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Innovative Governance in Public Services Management Through the Jakarta Kini Application in DKI Jakarta Province

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Abstract: One of the concepts of Jakarta Smart City is marked by the existence of regional innovation. The JAKI (Jakarta Kini) application is a one-stop service innovation that helps people with their daily activities. Management of the JAKI (Jakarta Kini) application as a regional innovation aligns with innovative governance in public administration studies. Innovative governance as a renewal of good governance is not enough to overcome problems, especially in the public sector. The study aims to analyze the implementation of Innovative Governance in Managing Public Services through the JAKI (Jakarta Kini) Application in DKI Jakarta Province and to find out Innovative Governance in Managing Public Services Through the JAKI (Jakarta Kini) Application in DKI Jakarta Province. The study used qualitative research methods. Primary data sources were obtained from interviews, and secondary data from books, articles, and previous research. The data analysis technique uses the Miles and Huberman model. This study analyzed innovative governance as public service management through the JAKI (Jakarta Kini) application in DKI Jakarta. The results showed that government governance in DKI Jakarta can be categorized as innovative through the JAKI (Jakarta Kini) application. However, the management must carry out active outreach to increase community participation and make regular improvements to minimize errors in the service system.

Keywords: Public Service; Innovation; Governance.

1. Introduction

The high population and mobility in DKI Jakarta, reaching 10.67 million people, has encouraged the government to create digital-based public service applications to meet community needs. One of the applications realized by the DKI Jakarta government is JAKI (Jakarta Kini). The JAKI application offers several advantages compared to other similar smart city innovations, including the integration of various public service features with a one-stop service concept, making it easy for users to access them via smartphone (Kalihva et al., 2023). During its implementation in 2019, the JAKI (Jakarta Kini) application was not widely sought after by the people of DKI Jakarta, and its implementation did not always meet the government's expectations. This goes back to how the government understands user demands (Axelsson et al., 2024). According to data from Jakarta Smart City, there will be a decrease in the number of application users in 2022, amounting to 2,217,889, while in 2023, there will be 1,089,963 users as a result of people deleting the application because they no longer need it. Additionally, based on an assessment from the Google Play Store, the JAKI application received a score of 3.8 on a scale of 1 to 5, with the number of downloads reaching more than one million. Users' assessment of the quality of the JAKI application is supported by negative comments in the form of complaints submitted to the Google Play Store, including the process of making public complaint reports failing due to application errors, integration problems where people have difficulty accessing population services, and a lack of socialization carried out by the Jakarta Smart City Regional Public Service Agency as the manager to introduce the JAKI application to the public. This limited public knowledge about the application to only being able to use it to enter public places, not public services (Aprizal et al., 2024).

Obstacles in managing the JAKI (Jakarta Kini) application are also felt by the Jakarta Smart City Regional Public Service Agency as the creator of this digital-based service. Based on an interview conducted on October 20, 2023, with Damayanti Elisabeth, a senior Business Analyst for the Jakarta Smart City Regional Public Service Agency Study, it was stated that the inhibiting factor lies in the concept of data integration, which is challenging to implement due to a large amount of SKPD data, the JAKI application management in dividing The advantage is that several parties we collaborate with experience challenges in product development, security problems still occur, especially in data transparency where the identity of the complainant in the complaint service has been leaked, and access to the integration website owned by several SKPDs is difficult to access, making it a challenge for the management in providing effective services to the community. Several problems also point to the dimensions of innovative governance according to UN-Habitat (Sangkala, 2012), which have not been fully achieved. In terms of impact indicators, service users feel the negative impact of the JAKI application, namely that errors and complaints submitted are handled slowly by the responsible regional apparatus organization. Apart from that, the JAKI application has shortcomings in terms of indicators of gender equality and social exclusion, where the features provided cannot meet the needs of people with disabilities, so further development is needed by the management, especially in adding disability-friendly features.

