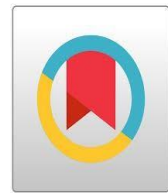


## Hard Way to Enhance Service Quality at The Regional Secretariat Organization Bureau of South Sumatera Province: A Qualitative Reports



### Upaya sulit dalam Peningkatan Kualitas Layanan di Biro Organisasi Sekretariat Daerah Provinsi Sumatera Selatan: Laporan Kualitatif

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##### ABSTRACT

*This study examines the Public Service Innovation Development Model in improving service quality at the Bureau of Organization of the Regional Secretariat of South Sumatra Province. Using a qualitative approach with interviews, observations, and documentation, the study finds that while the innovation model is effective, challenges exist in innovation process management, innovator skills, service standardization, and public participation. Supporting factors include visionary leadership, skilled human resources, technological infrastructure, collaboration, and an innovative culture. Inhibiting factors involve rigid policies, budget constraints, lack of evaluation, and minimal public involvement. Efforts to overcome these challenges include enhancing HR skills, forming an innovation team, developing a strategic plan, establishing service standards, and fostering multi-stakeholder engagement. The study highlights the need for a structured and adaptive innovation model to enhance public service quality effectively.*

##### Kata Kunci

Inovasi Pelayanan Publik;  
 Manajemen Inovasi;  
 Partisipasi Publik;  
 Pemerintah Sumatera  
 Selatan;  
 Reformasi Pelayanan  
 Publik;

##### ABSTRAK

Penelitian ini mengkaji Model Pengembangan Inovasi Pelayanan Publik dalam rangka peningkatan mutu pelayanan pada Biro Organisasi Sekretariat Daerah Provinsi Sumatera Selatan. Dengan menggunakan pendekatan kualitatif melalui wawancara, observasi, dan dokumentasi, penelitian ini menemukan bahwa meskipun model inovasi tersebut efektif, namun masih terdapat kendala dalam pengelolaan proses inovasi, keterampilan inovator, standarisasi pelayanan, dan partisipasi publik. Faktor pendukung meliputi kepemimpinan visioner, sumber daya manusia yang terampil, infrastruktur teknologi, kolaborasi, dan budaya inovatif. Faktor penghambat meliputi kebijakan yang kaku, keterbatasan anggaran, kurangnya evaluasi, dan minimnya keterlibatan publik. Upaya untuk mengatasi kendala tersebut meliputi peningkatan keterampilan SDM, pembentukan tim inovasi, penyusunan rencana strategis, penetapan standar pelayanan, dan pembinaan multistakeholder engagement. Penelitian ini menyoroti perlunya model inovasi yang terstruktur dan adaptif untuk meningkatkan mutu pelayanan publik secara efektif.

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## Introduction

Public services play a crucial role in ensuring societal well-being and fostering sustainable development. The ability of governments to innovate in service delivery directly impacts governance effectiveness and citizen satisfaction. Public service innovation involves the adoption of new ideas, technologies, and management practices to enhance service quality and responsiveness to societal needs. However, innovation in public services is complex and influenced by various internal and external factors, requiring an adaptive and context-sensitive approach.

Public service innovation has been widely studied in the context of governance and administration. According to (Osborne & Brown, 2011), public sector innovation is essential for improving service effectiveness and increasing citizen satisfaction. (Torring, 2016) highlights that co-creation and collaboration between government agencies and stakeholders are crucial for fostering sustainable innovation. Digital transformation in public service, as discussed by (Mergel, 2019), has significantly improved efficiency and accessibility. Additionally, (Sørensen & Waldorff, 2014) emphasize the role of institutional frameworks in shaping the success of public service innovation.

The quality of public services is a critical determinant of governance effectiveness and citizen satisfaction. Public service innovation is increasingly recognized as a strategic approach to addressing inefficiencies, enhancing service delivery, and meeting evolving societal needs. However, the success of innovation efforts is highly contingent on various internal and external factors. This study aims to develop a contingency model that accounts for these variables, ensuring that innovation in public services is both effective and sustainable.

