

Effectiveness of the “Teman Suka Beste” Innovation in Transforming Public Services at the Inspectorate of Balangan Regency

Muhammad Rosi¹, Irza Setiawan²

^{1,2} Amuntai College of Administrative Sciences, Indonesia



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ABSTRACT

Objective: This study analyzes the effectiveness of implementing the “Teman Suka Beste” innovation (an acronym for Sistem Layanan Surat Keterangan Bebas Temuan or Clear-of-Audit-Findings Certificate Service System) by the Regional Inspectorate of Balangan Regency. The research focuses on evaluating the achievement of innovation goals in enhancing the efficiency, transparency, and accountability of services provided to Civil Servants (ASN). **Method:** The research employs a qualitative case study approach. Data were collected from official documentation, institutional websites, and media reports regarding program socialization. **Results:** The results indicate that “Teman Suka Beste” has successfully transformed the service from a convoluted conventional model into an online system that streamlines bureaucracy and reduces processing time, with a completion target of one day. This innovation aligns with the new paradigm of the Government Internal Supervisory Apparatus (APIP) as a provider of quality assurance and a consulting partner. The primary challenges identified include the need for continuous socialization and integration with other internal oversight systems, such as the Hawasi application. **Novelty:** “Teman Suka Beste” represents an effective breakthrough that supports the acceleration of bureaucratic reform and good governance at the regional level through the transformation of the Clear-of-Audit-Findings Certificate service into a streamlined digital system.

INTRODUCTION

The background of this research stems from the demands of the digitalization era and bureaucratic reform, both of which emphasize the improvement of public service quality. As a governmental internal oversight body, the Regional Inspectorate is not only tasked with conducting supervision but is also required to provide swift and transparent services to work units and civil servants (ASN) within the local government environment. Previously, the process of obtaining a Clear-of-Audit-Findings Certificate (Surat Keterangan Bebas Temuan) – a crucial requirement for promotions, transfers, and other administrative purposes – for ASN in Balangan Regency was frequently characterized by inefficiency. Personnel were often forced to make multiple trips to the Inspectorate office due to inconsistent documentation requirements, leading to a waste of time, transportation costs, and reduced productivity [1], [2], [3], [4].

In response to these issues, the Balangan Regency Inspectorate launched the “Teman Suka Beste” innovation (an acronym for Orderly, Efficient, Easy, Safe – Electronic Upload System for Clear-of-Findings Certificates). This electronic-based innovation represents the institution's commitment to fostering transparency,

participation, and accountability. This study aims to analyze the effectiveness of the system's implementation in achieving its objectives: facilitating accessibility, enhancing information transparency, and accelerating the service process. The significance of this research lies in its contribution to e-government literature at the regency level and its role as evaluative material for similar developments in other regions [5], [6].

Literature Review and Theoretical Framework

Bureaucratic Reform and E-Government

Bureaucratic reform emphasizes a shift from a rigid governmental paradigm toward a service-oriented government. The concept of e-government serves as a key instrument in this transformation, grounded in the principles of effectiveness, efficiency, and accountability. However, the implementation of e-government at the local level is often confronted with challenges regarding digital infrastructure and shifts in organizational culture; therefore, the success of a digital service innovation must be examined from both technical and managerial aspects [7], [8].

The Role and New Paradigm of APIP

The role of the Government Internal Supervisory Apparatus (APIP) has undergone an evolution. Previously focused solely on acting as a 'watchdog,' its role has now expanded into a catalyst that performs quality assurance, serves as a consulting partner, and functions as an early warning system. Service innovations such as 'Teman Suka Beste' reflect this paradigm shift, where the Inspectorate does not merely supervise but also facilitates and streamlines administrative processes for the work units under its oversight [9], [10].

Table 1. Theoretical Framework for Effectiveness Analysis

Theoretical Aspect	Indicators of Effectiveness	Connection to "Teman Suka Beste"
E-Government (Layne & Lee, 2001)	Online information presentation and integrated online transactions.	Full online submission service implemented through Google Forms.
Bureaucratic Reform	Simplification of procedures and reduction in service delivery time.	Streamlining bureaucracy with a one-day service completion target.
Good Governance (Transparency & Accountability)	Ease of access to information and clear, standardized procedures.	Open access to procedural information and available helpdesk contact services.
New Paradigm of APIP	Facilitation and coaching functions (consulting/advisory role).	Services designed to assist Civil Servants (ASN), not

Theoretical Aspect	Indicators of Effectiveness	Connection to "Teman Suka Beste"
		merely for oversight or audit purposes.

RESEARCH METHOD

This research employs a qualitative approach using a case study method. The case study was selected as it allows for an in-depth exploration of the implementation of the 'Teman Suka Beste' innovation within its real-life context at the Inspectorate of Balangan Regency. Research data were collected through documentary studies of the following sources:

1. Official Documents and Institutional Publications: The official website of the Balangan Regency Inspectorate, which contains service announcements and regulations concerning core duties and functions.
2. News and Socialization: News articles reporting on the socialization activities of the 'Teman Suka Beste' innovation conducted by the Inspectorate.
3. Supporting Documents: Information regarding other digital innovations from the same institution (such as the Hawasi application) to examine the context and consistency of the digital transformation strategy.