The management of the JAKI (Jakarta Kini) application as a regional innovation aligns with the concept of innovative governance in public administration studies. Innovative governance, as a renewal of good governance, is deemed insufficient to overcome problems, particularly in the public sector. Innovative governance in the public sector emphasizes the imperative of innovation to enhance the quality of services for the public interest. Public service innovation must provide equality and justice for society, from infrastructure suggestions to administrative processes

(Monati et al., 2023). So, the role of leaders in providing services must be focused and peripheral in an organization to create equitable services (Srimulyani et al., 2023). In line with bureaucratic reform, which is experiencing very rapid development, the role of leaders is very important in providing optimal services (Wargadinata et al., 2022).

Despite achieving several accomplishments, managing the application has come with challenges. Firstly, the agency's data shows a decrease in the number of JAKI users by 1,127,926 in 2023 compared to 2022. Secondly, implementing the integration concept is still challenging because users are directed to download other applications, often leading to errors when accessing the service. Thirdly, despite socialization efforts carried out at school and neighborhood levels, some still are unaware of the JAKI application. Lastly, integrating SKPD between the government and private sector is a challenge because technology-based services require regular system improvements.

Various public administration studies focusing on government governance and service innovation in DKI Jakarta are being conducted intensively. However, none approach it from an innovative governance perspective, especially in service management through the JAKI (Jakarta Kini) application. Therefore, new research will emerge with an analysis of innovative governance in service management through the JAKI Application (Jakarta Kini), which will be examined through six indicators of innovative governance (impact, partnership, sustainability, leadership, and community empowerment, gender equality and social exclusion, and innovation in the local context that can be transferred).

This research aims to analyze the implementation of innovative governance in public services management through the JAKI (Jakarta Kini) application in DKI Jakarta Province and to determine innovative governance in public services management through the JAKI (Jakarta Kini) application in DKI Jakarta Province. Multiple previous studies support this research and provide new ideas. Firstly, a study by Nevan Alsya Kalihva, Teguh Yuwono, and D. Ghulam Manar (2023) titled " Implementation of the Jakarta Kini Application (JAKI) as a Public Service Innovation in Realizing Excellent Service in DKI Jakarta" discusses the implementation of JAKI application innovations to achieve excellent service, analyzed using the Van Horn-Van Meter theory. The research shows that the JAKI application implementation has gone quite well, but the socialization implementation did not meet the planning target, hampering the service process. The second study by Anisa Ramadhania, Muradi, and Jajang Sutisna (2023), titled "Implementation of E-Government by the DKI Jakarta Provincial Government through the Jakarta Kini (JAKI) Application in Improving the Quality of Public Services in 2022" discusses the implementation of e-government by the DKI Jakarta provincial government, with theoretical studies from the Harvard JFK School of Government. The research results showed that the application implementation encountered several problems, including errors and long verification times for complaints. Based on previous research, there is something new that researchers have observed that has not been found in any analysis regarding the JAKI application using innovative governance theory, so it is hoped that it will be a new addition to this research.

The formulation of the problems that arise in this research are "How is innovative governance implemented in public services management through the JAKI (Jakarta Kini) application in DKI Jakarta Province?"

2. Methods

This study employs an exploratory qualitative method to investigate innovative governance in the JAKI (Jakarta Kini) application in DKI Jakarta. The use of exploratory qualitative methods is chosen because it helps researchers explore problems in depth

and understand the perspectives of JAKI application users (Creswell & Creswell, 2018). Research using exploratory qualitative methods can be valuable in analyzing and generating new insights into research phenomena using innovative governance theory. Consistent with Arikunto (2002), an exploratory approach is useful for understanding and mapping objects in depth, especially regarding innovative governance of public services in the JAKI (Jakarta Kini) application. Qualitative research provides an overview of data obtained in the field and is described scientifically. Data collection for this research involved interviews, observation, and documentation. Data analysis follows the model proposed by Miles and Huberman, which includes data reduction, data presentation, and drawing conclusions or verification. Interviews were conducted with individuals knowledgeable about implementing innovative governance in the JAKI (Jakarta Kini) application, such as the Jakarta Smart City Regional Public Service Agency and the application user community. Observations focused on the application's management and the public's services use. The data for the research was obtained from the community's response to the JAKI application and the challenges faced by the management. The use of the Miles and Huberman model in data analysis ensures the accuracy of the research data.