Service quality is a fundamental aspect of public service performance and citizen satisfaction. (Parasuraman et al., 1988) developed the SERVQUAL model, identifying five key dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. (Grönroos, 1984) introduced the service quality model that distinguishes between technical quality (what is delivered) and functional quality (how it is delivered). Additionally, (Zeithaml et al., 2018) highlight that service quality is crucial for building trust and maintaining long-term engagement with citizens. Public sector service quality is influenced by efficiency, transparency, accessibility, and accountability (Gowan et al., 2001).

The law No. 23 of 2014 in Indonesia regulates regional innovation and allows local governments to innovate. Renewal of various ways of local government is called innovation. Bureaucratic reform requires innovation. Many people believe that innovation can improve the quality of public services and help government institutions solve problems and respond to community challenges (Damanpour & Schneider, 2008).

Effective public services provided by public organizations can have a positive impact on democracy and human rights (Adenskog, 2018), improve socio-economic well-being (Choi & Chandler, 2015), reduce poverty (Zhu & Zhao, 2018), and most importantly, increase public trust in government. The nature of the problems faced in the public sector – complex, multi-faceted, and not amenable to traditional government tools and approaches – also reinforces the importance of building government capacity to innovate and find solutions to common problems in society (Agger & Sørensen, 2016; Bloch & Bugge, 2013).

Innovation in Indonesian local governments has been driven by decentralization and the need for more effective public services. (Dwiyanto, 2011) highlights that local government innovation in Indonesia is often influenced by regulatory frameworks, leadership commitment, and community participation. (Prasojo & Holidin, 2018) emphasize that collaborative governance plays a crucial role in fostering innovation in local administrations. (Wicaksono, 2020) identifies key barriers to innovation, including bureaucratic rigidity, limited financial resources, and inadequate technological adoption. Studies by (Wahyudi, 2020) suggest that successful local government innovation depends on adaptive leadership, stakeholder engagement, and institutional support.

Despite efforts to enhance public service innovation, several weaknesses hinder progress in South Sumatra, these includes: (1) a rigid bureaucratic structure limits adaptability to new approaches, (2) Public officials often exhibit reluctance in adopting innovative policies and practices, (3) Outdated digital infrastructure impedes modernization efforts, (4) Lack of synergy among government agencies, private sector, and civil society reduces the effectiveness of innovation, (5) Limited budget allocation for innovation projects affects sustainability and scalability and (6) Innovation-friendly policies exist but lack proper implementation and monitoring.

The New Public Service (NPS) paradigm, introduced by (Denhardt & Denhardt, 2015), shifts the focus of public administration from efficiency-driven, bureaucratic governance to a citizen-centered approach. NPS emphasizes democratic values, public participation, and service-oriented administration. According to (Denhardt & Denhardt, 2015), public servants should act as facilitators rather than controllers, fostering engagement

between government and civil society. (Christensen & Laegreid, 2011) further explore the relationship between NPS and collaborative governance, arguing that effective service innovation requires transparency, inclusivity, and responsiveness to public needs. In the Indonesian context, (Dwiyanto, 2011a) highlights that NPS principles have influenced governance reforms, enhancing public participation in decision-making and service delivery.

Therefore, this study explores the development of a contingency model for public service innovation, recognizing that different institutional settings, technological capacities, and stakeholder dynamics shape the effectiveness of innovation strategies. By examining key drivers, barriers, and enabling conditions, this research provides a framework for public sector organizations to systematically implement and refine service innovations. The study also highlights the need for integrating technological advancements, policy experimentation, and participatory governance in achieving sustainable improvements in service quality.

## **Method**

This study employs a qualitative research approach to examine public service innovation in the local government of South Sumatra Province. The qualitative approach is selected to allow an in-depth exploration of experiences, perceptions, and challenges faced by stakeholders in public service innovation. This approach facilitates rich descriptions and comprehensive understanding of policy implementation dynamics. A case study methodology is applied to provide a focused and contextualized analysis of innovation practices in South Sumatra's public sector. This method allows for an in-depth examination of processes, challenges, and outcomes associated with public service innovation efforts.

