vision and mission of innovative PTSP so that AJIB which organization under DPMPTSP DKI Jakarta is required to provide innovative service or different from others.

Based on Delafrozz's theory of new service development is Development is a new service form applied different from previous services, or improvements to the service process. The new service form may affect marketing performance because if the service development is successfully implemented it will improve the marketing performance of the company, and vice versa if the service development is not successful in its application the company's marketing performance will decrease. The development of AJIB's new services is consistent with Delafrozz's theory that new services published by AJIB differ from those of other agencies.

The development of new services in DPMPTSP and AJIB continues on an ongoing basis. In AJIB service innovations published include Mobile Service Unit (MSU) and AJIB priorities. The advantages of AJIB car or MSU are able to process licensing services on-site and within one day, permissions that can be processed at MSU within one day, Permit Utilization of Tomb Land (IPTM), legalize permit, and research permit. MSU is always in an area that is predicted to require many licensing and non-licensing issues, such as industrial area, port, office area and Public Cemetery (TPU), while for AJIB the priority is the management of new company licensing which is continuously assisted by AJIB to with all the required permissions required. So the new company does not use the services of consultants.

Service Delivery System

The company's service delivery system can be judged by how well the product or service is delivered to the customer. It includes the accuracy, precision, and attention during the delivery process. The

essence presented from the interviews of AJIB officers and applicants related to the service delivery system is still found error from AJIB itself. Error which makes the applicant have to wait a long time to pick up the file. There were several informants who stated that the AJIB service was good enough. For systems that can measure applicant's satisfaction with AJIB can be found on AJIB android-based apps and iOS. While the AJIB service order through whatsapp and phone not found a questionnaire related to the satisfaction of the applicant against AJIB. For the supporting factors are the attributes and inventory of AJIB services. Problems found are external problems that are jammed and rain.

Observational observation results related to the service delivery system there is still disappointment with the AJIB service delivery system. The disappointment that the applicant considers more is not being able to monitor the licensing files processed through the AJIB.

Documetation result of AJIB service delivery system is a deadline for the process of obtaining permits through AJIB. If it exceeds the specified time period. Several informants revealed that there is a problem of timeliness due to external factors ie congestion. There is a positive point that, getting the speed of licensing process through AJIB and no longer need to come to PTSP. AJIB also provides a rating to measure applicant satisfaction through AJIB applications. The size used is a rating with a star code. There are also those who use direct testimony related to AJIB services, usually the use of testimonials for applicants who use offline services.

For the AJIB service support factors proposed by the officers is the technology applied by AJIB to the applicant and the service user while for the inhibiting factor of AJIB service is the less number of AJIB call center officer, the jam and the socialization of AJIB which is still limited.

Supporting and Inhibiting Factors

Based on the results of interviews, the supporting factors in the innovation of AJIB services in DPMPTSP DKI Jakarta, namely:

- 1). AJIB mobile phone application technology is one of the support services AJIB, because in the application the order between pick-up permits received by the officer. For AJIB applications downloaded by applicants or citizens of DKI is useful to order the service AJIB via mobile app.
- 2). Official vehicles are used for mobilizing officers to applicants or citizens of DKI who have AJIB service orders.
- 3). Call Center DPMPTSP / AJIB DKI Jakarta is in charge of receiving offline service orders via telephone. Call Center is also tasked to follow up orders from applicants or citizens of DKI Jakarta to AJIB officers in the field.
- 4). Training and training related to service standards and knowledge of licensing requirements for AJIB officers both in the field and AJIB officers in the back office.
- 5). Socialization of AJIB services through social media such as twitter, fecebook and instagram.

Interview result found inhibiting factor of service AJIB DPMPTSP DKI Jakarta, that is:

- 1). The delay of Jakarta AJIB DPMPTSP call center in managing complaints of applicant, and still distinguishes the form of service to citizens who have ID card and domiciled outside DKI Jakarta.
- 2). Difficult to contact Jakarta AJIB DPMPTSP call center for AJIB service order, even applicant until 3 days try to order service of AJIB.
- 3). The number of call center officers (30 people) was less to service calls throughout Jakarta.
- 4). The lack of socialization of AJIB services to the citizens of DKI Jakarta.
- 5). Unclearness in monitoring the permissions file the applicant wishes to perform.

The Innovation of Shuttle Delivery Service (AJIB) managed by Jakarta Capital City Integrated Service and Service Department (DPMPTSP DKI Jakarta) has not been successful yet, because there are still applicants who do not know how to order AJIB through online based application. Communities or applicants tend to use call center services to order AJIB services.

For interaction with applicants AJIB officers use a professional approach. Officers are polite in accordance with SOPs and also provide knowledge or education related to licensing requirements.

Officers provide knowledge related to licensing requirements not only to the applicant, but also to the surrounding community.

The development of new services in AJIB has been established with the existence of Mobile Service Unit (MSU) and AJIB priorities. The new service was launched in 2017. Community or applicant, not many have used the new service, because there are still many who do not know the new service. The socialization of AJIB's new services is still limited only to events published by the DKI Jakarta Government. Though the new service innovation from AJIB has been socialized to applicant through twitter, facebook, brochure, pamphlet and instagram.