3. Results and Discussion

3.1. Innovative Governance Implemented in Public Services Management Through the JAKI (Jakarta Kini) Application in DKI Jakarta Province

An innovation coupled with good governance will undoubtedly impact its implementation. Impact indicators serve as benchmarks for assessing whether an innovation program has an influence. JAKI substantially impacts the ease of people accessing public services and information. One of its notable features is the "Laporwarga" feature, which provides a platform for the public to report various issues, whether related to noise, damaged roads, slow public services, etc. In this regard, Mrs. Damayanti Elisabeth, the manager of JSC (Jakarta Smart City) and Senior Business Analyst for the Study, commented:

> "The impacts are diverse, but the most significant pertains to health and public complaints about Covid yesterday. Based on the data, there is an increase of 120.5%, surpassing 100%. This implies that yesterday's vaccine was not only accessed by DKI Jakarta ID cards but nationally. Additionally, the service, formerly known as CRM (Customer Relationship Management) at JAKI, has now received 120 thousand complaints from Citizens Reports, and approximately 94.4% of them have been resolved in this manner." (Interview, 19 October 2023)

The impact is an indicator used to measure innovative governance based on the positive impacts felt directly by society. The JAKI (Jakarta Kini) application basically provides novelty in the public service system in DKI Jakarta. The positive impact felt by the public since the presence of the JAKI application is that the public service system has become more organized and easier to access. One of them is the ease of accessing vaccination services during the Covid-19 pandemic. Using technology services may be one of the resilience efforts when there is a disaster (Levesque et al., 2024). People can easily get vaccinations through the health service features provided in the JAKI application. The JAKI application also makes it easy for the people of DKI

Jakarta to access information through articles that have been provided in the public information feature. The presence of the Laporwarga feature also gives the people of DKI Jakarta the right to participate in reporting problems that occur in the surrounding environment, and it has been proven that 94.4% of citizen reports have been resolved. On the other hand, this can be stated as a form of government in providing power to its citizens and increase citizen trust in government (Hashim, 2024; Nookhao & Kiattisin, 2023).

The JAKI application is described as an application that fully benefits society. Bertot et al. (2016) also stated that social inequality can be overcome with public services. This aligns with the application model, which was designed based on community needs and was citizen-centric. Public sector innovation is responsible for community activities and can handle all existing problems (Hilmawan et al., 2023). In line with the findings of Riani et al. (2024) that the Jakarta application is now a community-oriented design, demonstrated by service features that facilitate community activities. The concept of this application is implementing a new public service that emphasizes service to the community. In new public services, people are not positioned as customers but as citizens with the right to be fully served by the government. So that the impact generated by the community will fully benefit from the existence of the JAKI application. On the other hand, it can increase bureaucracy accountability through provide digital service (Wargadinata et al., 2022). To support this, government innovation is always needed (Fauzan et al., 2022).

However, people still feel several obstacles when using the JAKI application. First, JAKI application users encounter errors when uploading data. Second, when carrying out administrative services, users must first download the "Apukat Betawai" application so that they can save time when accessing population administration services. Third, there are reports from residents who are slow and do not receive treatment from the relevant agencies, so the reporter feels it is useless to download the JAKI application. Last, there are still people who feel that the services provided by JAKI do not meet their needs. This problem will be a challenge for the management regarding how things develop. The next JAKI application will have a positive impact on the people of DKI Jakarta.

Management of the JAKI (Jakarta Kini) application involves the roles of government, the private sector, and society. In line with Rose et al. (2018) in Distel and Lindgren (2023), coordinating stakeholders is a route through which innovation can create value. In this case, the Jakarta Smart City Regional Public Service Agency is the institution that manages the JAKI application and is the main party that offers cooperation with the private sector and the public. As a public service integrator, the JAKI application has collaborated with Regional Apparatus Organizations to complete community reports. The JAKI application is linked to regional apparatuses that provide public services and information. People can access services from various regional entities through the JAKI application, eliminating the need to open other applications or websites. Meanwhile, community involvement is encouraged through the Laporwarga feature, which allows the community to report problems they see or experience, including damaged roads, piled-up rubbish, noise, reports of performance discrepancies, and so on. Partnerships with the private sector can also be observed in the JAKI application, which collaborates with various entities such as Sekolahmu, Gojek, Grab, Google Maps, Tokopedia, Shopee, BukaLapak, WRI Indonesia, Molecool, Nodeflux, and DuitHape. This collaboration is realized in various features, such as "Your School," which is included in the education category, and Molecool, which collaborates in providing free Wi-Fi in Jakarta. Therefore, it can be said that JAKI involves three parties— the Government, the community, and the private sector in its implementation. It can be

assessed that collaboration carried out by the provincial government with lower-level governments can increase the government's responsibility in dealing with public problems. Collaboration with regional officials makes it easier for managers to collect the data needed for the JAKI application. The data that has been obtained becomes material for the government is considering a policy.