The selection of informants follows purposive sampling, ensuring sustainability, representativeness, and significance in the context of public service innovation. Informants were selected based on the stakeholder criteria formulated by (Majchrzak & Markus, 2013), namely:

1. Identified as key stakeholders;
2. Stakeholders act as supporters or opponents of policies;
3. The power of the stakeholder's position is considered by decision makers;
4. The possibility of support from decision makers in implementation, recommendations, or influence over stakeholders.

Based on these criteria, the selected informants include:

1. Key Stakeholders: The Regional Secretary of South Sumatra Province and the Head of the Organizational Bureau of the Regional Secretariat. The Head of the Bureau plays a

crucial role in decision-making, particularly in policy formulation related to institutions, governance, job analysis, personnel, public services, and apparatus performance improvement.

2. Policy Supporters: The Head of the Sub-Division of Public Service Management, Head of the Sub-Division of Accountability, and Head of the Sub-Division of Government Management within the Organizational Bureau of South Sumatra. These informants contribute to public service innovation and service quality enhancement.
3. Institutional Stakeholders: Representatives from the Population and Civil Registration Service, Health Service, and Bappeda of South Sumatra Province. These agencies play a critical role in developing public service innovation policies and are part of the KemenpanRB Public Service Innovation Network.
4. External Stakeholders: A former public service innovation consultant from GIZ Transformation Kemenpan RB, and selected OPDs (identified as DY, A, ZO) involved in the innovation process.

The study relies on multiple qualitative data collection techniques:

#### 1. In-depth Interviews

Conducted with selected informants to gain insights into public service innovation challenges and opportunities.

#### 2. Observations

Directly assessing the implementation of service innovations in relevant government agencies.

#### 3. Documentation Analysis

Reviewing policy documents, reports, and evaluations related to public service innovation efforts.

Primary data comes from key informants, namely the Head of the Organization Bureau of the Regional Secretariat, Head of the Administration Division, Head of the Public Service Administration Sub-Division, Head of the Accountability Sub-Division, Head of the Government Administration Sub-Division of the Organization Bureau of the South Sumatra Provincial Secretariat, the Population and Civil Registration Service, the Health Service, and the Bappeda of South Sumatra Province in South Sumatra Province.	Secondary data comes from documents such as notebooks, archives, journals, and activity reports.	Additional data comes from the community of service users or OPDs under the auspices of the Organization Bureau of the South Sumatra Provincial Secretariat.
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The study ensures validity and reliability through triangulation, where data from interviews, observations, and document analysis are cross-verified. Member checking is conducted by presenting preliminary findings to informants for validation and accuracy.

Additionally, peer debriefing is applied to ensure consistency in interpretation. Ethical considerations include obtaining informed consent from all participants, ensuring confidentiality, and adhering to ethical guidelines in qualitative research. Participants were informed about the purpose of the study, their voluntary participation, and the anonymity of their responses. The study complies with ethical standards for research involving human subjects, as recommended by institutional review boards.

## Result and Discussion

### The Service Performance

The performance indicators used in measuring the success of achieving targets and their achievements are as follows:

Table 1. Performance Indicators

Performance Indicators		Achievements in 2023			
		Unit	Target	Realization	%
1.	Public Satisfaction Index	Index	A	A	110,34

Source: MenpanRB, 2023

The Public Satisfaction Survey was conducted on 17 (seventeen) Regional Devices within the South Sumatra Provincial Government. The South Sumatra Provincial Government in 2023 has targeted the performance index value of SKPD/Public Service Units through the Public Satisfaction Survey (SKM) announced the survey results, that the South Sumatra Provincial Government has exceeded the minimum figure for the average value of "Very Good" which is 81.26 where the average value obtained is 89.66.

### Innovation Process Management Need Improvement

Innovation process management in the Indonesian public sector is characterized by structured policy frameworks and decentralization efforts. Studies by (Prasojo & Kurniawan, 2019) highlight that successful innovation management requires leadership commitment, regulatory flexibility, and interagency collaboration. Similarly, Wahyudi (2020) emphasizes the need for adaptive bureaucratic structures to facilitate continuous improvement in service delivery. The Indonesian government has implemented initiatives such as the Public Service Innovation Network (JIPPNAS) to encourage systematic knowledge-sharing and benchmarking among regional governments (KemenpanRB, 2021).

