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**NEW PUBLIC SERVICE IMPLEMENTATION IN GOVERNMENT  
INSTITUTIONS: LITERATURE REVIEW**

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**Abstract**

The New Public Service (NPS) Paradigm is a concept created to "fight" the mainstream administration paradigm, the New Public Management paradigm which has the principle of "running government like a business" or "the market as a solution to diseases in the public sectors". implementing services is one of the problems that complicate the realization of quality public services. Thus, the New Public Service Paradigm needs to be applied to answer this problem. This paradigm places the community as citizens. in this study,

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**INTRODUCTION**

Public services in Indonesia are part of the attention of every individual. Providing the best service in the field of services and goods to the community has become an obligation for the government, both in the central government and regional governments. Indonesian citizens must get the best service, and have the right to be served. With the existence of good public services, indirectly the level of community satisfaction and quality of life lived is increasing.

Public service itself is an activity carried out in the framework of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services and or administrative services provided by public service providers (Ministry Regulation No. 31 of 2014). According to Sinambela, public service is the fulfillment of the desires and needs of society by state administrators (Sinambela, 2006). The state was founded by the public (society) of course with the aim of improving people's welfare.

As technology develops and becomes more sophisticated, it causes the world to face what is called the era of the industrial revolution 4.0. The emphasis on digital economy patterns, robotics, big data, intelligence has become a disruptive innovation phenomenon.

This makes the city face increasingly complex challenges. Migration and population growth are triggers for economic, social, cultural and security problems. The community demands that the city government provide excellent service, but on the other hand it is not supported by existing resources. Excellent quality, high-quality services are the focus of attention of public organizations. Disclosure of information related to services encourages public awareness of their obligations and rights. Therefore, the hope of getting excellent service is borne by public organizations (Agus Prianto,

Optimal public services cannot be realized in Indonesia. In Indonesia, good public services have not been realized, the condition of public services in Indonesia is still low. Public sector innovation is needed in service development. The presence of innovation as a relatively new product and its nature replaces the old methods, meaning that public services in principle contain new innovations.

### **RESEARCH METHODOLOGY**

This study uses thematic analysis, namely a method for analyzing qualitative data that involves reading through a set of data and looking for patterns of meaning in the data to discover themes and the literature study method, namely collecting data, information, by examining research journals, reference books, literature, as well as trusted sources both written and digital that are related and relevant to the topic of writing.

### **RESULTS AND DISCUSSION**

#### **Public Service**

Public service is the main task of every agency in government to achieve public welfare. Tampubolon (2001: 139-141) defines service as, "People do something good for others therefore, a good servant is "to serve, not served". As the opinion of Zeithaml et al (2006:4), service is an economic activity not just a physical product or construction in general, but service is invisible or cannot be seen. Gabriel Roth (1991: 3) service is "any service available to the publicly provided whether publicly (as a museum) or privately (as is a restaurant meal)". According to Roth service is a form of organizational or individual service activities in the form of services, goods to the public both groups and individuals or organizations. Saefullah (2007:

Public service by the public bureaucracy is one manifestation of the function of the state apparatus as a public servant as well as a servant of the state. The existence of state institutions includes in essence public servants, they are not intended to serve themselves, but to provide or serve the community. Therefore, the public bureaucracy is obliged and responsible for providing good and professional public services. Public service by the bureaucracy is the embodiment of the function of the apparatus as a servant of the state and a servant of society. Its existence in community service is not self-serving, but serving the

community, the public bureaucracy is obliged and responsible in a good and professional manner in providing services. From the opinions of experts or experts, it can be concluded that public service is a series of activities carried out by state or government administrators, officials, in the form of goods and services, directly or indirectly in accordance with laws and regulations.

### **New Public Management (NPM)**

New Public Management (NPM) began to develop in the 1980s in Australia, America, New Zealand and England due to the crisis of the welfare state. The NPM paradigm is spreading widely due to the existence of international institutions such as the IMF, World Bank, Commonwealth of State Secretariat as well as management consultants who promote it. The globalization of NPM is also caused by agents of change such as international management consultants, international financial institutions and accounting firms, all of which are instruments in promoting new management techniques from the private sector to the public sector. These change agents play an important role in implementing NPM techniques. Government systems that have developed from each era have their own problems where bureaucratic behavior inefficiencies always falls. Various thoughts began to emerge to find the newest DNA of the government system, starting from its traditional nature towards modern conditions according to the demands of the times. Starting from OPA, shifting to NPM wherethe concept of Reinventing Government (Osborn & Gaebler) was popular in the 80s to 90s.

