Performance of the Regional Innovation Laboratory in Improving the Quality of Makassar City Government

Ali Mardana[1], Risma Niswaty[2], Anshari[3], Dian Meiliani Yulis[4*]
DPRD Kota Tual[1], Universitas Negeri Makassar[2,3], Politeknik Kesehatan Megarezky[4]
E-mail: dianmeilianiyulis@gmail.com

ABSTRACT

This research is a descriptive study using a qualitative approach. With data collection techniques used are observation techniques, interviews, and documentation. The technique of checking the validity of the data used is the triangulation technique. The data analysis technique used in this study is an interactive model. The results of the study show that the performance of the Partnership-Based Innovation Laboratory (Labinov Beken) has been able to improve the quality of Makassar City Government well, but still needs improvement in supporting its implementation. This is reflected in the input indicators owned by the Partnership-Based Innovation Laboratory (Labinov Beken) which have been good in terms of Human Resources, Financial, and existing regulations that have supported the implementation of this Labinov Beken. When viewed in terms of output indicators, Labinov Beken has given birth to various regional innovations, but there are still Regional Innovation Programs that have not run optimally. In terms of outcome indicators (outcomes), Labinov Beken has been able to provide service satisfaction to the community and accelerate the economy and increase development in the Makassar City Region. Besides that, from the indicators of benefits (benefits), Labinov Beken has provided benefits as a vehicle for stimulating the atmosphere for the birth of innovations that can overcome obstacles to the implementation of programs and activities. Then in terms of impact indicators (impacts), Labinov Beken has had a positive impact with the birth of various regional innovations that have the potential to advance the quality of government, but there is still a negative impact because a small number of ASN are unable to adapt to changing their work style following the development of existing innovations.

Keywords: Performance, regional innovation, labinov beken

INTRODUCTION

Innovation is a source that determines the growth and development of an organization or government institution. An innovation will give birth to programs that can improve a region or area, so it is very important to formulate an innovation that can be the main determinant of the development of a region (Bircan & Gençler, 2015; Chen et al., 2020; Syarifuddin et al., 2021). Changes in a Government Institution in providing various forms of public services in the community are a very important focus in carrying out Government tasks both at the central level and at the regional level (Aarøe et al., 2021; Agus et al., 2019; Pangaribuan et al., 2022). For this reason, programs formulated by the regional government are needed to improve performance in public services and good governance.

Undang-Undang Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah is the implementation of government affairs by regional governments and regional people's representative councils according to the principle of autonomy and co-administration with the principle of broadest autonomy within the system and principles of the Unitary State of the

Republic of Indonesia as referred to in The 1945 Constitution of the Republic of Indonesia. Through the implementation of regional autonomy, the Regional Government can create various programs that support and can advance their Region through the Regional Innovation Program as stipulated in the Peraturan Pemerintah Republik Indonesia Nomor 38 Tahun 2017 Tentang Inovasi Daerah, 2017, explaining that Regional Innovation is all forms of renewal in the administration of Regional Government.

Regional Innovations, which are various forms of renewal and breakthroughs made by Regional Governments in improving the quality and performance of Governance and Public Services, play an important role in formulating programs that will become a mechanism that can bring a Region to a higher level so that it is capable of achieve the title of Smart City (Gil & Zheng, 2015; Lima et al., 2018; Sun et al., 2020; Ziadi et al., 2016). Makassar City is one of the cities in South Sulawesi Province and the Capital Cities of South Sulawesi Province. The Regional Government of Makassar City is currently carrying out various efforts to improve public services and governance so that it can achieve the Smart City title through various Regional Innovation Programs, one of the Regional Innovation Programs owned by the Makassar City Government is an Assistance Program called the Partnership-Based Innovation Laboratory. Makassar City Government.

Innovation Laboratory which was formed in 2017 until now is a facilitation activity for the Regional Work Units (SKPD) and Regional Companies (Perusda) within the scope of Makassar City within the framework of providing an understanding of ideas or ideas that will be explored in giving birth to innovation. This innovation is one of the solutions to the obstacles faced in the administration of government, especially in the provision of public services. The Innovation Laboratory Advocacy Activities are intended to make implementation more effective as accountability for the implementation of activities as well as monitoring and evaluation materials in the future. So that through this Innovation Laboratory, it is very helpful for Regional Apparatus Organizations within the Makassar City Government in improving the quality of public services in their agencies.