Challenges in innovation process management include bureaucratic resistance, limited resource allocation, and the complexity of cross-sectoral coordination (Setiawan,



2018). However, best practices from regions like Jakarta and Yogyakarta illustrate how digital transformation, community participation, and public-private partnerships enhance innovation sustainability (Suryadi, 2022).

The implementation of public services implemented by the government has increased. However, this increase has not met the expectations of the community. Therefore, efforts are needed to accelerate the improvement of the quality of public services in order to meet the expectations of the community. This was expressed by Mr. Drs. Nelson Firdaus MM. as the Head of the Organization Bureau of the Regional Secretariat of South Sumatra Province, quoted as follows:

*... "with the increasingly complex needs of the community, it is necessary to accelerate the improvement of the quality of public services that encourage the progress of innovation creation in regional devices in the Province of South Sumatra, and in my opinion, **the commitment of the leadership in advancing public service innovation in the regional government is crucial** in order to improve the quality of public services themselves... In addition, it is also important to have qualified human resources, who fully understand their main functions so that they can carry out their responsibilities professionally and can be accounted for. Well, we have not fully obtained this yet.. "*

From the results of the interview with the Head of the Institutional Division of the Population and Civil Registration Service of South Sumatra Province, Mr. Dody Agus Reza Pahlevi, SP. explained with the following quote:

*.... "in 2018, there was indeed a technical guidance for the creation of new innovations for regional apparatuses in South Sumatra Province. At that time, the Organization Bureau collaborated with the German GIZ Transformation which assisted regional apparatuses in creating and mapping public service innovations. **The Rinducapil innovation was also born during the technical guidance which was created by the Head of the South Sumatra Dukcapil Innovation Section.** However, after that there was no more assistance, in fact, Dukcapil was rarely involved in mentoring, innovation assessments, etc. What we should be grateful for is the Expert Team Representative from the German GIZ Transformation who contributed more to mentoring until Dukcapil created many innovations."*

Based on the results of the author's interview with one of the other fostered OPDs, namely Mrs. dr. Hj. Unita Magdalena, CET, CAPC, CPEC Pj. Pratama Clinic Korpri Health Agency of South Sumatra conveyed the following:

*.... "The collaboration between the Health Office and the Organizational Bureau of the South Sumatra Regional Secretariat began in 2020, where I was assigned to be the Head of the Facilitator Team at Rumah Intan (Health Innovation House), which is an innovation of the South Sumatra Provincial Health Office. **At that time, we received innovation management coaching from the Organizational and Transformation Bureau of GIZ Kemenpan RB.** The Kemenpan RB representative was the one who interacted directly with us technically, from the beginning we were introduced to the training, such as what innovation is, how to create an innovation title, how to see an opportunity from a problem so that an innovation can be created. Assistance from Mr. Kurniawan Wahid from GIZ Transformation Kemenpan RB, the Health Innovation Facilitator was held."*

*In 2022, it turned out that the Organizational Bureau would no longer cooperate with GIZ Transformation, so the coaching in the OPDs was also cut off. We really regret it, if there is another institution that can continue this role, of course it doesn't matter who it is as long as it can guide the OPDs in developing innovation in their respective institutions. In principle, we really need a mentoring role. **So now from Rumah Intan there are regular activities on innovation management that are carried out independently without assistance from the Organizational Bureau.**"*

In the author's interview with Mr. Mahendra Karim Brawijaya, SH. as Head of Public Service Administration Sub-Division at the Organization Bureau of the South Sumatra Provincial Secretariat, which is quoted as follows:

*... "Indeed, until now we have not focused on regional action plans related to innovation development due to budget constraints, so that mobilization for innovation is hampered. The Organization Bureau often faces limitations in terms of resources, both budget and human resources. **Without adequate financial support and trained personnel, it is difficult to formulate and implement effective innovation action plans.**"*

This was also conveyed by the Public Service Innovation Consultant from GIZ Transformation of the Ministry of Administrative and Bureaucratic Reform who had worked and collaborated with the Organization Bureau of the Regional Secretariat of South Sumatra Province, Mr. Kurniawan Wahid who said that:

*.... "While assisting the Organization Bureau, I saw **that the innovation management process carried out was quite systematic, starting from problem identification, innovation planning, implementation, to evaluation.** However, there were several obstacles, such as the lack of integrated data to support decision making and the less than optimal coordination between the Organization Bureau and related OPDs. In several cases, the evaluation process for ongoing innovations had not been fully implemented in a structured manner."*

The Organization Bureau of the Regional Secretariat of South Sumatra Province currently does not have a regional action plan related to the development of service innovation, because this has a significant impact on the effectiveness and quality of public services. Without a clear plan, efforts to create and implement innovation in public services will tend to be limited. This can lead to stagnation in the development of services that should be more responsive to the needs of the community.

### **Insufficient Innovative Culture**

A strong innovative culture is a key factor in successful public service innovation. According to (Dwiyanto, 2018), fostering a culture of innovation requires organizational flexibility, knowledge-sharing mechanisms, and leadership that encourages experimentation. Meanwhile, (Setyaningrum, 2021) highlights that Indonesian public institutions with a participatory leadership style tend to perform better in innovation initiatives. A study by (Santoso & Nugroho, 2021) further supports this by emphasizing that



innovation thrives in environments where employees are motivated to contribute ideas and collaborate across departments. Best practices from Surabaya and Bandung show how digital literacy, continuous training, and stakeholder engagement foster an enduring innovative culture.

Statement from the informant, Public Service Innovation Consultant, Mr. Kurniawan Wahid, who stated the following:

*... "As a consultant who has worked with the Organization Bureau, **I see that the innovative culture in the environment has not been fully formed.** Most employees seem to be more focused on carrying out their routine tasks, so that innovation is often considered an additional task, not an integral part of the job. The bureaucratic structure that emphasizes the completion of administrative tasks is one of the main causes, where the space for creative thinking and developing new ideas is very limited.*

*In addition, **the lack of leadership that actively encourages innovation is also an obstacle.** Leaders who should set a vision for innovation, set an example, and provide support are still seen as passive in creating a work environment that supports creativity. Appreciation for innovation initiatives has not been realized in real terms, so employees are less motivated to contribute outside of their routine tasks. On the other hand, the lack of training and resources means that many employees do not have sufficient provisions to innovate. This is exacerbated by a work culture that tends to be conservative, where resistance to change is still a major challenge."*

This was conveyed by the Head of the Organizational Bureau of the Regional Secretariat of South Sumatra Province, which is quoted as follows:

*... "Establishing an innovative culture in this organizational Bureau is often a challenge for us, especially regarding the mindset and work habits of staff who may be incompetent or less open to change. Many are still trapped in a traditional mindset that prioritizes routines and fixed procedures. This hinders individual creativity and initiative to think outside the box. **Staff in the Public Service Administration Sub-Section that manages public service innovation itself do not yet have adequate skills in the fields of innovation, technology, and project management so they often feel insecure about contributing to the innovation process.** This can create an apathetic attitude towards change. When changes are proposed, there is often resistance from staff who are comfortable with the old way of working. Uncertainty about the results of innovation can also lead to fear of risk."*

### **Lack of Innovator Skills**

The challenge of limited innovator skills in Indonesia's public sector has been extensively studied. (Dwiyanto, 2018) highlights that a lack of technical and managerial capacity among public servants hinders the adoption of innovative solutions. Similarly, (Setiawan, 2022) identifies deficiencies in digital literacy and problem-solving skills as key obstacles to effective innovation. A study by (Santoso & Nugroho, 2021) further emphasizes that inadequate training programs and rigid bureaucratic structures contribute to skill gaps in public service innovation.

This lack of innovator skills could be seen from an interview with the Head of the Organizational Bureau of South Sumatra Province, quoted as follows:

....”Some things that I observed are **that the HR competency in my agency is very minimal, so the main priority that I try to optimize is to increase the capacity and competency of the team.** This can be done through training, workshops, and intensive coaching programs. In this way, they can understand various aspects and build a strong internal network, which is very valuable for leadership development, and I as a leader will conduct periodic evaluations of HR skills and provide constructive feedback that I certainly hope can help in identifying areas that need to be improved. In this way, our organization can adjust training and development programs according to the specific needs of HR...”