The collaboration between the DKI Jakarta government and the governments below resulted in a consensus on making policies based on real conditions in the field. JAKI is a bridge that unites cooperation between all governments from various lines in DKI Jakarta. As a result, communication between governments has been strengthened, and coordination has become easier with the JAKI. The community is associated with a party that enjoys services but, on the other hand, plays a role in making reports regarding situations requiring government attention. So, this collaboration will accelerate the infrastructure development side of DKI Jakarta Province.

In addition to working with private companies, the JAKI application also partners with Sekolahmu, Gojek, Grab, Google Maps, Tokopedia, Shopee, BukaLapak, WRI Indonesia, Molecool, Nodeflux, and DuitHape. These collaborations aim to improve public services in DKI Jakarta by building strong partnerships with the private sector, and it can increased economic growth (Colino et al., 2014). One of them is collaboration by managing CCTV, the management feels that it makes it easier to monitor and regulate public transportation routes which are often used by people in DKI Jakarta during their daily activities. Partnerships with private parties are an effort to encourage the provision of public services to the community.

The JAKI application was basically formed to meet the needs of the community, especially those living in Jakarta so that its management could collaborate with the community. Can be said to be public sector creativity that is able to bring together what society wants (Houtgraaf, 2023). The role of the community can be seen by giving them the right to participate by reporting problems that occur in the surrounding environment. The existence of the JAKI application basically provides space for the community to collaborate in building an innovative city of Jakarta in public services. Collaboration is important as governance involves various actors (Sudrajat & Andhika, 2021).

When managing innovation, extinction becomes crucial, as many innovations may be halted or discontinued for various reasons. Innovation must also continue to develop to meet the needs and satisfy society. Sustainability in innovation must provide basic changes in the field of legislation, strategies that open up opportunities for replication, policy-making processes that clarify the roles of the parties involved, and accountability so that users of human resources become effective. The continuity of the JAKI application is related to several regulations, such as the decision of the Governor of the Special Capital Region of Jakarta Number 1251 of 2021 concerning the Team for Accelerating the Implementation of Digital Transformation and regulations related to handling CRM complaints in the Regulation of the Governor of the Special Capital Region of Jakarta Province Number 39 of 2019 concerning Amendments to Governor's Regulation Number 128 of 2017 concerning the Implementation of Handling Public Complaints. In maintaining the sustainability of JAKI, the Jakarta Smart City Regional Public Service Agency conducts outreach activities to ensure sustainability. It provides education regarding the benefits of the JAKI application to several sub-districts, which are uploaded on JSCLab's Instagram social media. Apart from that, several strategies were implemented, including visits to other areas of Jakarta Smart City. There were 15 ASN experts in the JAKI (Jakarta Kini) application management as well as the Decree of the Governor of the Special Capital Region of Jakarta No. 1251 of 2021 concerning

the Digital Transformation Acceleration Implementation Team, which supports the JAKI application to continue to develop and continue. The existence of regulations is important in maintaining application sustainability. Clear regulations will open up space for the development of innovation to maintain public satisfaction and the public's willingness to use the JAKI application.

The aspect of application sustainability is important because government investment in technology is not value-free (Rose et al., 2018), so technology sustainability can maintain the value sacrificed by the government. The existence of applications can also be associated with sustainable development, that technology is one of the supports in sustainable development (Omri, 2020). Therefore, applications as innovations must encourage a sustainable process (Rantala et al., 2018), like the JAKI application. In the other hand, the government in making applications, requires a large budget. If JAKI is not sustainable, this will result in losses for the government as the party that invests in producing better services for the community.