Osborne and McLaughlin, 2002 in Hoadly suggest a number of features basic NPM such as: (a) hands-on, entrepreneurial management, not forms traditional bureaucracy, (b) using explicit standards and performance measures, (c) focusing on control of results, (d) the importance of disaggregation and decentralization public services, (e) competition in the provision of public services, (f) emphasis on management with a private sector style model, (g) promotion of discipline and saving resources, (h) separation of political decision-making from direct management that handles public services.

***New Public Management*** not always understood equally by everyone. For some people, NPM is a decentralized management system with new management tools such as controlling, benchmarking and lean management; for others, NPM is understood as privatization as far as possible of government activities. Most authors distinguish between the management approach as a new instrument of government control and the competition approach as maximum deregulation and the creation of competition in the provision of government services to the people. Apart from the diversity of understandings above, NPM actually exists with the aim of changing public administration in such a way that, even if it cannot yet become a company, it can act more like a company. Public administration as a

service provider for citizens must be aware of their duties to produce efficient and effective services. But, on the other hand it should not be profit oriented. Even though this is mandatory for a company if it wants to survive in a market full of competition. It is precisely this goal of the NPM that has brought about a lot of criticism as described below. All the components discussed as the focus of this NPM study show the novelty of the NPM itself.

### **New Public Service (NPS)**

After implementing NPM in the public sector, it is felt that many things are not in line with the principles of public service. Therefore, a number of criticisms were directed at NPM. A number of criticisms were then conveyed by several public administration experts, including Kamensky (1996) in his article entitled *The Role of Reinventing Government Movement in Federal Management Reform* which was published in the *Journal of Public Administration Review*, Box (1999) wrote an article entitled *Running Government Like a Business: Implication for Public Administration for Theory and Practice* in the journal *The American Review of Public Administration*, Harrow (2002) with an article entitled *New Public Management and Social Justice: Just Efficiency or Equity as Well?*, Denhardt and Denhardt (2003) in their book *The New Public Service, Serving not Steering*, Haque (2007) with his article *Revisiting New Public Management* published in the journal *Public Administration Review*. All criticisms were submitted in writing in the form of articles except for Derhardy and Denhardt (*New Public Service – Serving, not Steering*) in book form which later made him more famous than the others.

The New Public Service Paradigm is rooted in several theories about democracy, which include: The theory of civic democracy; citizen engagement and the importance of deliberation; Civil society and community models; building social trust, social networks, social cohesion in a democratic government; The new state administration theory and humanist organization; focus on human values (human beings) and responses to justice, human values, other social issues; Postmodern state administration that prioritizes dialogue in solving public problems rather than using a one best way perspective.

Denhardt and Denhardt formulated NPS principles that differed from OPA and NPM principles. The NPS invites the government to: Serve Citizens, Not Customers; Seeks the Public Interest; Value Citizenship over Entrepreneurship; Think Strategically, Act Democratically; Recognize that accountability is not simple; Serve Rather than Steer; Value People, Not Just Productivity (Serve Citizens, not customers; Prioritize Public Interests; Citizenship is more valuable than Entrepreneurship; Think Strategically, Act Democratically; Knowing Accountability Is Not Simple; Serving Rather Than Directing; Respect Humans, Not Just Productivity).

## CONCLUSION

The paradigm shift in the development of the science of state administration is a sign that the science concerned is enriching itself with the substance of its studies both intensively and extensively. Intensively, the development of new theories within the scope of state administration in order to support the continued existence of a paradigm or then shift the existing paradigm to a new paradigm.

Extensively, a public science always adopts the theories of other scientific disciplines to explain phenomena that occur within the scope of public administration such as sociology, anthropology, political science, social psychology, legal science, and so on. This extensive effort is not a sign that the science of state administration does not have a theory and that experts in this field do not have the ability to develop a theory.

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