Based on an in-depth discussion with Mr. Kurniawan Wahid from GIZ Transformation, Kemenpan RB, he examined the capabilities of the innovators in the Organizational Bureau of the Regional Secretariat of South Sumatra Province as follows:

....” The innovation skills of the Organization Bureau are at varying levels. Some employees have a deep understanding of the concept of public service innovation, but there is still a need for capacity building, especially in terms of problem analysis and technology application. During our collaboration, we provided training and technical assistance to strengthen skills such as design thinking, innovation project management, and evaluation techniques. This skill building is starting to show an impact, but it requires continuity to be more evenly distributed across the team. During my assignment with the Organization Bureau, as a representative of the Ministry of Administrative and Bureaucratic Reform, I saw that the performance of the Public Service Administration Sub-Section in supporting the development of public service innovation still faces major challenges, especially in terms of innovator skills. **Overall, the skills of employees in this sub-section, especially related to innovation, are still far from capable. Technical skills, such as the use of technology or modern innovation methods, are still very minimal.** In several projects we have assisted, employees have difficulty adopting technology-based approaches or using complex analytical tools. This reliance on traditional methods makes them less able to produce efficient and impactful solutions.”

Best practices from Jakarta and Surabaya indicate that structured capacity-building programs, mentorship initiatives, and collaboration with academic institutions can enhance the skills of public service innovators (Suryadi, 2022). Strengthening training curricula and integrating innovation-oriented performance metrics are recommended strategies for addressing these deficiencies.

### **Lack of Financial fo innovation**

Financial constraints present a significant barrier to public service innovation in Indonesia. According to (Prasojo & Kurniawan, 2019), limited funding for research, pilot projects, and technological upgrades hampers the implementation of innovative policies. (Wahyudi, 2020) identifies that many local governments in Indonesia rely on rigid budget structures, leaving little room for experimentation and flexible spending on innovation initiatives. Furthermore, (Setiawan, 2022) highlights that financial sustainability is often neglected, with many public sector innovations facing discontinuation due to a lack of long-term funding strategies.

The author's interview with the informant, namely Mr. Mahendra Karim Brawijaya, SH. Head of the Public Service Administration Sub-Division at the Organization Bureau of the South Sumatra Provincial Secretariat when asked for information regarding innovation skills in his agency, he explained that

*... "As ASN, we are at the forefront of public service. We interact directly with the community with OPD. Therefore, an ASN who wants to be an innovator does need to have special skills. All innovations that are carried out must be oriented towards improving the quality of public services and community welfare. For the Organization Bureau itself, it currently does not have any innovations, but the Organization Bureau continues to carry out its function in assisting OPD to develop innovations in their respective agencies. Yes, **because of budget limitations, it is rather difficult to carry out the work.**"*

Examples from Bandung and Yogyakarta demonstrate that multi-stakeholder funding, partnerships with the private sector, and leveraging international grants can provide sustainable financial models for innovation (Suryadi, 2022). Encouraging public-private collaboration and promoting financial incentives for innovation-driven projects are critical strategies to overcome financial limitations.

### **Lack of Management**

A major challenge in public service innovation in Indonesia is the lack of management capacity. According to Dwiyanto (2017), ineffective management structures hinder the successful implementation of innovative practices. (Setiawan, 2022) notes that bureaucratic rigidity and hierarchical decision-making processes often slow down innovation efforts, making it difficult to adapt to changing demands. Furthermore, (Prasojo & Kurniawan, 2019) highlight that a lack of managerial accountability results in fragmented execution of innovation initiatives, leading to inconsistent outcomes.