Second, strategically looking at sustainability factors. Basically, the JAKI application has made improvements or developments primarily in response to public reports. The JAKI application also uses user-centric design or a design based on the community as the user. So, all updates and application designs are based on the user experience when using the JAKI application. Furthermore, the search column was added to the JAKI application based on requests from the JAKI application user community. This is important because some people have started abandoning the JAKI application. Third, in terms of the policy-making process, it has run optimally and clearly in accordance with the structure established by the Jakarta Smart City Regional Public Service Agency. Finally, JAKI application management is now possible. It is said to be accountable because its management is guided by Governor Regulation Number 121 of 2020 concerning these regulations concerning the Performance Accountability System for Government Agencies. Regarding sustainability and agency commitment, JAKI, developed by JSC, is part of the draft regional Gubernatorial Regulation until 2026. This means that the regional Gubernatorial Regulation will support the sustainability of JAKI in the future. The community believes that the JAKI application must be maintained in sustainability so that it can continue to be used by the community in the future. This is supported by a statement from one of the residents who said that:

> "It has to be very long-lasting, so if we can do it, there's socialization and more
> education about its use; if that's not the case, there are vaccines, there's food and
> air, it should be like that too. "Now it's starting to be abandoned, so there needs to
> be a lot of education, sharing sessions like here (Tebet Eco Park), so there's more
> open scope like that." (Interview, 19 October 2023)

The JAKI (Jakarta Kini) application was developed to promote clean governance that is free of corruption, collusion, and nepotism (KKN). In line that innovation supports bureaucratic reform which demands cleaner government (Karya et al., 2024). Using information and communication technology can improve the expected outcomes of the public service process (Mislawaty et al., 2022). In line with Damayanti Elisabeth's statement, who serves as Senior Business Analyst for the Study, said that:

> "Perhaps our friends can open a draft regional governor's regulation so that
> by 2026, there will be a draft like that, right? That's a derivative of the RPJMD,
> maybe if you know that, right? Well, we have planned it there, including digital

transformation. Digital transformation is not limited to the RPD, so there are indeed special instructions regarding how the agencies communicate and integrate each other so that services to the community are more efficient. "So, the commitment has been stated there, sir, so in terms of what achievements and achievements, one of them is about integration, and the second is about transparency of public services." (Interview, 19 October 2023)

By doing so, it is hoped that the quality of public services will improve through the JAKI app, thereby contributing to overall sustainability. Apart from that, the JAKI application also provides a new approach for SKPD or other government agencies in making policies. JAKI can accommodate the community's participation. Data obtained from the community can be used as a basis for government agencies in making policies or what is known as data-driven policy.

In implementing public services through the JAKI application, leadership is the most fundamental thing in ensuring the sustainability of the JAKI application. Leadership that is open to new ideas and can produce new methods in solving important problems in creating innovation. The leadership applied in managing the JAKI application reflects transformational leadership. According to Robbins and Judge (2008), transformational leadership is a leadership style that inspires followers to convey ideas for the common good. In this case, the leader of DKI Jakarta Province has been able to invite the public to convey their ideas through an intermediary, namely the JAKI application. This can be seen from the application innovation, which is participatory, namely involving the community in channeling aspirations. When innovation can involve the community, it can be said that there will be improvements in service delivery (Kulal et al., 2024). The DKI Jakarta Provincial Government is also collaborating with regional governments to integrate regional electronic services so that services are not complicated. In this case, the government has empowered both the community and regional governments. If we look at the nature of the leadership carried out by the DKI Jakarta Province, it is from the bottom up. The JAKI application brings together all the aspirations of the community in districts, sub-districts, and even sub-districts to be followed up by the government.

