

# Regional Innovation Strategies in Improving Public Services:

## A case study of Garut District

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**Abstract**—This study aims to identify, analyze and provide recommendations on regional innovation strategies in improving public services in Garut district. The research methodology used was a qualitative approach. Therefore, this study is based on the results of empirical data analysis and literature review. Empirical data are in the form of relevant legal documents, perceptions of regional apparatus and expert judgment in the field of government. Literature review is carried out to establish boundaries and scope of regional innovation in the public sector. The thinking of public service innovations in the regions cannot be separated from slow improvement in the quality of public services as a manifestation of bureaucratic reform. Innovation in public services should ideally grow out of organizational culture, because it is expected to develop and be sustainable to encourage the acceleration of improving the quality of public services. Regional innovation strategies that can be proposed are innovations which can solve the existing problems in all work units, in order to be a solution to overcome problems. This can be done by identifying regional innovations in each work unit, making regional innovations through regional innovation workshops, problem solving training in regional innovations, regional innovation assistance to work units, monitoring and evaluation of regional innovation systems and sustainable innovation development.

**Keywords**—strategy; regional innovation; public service

### I. INTRODUCTION

Good and quality public services are citizens' rights as well as the constitutional obligations of the state. Therefore, the government is obliged to provide the best public services to the public. Public service innovations are said to be breakthrough initiatives from public institutions or institutions in an effort to improve the quality of public services. The breakthrough initiative lies in novelty. Novelty can be a development of existing public service innovations, because public service innovations are continuously updated and even replicated by means of replication. In more popular term, the replication of public service innovations is carried out with an easy process, namely, examples, and modifications.

The thought of public service innovation is inseparable from the still slow improvement of public quality as a manifestation of bureaucratic reform. Innovation in public services should ideally grow out of organizational culture,

because it is expected to develop and sustainably encourage acceleration in the quality of public services. Thus, the government expects that the public service innovation continues to move towards growing as an organizational culture through the implementation of the "One Agency, One Innovation" policy, namely every Ministry or Institution and Regional Government must create a minimum of 1 (one) Public Service Innovation every year with the obligation to bring up "Quick Wins" as a requirement for implementing bureaucratic reform within Ministries or Institutions and Regional Governments. This action, if done consistently, will greatly help accelerate innovation into an organizational culture.

Innovation is developing creative ideas by not breaking the law, innovating is a breakthrough that is in the right legal path [1]. Negative connotations of innovation are often conveyed in relation to various legal problems that ensnare public officials, so that they are reluctant to innovate. The development of creative thinking needs to be created by a local government institution or channel in creating public service innovations that require a channel or channel that can be used as a means to objectively evaluate public service innovations that meet criteria and are carried out in a competitive atmosphere through the Public Service Innovation Competition. Public service innovation should reach a broader goal, which is to accelerate the improvement of the quality of public services. The development of public service innovations in the form of replication and transfer of knowledge and institutionalization of public service innovations are important steps that need to be taken so that public service innovations can encourage the acceleration and continuous improvement in the quality of public services.

The regional government of Garut district is one of the districts in West Java Province. Garut Regency has carried out innovations that are implemented by all regional equipment. in 2018, it was the second innovation in the area of Garut Regency. But in order to be able to make optimal changes in innovation, a strategy must be made to the existing innovations. The innovation strategy is expected to be the easiest model of change to be carried out to accelerate the improvement of the quality of public services.

## II. LITERATURE REVIEW

### A. Innovation Concept

An explanation of the definition of innovation has different meanings by several experts. According to Suryani, innovation in broad concepts is actually not only limited to products [2]. Innovations can be ideas, ways or objects that are perceived by someone as something new. Innovation is also often used to refer to changes that are perceived as something new by people who experience them. Sutarno innovation is the transformation of knowledge to new products, processes and services, the act of using something new [3]. Innovation is economic and social success as the introduction of new ways or new combinations of old ways of transforming inputs into outputs that create major changes in the relationship between use value and prices offered to consumers and / or users, communities, society and environment [4].