The data were analyzed using a descriptive-analytical approach with source triangulation techniques. The analysis was conducted by categorizing the data based on effectiveness indicators from the theoretical framework, followed by evaluating the alignment between the innovation's objectives and the reported results or achievements [11].

RESULTS AND DISCUSSION

Profile and Context of the "Teman Suka Beste" Innovation

"Teman Suka Beste" is an online service system for applying for a Certificate of Clearance from Audit Findings (Surat Keterangan Bebas Temuan). This innovation is based on the National Civil Service Agency (BKN) Regulation Number 5 of 2019 and the Balangan Regent Regulation Number 64 of 2021. The service can be accessed via a Google Form linked to the official website of the Inspectorate. Technical support is provided through Telephone/WhatsApp channels, email, and clearly defined service hours, demonstrating a commitment to accessibility.

Effectiveness Based on Indicators

Based on the data analysis, the effectiveness of "Teman Suka Beste" can be described as follows:

1. Efficiency of Time and Procedures: The system is designed to cut down on time and bureaucracy. Whereas previously the process required multiple in-person

- visits, it can now be completed online. The Inspectorate targets service completion within a single day, indicating a significant increase in efficiency.
2. **Transparency and Accountability:** Service procedures and requirements are openly accessible. The existence of publicized complaint channels and technical assistance (0821-4439-1887, sukabeste@gmail.com) enhances the accountability of the service.
 3. **Accessibility and Ease of Service:** This innovation overcomes constraints of distance, time, and transportation costs for civil servants (ASN) working in remote areas. The online service, available Monday through Friday from 08:00 to 16:30 WITA, allows for more flexible access.

Table 2. Comparison of Service Processes Before and After “Teman Suka Beste”

Service Aspect	Conventional Model (Before Innovation)	“Teman Suka Beste” Model (After Innovation)
Submission Location	Applicants must visit the Inspectorate office in person to submit the required documents.	Submission can be completed online from any location.
Interaction Frequency	Potential for multiple back-and-forth visits due to incomplete or missing requirements.	Online interaction minimizes the need for physical presence and repeated visits.
Process Duration	The process may take several days with no clearly defined completion time.	The service is targeted for completion within one day.
Procedural Transparency	Procedures are less clear and rely heavily on verbal explanations.	Procedures and helpdesk communication channels are clearly published.
Legal Basis	Operates under the same legal basis but the process was not yet digitized.	Implemented in accordance with Permeneg PANRB No. 5/2019 and Perbup No. 64/2021.

Integration with the Internal Oversight Ecosystem

“Teman Suka Beste” does not stand alone. The Balangan Inspectorate has also developed the Hawasi (Integrated Oversight Results) application, which serves to facilitate internal supervision, recording, and reporting. Potentially, data from “Teman Suka Beste” can be integrated with oversight systems like Hawasi to provide a more comprehensive overview of the track record and performance of work units or civil

servants (ASN). Such integration will strengthen the Inspectorate's function as an early warning system.

Challenges and Sustainability

Despite its effectiveness, several challenges must be considered:

1. **Continuous Socialization:** The Inspectorate actively conducts socialization to refresh procedures and inform all civil servants about system developments. This indicates that full user adoption requires ongoing communication efforts.
2. **Infrastructure and Digital Literacy:** The success of this service depends on the availability of internet infrastructure and the digital literacy of users (ASN) throughout the Balangan Regency.
3. **Evaluation and Continuous Development:** The system needs to be evaluated periodically based on user feedback to facilitate feature enhancements and reliability improvements [12], [13], [14], [15].

CONCLUSION

Fundamental Finding: The 'Teman Suka Beste' innovation is effective in transforming the service for the Certificate of Clearance from Audit Findings (Surat Keterangan Bebas Temuan) at the Balangan Regency Inspectorate. This effectiveness is reflected in the simplification of bureaucracy and significant reduction in service time, shifting from a process that required repeated in-person visits to an online service targeted for completion within a single day. The innovation also enhances transparency through the publication of clear procedures and service communication channels. **Implication:** This innovation demonstrates alignment with the new APIP paradigm, where the Inspectorate acts as a facilitator that streamlines administration for civil servants (ASN), consistent with the functions of quality assurance and acting as a consulting partner. It represents a tangible manifestation of the Inspectorate's commitment to supporting the acceleration of bureaucratic reform and the Electronic-Based Government System (SPBE) at the local level. **Limitation:** The effectiveness and sustainability of the "Teman Suka Beste" innovation still require periodic evaluation through user satisfaction questionnaires and stronger proactive socialization, particularly for civil servants (ASN) in remote areas, to ensure equitable access. **Future Research:** Future studies should conduct quantitative research to empirically measure the reduction in service time and the level of user satisfaction. Further research is also needed to investigate barriers to technology adoption among civil servants from a user perspective and to examine the success model of "Teman Suka Beste" as a best practice that can be adapted by other regional oversight institutions.

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* **Muhammad Rosi (Corresponding Author)**

Amuntai College of Administrative Sciences, Indonesia

Email: muhammadrosi95@gmail.com

Irza Setiawan

Amuntai College of Administrative Sciences, Indonesia

Email: irzasetiawanybm@gmail.com