The AJIB service system used by the applicant is divided into 2 way orders. First by offline, the applicant calls directly to callcenter to order AJIB service and the second by online by ordering AJIB service using app (whatsapp and download AJIB app in play store or iOS). However, people tend to prefer calling the call center because the community is not yet or the applicant ordering the AJIB service. Applicants prefer AJIB service orders through call centers as they are clear. Applicant's complaints are contained in service orders through a busy call center. The difficulty of call center calls for ordering AJIB services is due to limited call center personnel, whereas very few applicants know AJIB service orders via AJIB app and via whatsapp.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research can be drawn a conclusion, that the form of Innovation Shuttle Service Shuttle Service in DPMPTSP DKI Jakarta, below described in detail aspects of the size of the form of innovation as follows:

- 1). The use of technology in AJIB is divided into two methods of order service AJIB , first use the online application via whatsapp and download the AJIB app on the phone.
- 2). Interaction with customers by AJIB officers in accordance with SOP and officers also provide education to applicants and the public related to the terms of licensing and non-licensing.
- 3). The development of new services in AJIB is already underway with the existence of Mobile Service Units and AJIB priorities addressed to new companies.
- 4). Service delivery systems in AJIB use online and offline applications, but applicants are more likely to opt for orders via offline via call center as it is clearer. AJIB's form of innovation as proposed by grandiosity is a new and unprecedented innovation of service innovation (discontinuous innovation).

SUGGESTION

Based on the results of interviews, direct observation and documentation on the AJIB Service Innovation in DPMPTSP DKI Jakarta, can be given suggestions that can be considered for AJIB DPMPTSP DKI Jakarta, among others:

- 1). Make improvements in managing complaints of applicants by building a Complaint system AJIB services, and conduct customer satisfaction training for AJIB Human Resources.
- 2). AJIB DPMPTSP DKI Jakarta, should add phone line, so that no more applicant can not contact call center AJIB DPMPTSP DKI Jakarta.
- 3). To further optimize the service via phone can be overcome by increasing the number of human resources in the unit call center, so that all applicants licensing through AJIB services can be served maximally.
- 4). Improving the socialization of AJIB services to Jakarta residents by joining events in public areas such as malls and office centers.
- 5). Add a menu in the AJIB app that can monitor the file of the requester.

REFERENCES

- Komite Pemantau Pelaksanaan Otonomi Daerah (KPPOD) . (2014). *Laporan Penelitian Badan Pelayanan Terpadu Satu Pintu*. Jakarta: Foreign and Commonwealth Office (FCO)-British Embassy.
- Dwiyanto, A. (2006). *Mewujudkan Good Governance Melalui Pelayanan Publik*. Yogyakarta: Gadjah Mada University Press.
- Erna, S. (2012). *Riset dan Pengukuran Kualitas Pelayanan*. Surabaya: PT Revka Petra Media.
- Kemenpan. (2014). *Top 99 inovasi pelayanan publik di Indonesia*. Jakarta: Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi
- Lukman.Sampara. (2004). *Manajemen Kualitas Pelayanan*. Jakarta: STIA LAN.
- Moenir.H.A.S. (2010). *Manajemen Pelayanan Umum di Indonesia*. Jakarta: Bumi Aksara.
- Moleong. (1999). *Metode Penelitian Kualitatif*. Bandung: Rosda Karya.
- Prasojo.Eko. (2006). *Kinerja Pelayanan Publik*. Jakarta: YAPPIKA.
- Rogers, E. M. (2003). *Diffusion of Innovations 5th edition*. New York: The Free Press.
- Sangkala. (2013). *Innovative Governance Konsep dan Aplikasi*. Yogyakarta: Capiya Publishing.
- Setyaningrum, E. (2009). *Inovasi Pelayanan Publik*. Surabaya: Media Aksara Globalindo.
- Sinambela, L. (2014). *Reformasi Pelayanan Publik*. Jakarta: Bumi Aksara.
- Sugiyono. (2013). *Metode Penelitian Administrasi*. Bandung: Alfabeta.

Journal

- Fitriana, D. N. (2014, Volume 2). Inovasi Pelayanan Publik. *Inovasi Boarding Pass System dalam Meningkatkan Kualitas Pelayanan Kereta Api PT KAI di Stasiun Gubeng Surabaya*, Nomor 1.
- Hida, N. (2014, Volume 2). Strategi Layanan dalam Meningkatkan Kualitas. *Strategi Layanan dalam Meningkatkan Kualitas Pelayanan di Kantor Pertanahan Surabaya*, Nomor 1.
- Delafrooz, N. (Vol. 3, No.2; February 2013). The impact of service innovation on consumer satisfaction. *International Journal of Business and Behavioral Sciences* , 116.
- KPPOD. (2014). prespektif kewenangan dan kelembagaan baru. *Jurnal BPTSP di provinsi DKI Jakarta*.

Internet

- Surapati, B. F. (2016). *beritajakarta.id*. Retrieved Desember 10, 2016, from www.beritajakarta.com/read/23481/Pangkas_Calo_BPTSP_akan_Luncurkan_Program_AJIB#.WC3imLJ97IU
- Tambun, L. T. (2016, Januari 12). *beritasatu*. Retrieved Desember 10, 2017, from www.beritasatu.com: www.beritasatu.com/megapolitan/340531-badan-ptsp-dki-luncurkan-tiga-layanan-izin-baru.html