Leadership is an important aspect of driving innovation. Managing innovation depends on the capabilities of public sector leaders or managers (Zubaidah et al., 2024). But in neo-institutional theory it is stated that public sector managers are criticized for having a low level of adaptation to change (Hoai et al., 2022). A leader's attitude and commitment can help innovation's development and success. Good leadership can support improved governance and promote social welfare (Arman et al., 2024). Society must also be empowered through innovation, which manifests in community participation. The form of leadership can be seen in the leader's role in approaching partners and acting as the person in charge. Leadership initiation is also seen in outreach to sub-districts, families, and schools and stakeholder dialogue. Leadership in local government can influence how public services perform (Rizki & Kurniawan, 2023). Leadership accountability is, of course, instrumental in an organization; a responsible leader will increase the self-confidence of his employees in carrying out their duties. The leadership also provides direction through SOPs, which serve as guidelines for ASN and experts in managing JAKI. Leadership can also be seen in the Jakarta Smart City concept, first initiated by Mr. Basuki (Ahok) in 2014 (Fisipol UGM, 2018). The same attitude was also shown by Mr. Anies Baswedan, who

also supports the development of Jakarta towards a Smart City or smart city with one of its supports, namely applications JAKI.

Community empowerment in the JAKI application can be seen in the Citizen Report feature so that the community can participate and have a platform to report to the government. The approach taken to empower the community to use the JAKI application is carried out by conducting outreach through social media such as Instagram and Twitter. JAKI allows the community to be empowered through one of its features, namely JAKLAPOR, which provides a channel for complaints regarding poor public facilities, slow public services, waste problems, and other problems involving government authority. This is in accordance with the statement by the JSC management, Mrs. Rizka Nadhira, as Junior Research Analyst, who stated that:

> "To continue to increase public participation, we also provide citizen reports; yes, this is a means for the public to participate actively; for example, if they see problems around them, such as damaged roads, damaged sidewalks, and all sorts of things, they can report citizen reports. This will be handled by the agencies responsible for there." (Interview, 19 October 2023)

The JAKI application is a citizen-centric public service that centers around the community. It has made it easier for the public to access and play an active role in managing the application. The success of involving the community means that the JAKI application opens up opportunities for the community to make improvements in both the development and social aspects of society. Regarding the development aspect, the public can use the JAKI application to report damaged public facilities or suggest adding new ones. Therefore, it plays a significant role in community development. From the social aspect, people's habits and behavior have changed since the introduction of the JAKI application. People are required to apply conventional habits towards a digital society, which has led to positive changes in society.

Indicators of gender equality and social exclusion in public services are basic values that show that service innovation can be accepted by society without exception. In the JAKI (Jakarta Kini) application, the value of equality can be seen from open access to services, where not only DKI Jakarta residents have the right to access services, but non-DKI Jakarta residents have the same opportunities. In its management, although the JAKI (Jakarta Kini) application does not yet provide special disability features, the management always tries to make regular improvements in accordance with the results of research that has been carried out, one of which is about user experience, so it is hoped that in the future the JAKI (Jakarta Kini) application will become one of the services public without social exceptions in DKI Jakarta. The JAKI application is gender-friendly. JAKI can be utilized by the entire community regardless of gender, ethnicity, race, class, and other backgrounds. People outside DKI Jakarta can also use the JAKI application as a means of information and public services for their daily needs. As the services provided through JakLingko can be used regardless of background, this is in line with the statement of JSC manager Mrs. Elisabeth Damayanti, who stated:

> "So, with the JAKI application and its steps, everyone can use it according to their needs. If he is a native of DKI, maybe he wants to download JAKI for information on social assistance. But for residents, because Jakarta has a lot of people, yes, many of their homes are outside Jakarta, but they work in Jakarta, right? Now, "He

can use the JAKI application, like the one that monitors air quality, it's general like everyone can access it, that's the most". (Interview, 19 October 2023)

However, there are features specifically for DKI residents Jakarta such as social assistance targeted at residents living in DKI Jakarta.

The Jakarta Smart City Regional Public Service Agency has strived to uphold values of gender equality and social inclusion in every service provided through the JAKI (Jakarta Kini) application. In line with the government focuses on creating services that are inclusive and provide strength for the community (Anam et al., 2024). According to some residents, the government transportation service in DKI Jakarta has provided priority seat facilities for people with disabilities in Jaklingko. This has helped to prevent discrimination against the community when using this service. Moreover, the JAKI app provides information about social assistance for all residents living in DKI Jakarta without any social exceptions (Dewi et al., 2023). All app features can be accessed by users, regardless of their ethnicity, race, gender, or any other factors.