In our interview with the Head of the Organization Bureau of the Regional Secretariat of South Sumatra Province, he said that:

*....."In the implementation of employee management, every leader will definitely experience problems, clashes or conflicts that occur, for example between individuals, groups, between staff leaders and others, in conflict management, conflict management skills are indeed needed in the organization from each leader. I am new to leading in this agency, if I observe, one of the skills that is really needed by an employee is managerial skills, where this ability must be possessed by all employees in depth. Moreover, an innovator who definitely needs a number of specific skills to carry out his duties. Through these specific skills, it will be able to help leaders achieve the goals of the agency concerned effectively and efficiently, **but it is very unfortunate that until now I have not found such a figure who drives public service innovation in this organization ...**"*

Successful case studies from Yogyakarta and Jakarta demonstrate that introducing decentralized decision-making, leadership development programs, and streamlined management structures can improve innovation implementation (Suryadi, 2022). Addressing

management inefficiencies requires targeted policy reforms, greater autonomy for local administrators, and investment in leadership training to strengthen innovation capacity.

### **Lack of Agency Collaborations**

A major challenge in public service innovation in Indonesia is the lack of inter-agency collaboration. According to (Dwiyanto, 2018), siloed governance structures and bureaucratic fragmentation hinder coordination between agencies. (Setiawan, 2022) notes that competing interests and rigid administrative frameworks often prevent effective cooperation among public sector entities. (Prasojo & Kurniawan, 2019) further argue that an absence of formal mechanisms for knowledge sharing and joint decision-making results in disjointed innovation efforts that fail to achieve sustainable outcomes.

This was conveyed again by the Head of the Organizational Bureau of the Regional Secretariat of South Sumatra Province, who explained that:

*... "The bureau of organization faces a major challenge in building partnerships with OPDs and other stakeholders. Without good communication skills possessed by our pawns in this agency, the bureau will struggle to establish the collaborative relationships needed to develop public service innovations. For example, if the bureau is unable to communicate well with OPDs about their needs and expectations, then support from OPDs for innovative initiatives will be minimal. **This hinders the innovation process due to the lack of synergy between the various parties.** Good interpersonal skills are essential to creating space for innovation. When employees feel comfortable sharing ideas and thoughts, opportunities for innovation increase. However, if communication between team members is poor, new ideas may not get the attention or support needed to be implemented. Thus, the bureau of organization risks missing out on innovation opportunities that could improve the quality of public services."*

Case studies from Jakarta and Bandung indicate that integrating collaborative frameworks, such as digital inter-agency platforms and cross-sectoral working groups, can improve coordination in innovation projects (Suryadi, 2022). Encouraging multi-stakeholder collaboration through participatory policymaking and intergovernmental networks is crucial to overcoming this challenge.

### **Conclusion**

This study highlights that while public service innovation efforts exist in South Sumatra, significant structural and cultural barriers hinder effective implementation. The lack of leadership support, financial flexibility, management capacity, agency collaboration, and innovation-friendly work culture limits the potential for meaningful improvements in public service quality. By adopting a contingency model—which emphasizes context-specific, adaptable innovation strategies—the government can create a more responsive, efficient, and citizen-centered public service system. Future research should explore

empirical evaluations of implemented innovations to assess long-term sustainability and effectiveness.

This study has provided valuable insights into the challenges and opportunities of public service innovation in South Sumatra. However, several research gaps remain that need to be addressed in future studies. One of the main limitations is the lack of empirical studies measuring the long-term impact of public service innovation. While many studies, including this one, focus on identifying barriers and implementation challenges, there is little quantitative research evaluating the effectiveness of innovation in improving service quality, efficiency, and citizen satisfaction. Future studies should develop measurable performance indicators to assess how innovation contributes to reducing bureaucratic inefficiencies and enhancing public trust in government services.

Additionally, inter-agency collaboration remains an understudied area in Indonesian public administration. This study identifies weak coordination between government agencies as a major barrier to successful innovation, but there is a lack of research on best practices and case studies of effective inter-agency collaboration. Future studies should investigate how digital platforms, joint task forces, and cross-sectoral working groups can enhance policy alignment and resource-sharing to drive sustainable innovation.

In conclusion, while this study sheds light on critical challenges in public service innovation, there remains significant room for further research. Future studies should adopt a multi-dimensional approach, incorporating both quantitative and qualitative methods, to assess the effectiveness, sustainability, and societal impact of innovation in public services. Addressing these research gaps will contribute to the development of more effective, citizen-oriented, and sustainable public service innovation model.

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