Organizational innovation according to Sutarno, is defined as new ways of setting work, and it is done in an organization to encourage and promote competitive advantage [3]. Innovation is usually closely related to a dynamic and developing characteristic environment [5]. Rogers explained that innovation is an idea, practice, or object that is considered new by another individual adoption unit [5]. Rogers said that innovation has the following attributes [5]: (1). Relative advantage, (2). Conformity, (3). Complexity, (4). Possible Trying, (5). Ease observed. According to Suwarno there are five things in an innovation: (1). An innovation presents as new knowledge (2). New way, (3). New object, (4). New technology, (5). New invention for society in a particular social system.

### B. Public Service

There is a lot of scientific literatures that have presented definitions about public services, but in this study some descriptions will be elaborated from some experts. Service is basically defined as the activities of someone, group and or organization directly or indirectly to fulfill needs [6]. Therefore, it can be said that there are two aspects in service, namely someone or organization and fulfillment of needs. Public services are interpreted as providing services (serving) to the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been set [7].

In Law Number 25 of 2009 concerning Public Services, public services are activities or service requirements for every citizen and resident for administrative goods, services and or services provided by public service providers. According to Sugandi, that in the dominant system of government, the formulator and executor of public services is carried out by the government, and the public as recipients of services [8]. Moreover, service by the bureaucracy should be driven by the vision and mission of the service. In fact, it is driven by regulations and budgets that are not understood by the public because they are not socialized transparently.

According to Sulistio and Budi, public services provided by the Bureaucracy should be based on the following basic principles [9]: (1). Rational, effective and efficient which are

carried out through open management. (2). Scientific, based on studies and research and supported by other branches of science. (3). Innovative, continuous updates to face a dynamic, changing and developing environment. (3). Productive, optimal work results. (4). Professionalism, the use of a professional workforce, skilled in the term "The Right Man in The Right Place". (5). Use of appropriate modern technology.

### C. Regional Innovation

The implementation of regional innovation is regulated in Law No. 23 of 2014 concerning regional government. The implementation of regional innovations runs in accordance with the provisions of the legislation. To clarify law No. 23 of 2014 and the government regulation No. 38 of 2017 concerning regional innovation with the basic foundation, each region is given the authority to make policies on regional innovation. Thus various types of innovations carried out by regional governments are part of the regional government implementation program. Through this innovation policy, each region is expected to be able to provide various solutions in solving problems in the regions according to regional needs.

In the implementation of regional government, innovation policy is an absolute requirement that must be implemented by the region. Then, Regional Innovation is all forms of renewal in the implementation of Regional Government.

It is stated that there are 3 kinds of innovation, namely (1). Governance innovation, (2). Public service innovation, (3). Other regional innovations. Therefore, innovation can run in accordance with the integrity of the region. Based on Government Regulation No. 37 of 2017 concerning Regional Innovation in Article 7, it is stated that the Proposed Regional Innovation initiative could come from: (1). District head. (2). DPRD (legislative) Members, (3). ASN (civil servants), (4). Regional Apparatus, (5). Community Members. Based on this, innovation initiatives can be based on various components according to regional needs. Therefore, in order to avoid the undesirable things, the principles of innovation must be maintained, so that they are not out of the needs of the region.

## III. RESEARCH METHODOLOGY

In this research, the method used is qualitative. This study relies on the results of empirical data analysis and literature review. Empirical data are in the form of relevant legal documents, perceptions and opinions of the actors, stakeholders in the field of government. This condition is used as material for review with the theoretical formulation of public sector service innovation. Literature review is carried out specifically to establish the boundaries and scope of innovation in the public sector. After the boundaries about the scope of public sector service innovation were found from the literature review, then an analytical framework was developed and used to find answers to the questions in this study.

Data collection in this study was obtained through surveys, interviews and most often carried out through focus group discussions (FGD) with actors, stakeholders and experts or observers in the field of government. Furthermore, the data is processed based on factual information obtained in the field.