In the local context, the JAKI application is designed to incorporate the values of the community in DKI Jakarta. This can be seen from the application, which has recreation features. People can make reservations through the JAKI application when they want to visit certain recreation areas. The local aspect is demonstrated by the use of multiple languages, namely English and Indonesian so that the JAKI application can also be utilized and can accommodate the international community or tourists who want to use the JAKI application (Prasetia et al., 2024). When viewed from a foreigner's perspective, the locality of the JAKI application will be reflected through Indonesian. The local context in the JAKI application refers more to meeting general needs and design. This is done to adapt to the conditions of the heterogeneous and very diverse population of DKI Jakarta.

The JAKI (Jakarta Kini) application is a transferable and imitable application that can be implemented in other regions. The main value of the JAKI application is its integration feature, which brings together various public services and information in one place. This integration concept can be applied in other areas as well. The Jakarta Smart City Regional Public Service Agency manages the JAKI application. It frequently receives visits from other regional governments who want to learn from their experience and explore opportunities for replication. The replication study of the JAKI application demonstrates that utilizing technological advancements can inspire the transformation of public services in different regions.

3.2. Factors Support and Hinder Innovative Governance in Public Services Management

There are several main supporters for implementing innovative governance in public services through the JAKI application. First, the government collaborates with Regional Apparatus Organizations (OPD) to integrate district, sub-district, and sub-district level applications. The JAKI application has an integration concept that makes it easier for the Jakarta Smart City Regional Public Service Agency to manage citizen complaints through the "Citizen Report" feature. This concept allows the government in each area of DKI Jakarta to determine community problems more easily, with all stages of the resolution process visible through status reports. This integrative collaboration is expected to provide technology-based services that benefit the people of DKI Jakarta.

Second, the JAKI application is designed to be user-friendly and easy to use. Jakarta Smart City considers this application to be very user-friendly, proven by regular

assessments of user satisfaction based on user experience and ratings on the Play Store and App Store. The user-friendly design also ensures that this application can be accessed by various types of disabilities so that they can access TransJakarta services for free through the JAKI application.

Third, the JAKI application is designed to meet the needs of the people of DKI Jakarta and offers services to people outside Jakarta. This application aims to provide a multicultural and heterogeneous public service concept. By providing access to information about social assistance, the JAKI application helps people meet their daily needs, becomes an important tool for innovative governance, and makes it easier to access information about the surrounding environment. With the JAKI application, people can easily access important services and information in everyday life.

However, implementing this innovative governance also faces several challenges. First, the low level of public participation in using the JAKI application can be seen from the decline in the number of active users in recent years. Even though it has been promoted through social media and direct communication, many people in DKI Jakarta don't know about the JAKI application. After several interviews, it was found that some people stopped using the app after achieving their main goal, which resulted in a decrease in the number of users.

Second, even though Jakarta has implemented the smart city concept, not all people can access the JAKI application, especially the elderly and low-income people. This is a challenge for the Jakarta Smart City Regional Public Service Agency in providing services to the community. In addition, there are individuals who may not be familiar with technology-based services, which can hinder the usability of the application for some people.

Third, as an application integrator, JAKI faces problems integrating public services OPD provides. This creates complicated services and causes more problems than it solves. The big challenge the Jakarta Smart City Regional Public Service Agency faces is the partnership between the government and the private sector in data input. Apart from that, the language used to manage data in each institution also proved to be a challenge.

4. Conclusion

The JAKI (Jakarta Kini) application can be categorized as an innovative service or innovative governance because it has fulfilled several indicators in implementing innovative governance. In its implementation, the government claims that the JAKI application is a super-app that integrates several services provided by the DKI Jakarta Provincial government. The DKI Jakarta Provincial Government facilitates service integration considering society's various complex needs in a metropolitan city. The government provides services that adhere to community-oriented principles. This cannot be separated from the government's implementation of innovative governance, which enables better public service values. However, in its implementation, several inhibiting factors have caused the decline in the value of public services provided to the community. One of the reasons why services are hampered is because society's digital culture is still low. This impacts the number of application users, which is not in line with the population in DKI Jakarta Province. From the government side, our concern in this research is that applications often experience errors. In addition, delivering service designs that are too complicated is not in line with society's digital culture. So, this is a challenge that the DKI Jakarta Provincial government must resolve in realizing innovative governance.

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