#### IV. DISCUSSION

The implementation of innovation in Garut Regency which was begun in 2017 has made innovations carried out by all regional equipment within the government of Garut Regency. The types of innovations that have been made are quite diverse which come from 40 work units or regional work units in Garut Regency. It indicates that the local government of Garut Regency has carried out an innovation policy that has been implemented in almost all work units within the regional government. This shows the commitment of the Garut Regency which has strong initiatives to be able to provide changes to the system of services provided to the community. There are 40 work units in the registered Garut Regency that have done innovation.

Based on empirical data, there are 126 types of innovations in 2017 that have been made by 40 regional work units in Garut Regency. Based on the results of the focus group discussion attended by each representative of the regional work unit there are innovations that are still not optimal in the process of implementation, this is due to various factors such as limited budgets, human resources and facilities and infrastructure that have not supported well. Based on this, the evaluation of the innovation policy that has been carried out by the regional government of Garut Regency can be formulated as follows:

- Garut regency government has made an innovation policy that has been implemented by the regional working unit
- Based on the results of the identification of the types of innovations, the regional working units that have made innovations are still at the stage of making innovations that have not been fully implemented
- The innovations that have been made by each working unit of the regional apparatus have not been fully implemented by them.
- The role of guidance on innovation carried out by regional work units is not optimal
- Existing innovations are not fully supported by the existing apparatus in accordance with the competencies possessed by each work unit of the regional apparatus
- The lack of interest of regional authorities in innovation competition is due to the unpreparedness of regional unit work units on existing innovations.
- There is a need for a team of observers to working units in the area in formulating and perfecting innovations that have been made so that they can be implemented optimally

The type of innovation that can be linked by the Regional Government is as follows:

- Service Innovation: Better services / new model services.
- Innovation in Process: Changes in how to manage public services

- System Innovation: Changes in systems (ICT Applications, E-Government)
- Conceptual Innovation: Changes in concepts / mindset

In regional innovations carried out by the local government of Garut Regency, the focus was on public service innovation, this was aimed at providing public services to the entire community. Constraints in developing the creativity of the Regional Government in Innovating are as the following:

- Orientation to excessive legality
- It is possible to do discretion.
- Hierarchical structure & centralization of power in the hands of regional head leaders
- Work Culture that is stuck in a routine
- Reluctance to leave the comfort zone.
- A heavy monitoring system.
- Award for low performance & competency.

Based on the results of the above data, the regional innovation strategy in Garut regency is expected to be able to provide a culture of innovation in building an innovation in the region. The regional innovation strategy that can be proposed is innovation that can solve the existing problems in all work units, in order to be a solution to overcome the problem. This can be done through the following stages:

- Identifying regional innovations in each work unit
- Making regional innovations through regional innovation workshops, training problem solving regional innovations
- Regional innovation assistance to work units
- Monitoring and evaluating regional innovation systems
- Development of sustainable innovation

In general, the strategic development of regional innovation strategy systems can be carried out as follows:

- Establishing an innovation strategy framework.
- Encouraging increased development, utilization of the dissemination of knowledge and innovation in overall service activities in the region.
- Exploring, developing and utilizing the best potential for regional innovation systems to utilize and develop the most suitable opportunities according to regional needs
- Increasing the effectiveness and efficiency of innovation in the region.
- Developing and improving the regional climate and framework along with regional innovation policy instruments in accordance with the urgency, development and capabilities of the region.

## V. CONCLUSION

Based on the results of the analysis, conclusions and recommendations can be formulated as follows:

- a. Implementation of regional innovations in law 23 of 2014 concerning regional governance which was followed up by Government Regulation No. 38 of 2017 concerning regional innovations needs to be followed up by the regions. In this case, the government of Garut Regency in order to provide a regional innovation strategy solution for the region.
- b. The types of innovations that have been carried out by the local government of Garut Regency through regional work units need consistency, assistance, supervision, and development of existing regional innovations.
- c. Based on innovation evaluation, it was shown that all regional work units have made innovations but there are still shortcomings in implementing regional innovations.
- d. Garut district innovation strategy can be done through:
  - Identifying regional innovations in each work unit
  - Making regional innovations through regional innovation workshops, training problem solving of regional innovations

- Regional innovation assistance to working units
- Monitoring and evaluation of regional innovation systems
- Development of sustainable innovation

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