Regional Innovation is the growth of innovation capacity which is marked by the realization of real, useful, and sustainable ideas and innovation works in the administration of local government. The functions of the Makassar City Innovation Laboratory are location/place for discussion; coachingclinic; innovation analysis and development; formulation of the birth of new innovation candidates; as well as developing a strategy to improve the quality of innovation.

Innovation Laboratory conceptually by carrying out a series of processes/stages known as the 5 D innovations, where each process/stage has its own objectives and methods that work together to produce innovation. SKPD. 5 D Innovation Laboratory is an acronym for Drum up, Diagnose, Design, Delivery, and Display. Through these 5 (five) steps, the City Government of Makassar has come up with various innovations related to governance by involving the penta helix, namely Government, Academics, Business, Media, and Community so that they are able to improve their quality and capacity in an effort to meet the demands of a strategic environment.

Since the establishment of the Innovation Laboratory in 2017 until now it has given birth to 185 Makassar City Innovations, some of which have won innovation competitions both on a national and international scale, such as Home Care and Longset in the Health Service Sector won the 2017 Ministry of Administrative and Bureaucratic Reform Synovik award and International Award UNPSA In 2018, Pasikola in the Transportation Sector won an

international award in the smart city category of smart mobility of transportation in Taipei (Taiwan) and won 1st place in the 2018 Co: Creation Competition C-GEN Indonesia event, and Donkel in the Library Sector won the Ministry of Administrative and Bureaucratic Reform Synovik award RB in 2017 and won 2nd place in the 2018 Innovative Government Award. Seeing the achievements achieved by the Government of Makassar City through this Regional Innovation Laboratory, there are still several Regional Innovations that have not been maximized in their management so quality improvement is needed in these regional innovations so that gag can produce maximum performance in the future and become a means of public service programs that can facilitate people in all fields.

The evaluation results of the Makassar City Partnership-Based Innovation Laboratory in 2017 show that the aim of the Partnership-Based Innovation Laboratory initiative is to a mentoring program built to foster innovation from within the local government bureaucracy through a consultative process to technical guidance in a series of processes leading to OPD innovation. However, the purpose of this initiative has a drawback, namely the unavailability of supporting data, in terms of the category of innovation in line with governance, the significance of innovation plays a role in improving and developing innovation in government agencies through coaching clinics of involved stakeholders, innovation shows renewal, especially in the government environment regional government, and Transferability is original and can be applied in other regional governments. The Makassar City Government has high hopes for the implementation of the Makassar City Partnership-Based Innovation Laboratory Program, and many achievements have been made. However, implementation in the field still encounters obstacles which of course is a big task in fixing, one of the symptoms that is a factor that is lacking in the implementation of this Partnership-Based Innovation Laboratory is in terms of inputs that show the quality of human resources who are ready to implement the Regional Innovation Program. is still lacking, seen from the fact that there are still employees who do not know about the use of technology and do not understand the importance of innovation in supporting governance and public services.

METHOD

This type of research is qualitative. Qualitative research is research in the form of words, sentences, schemes, and descriptions (Corbin & Strauss, 2015; Creswell & Poth, 2016). Sources of data consist of primary data and secondary data obtained from observation, documentation, and interviews. Primary data comes from information, statements, and information from informants. Secondary data comes from documentation review. The main instrument in this study was the researcher himself with the help of a cellphone recorder; observation sheet; and interview sheet.

Data collection techniques used, namely observation, interviews, and documentation with reference to research objectives with research indicators based on opinions about performance, namely inputs, outputs, outcomes, benefits, and impacts. The collected data is checked by triangulation, namely checking the validity of data that uses something other than the data concerned for checking purposes or as a comparison. The data analysis technique uses an interactive analysis model from Miles & Huberman (2012), the stages in data analysis taken in this study include data reduction; presentation of data; validation test; and verification.

RESULT AND DISCUSSION

Organizational performance within the scope of the Government must always show the results expected by the community both in the Province, Regency, and City areas so that an assessment or measurement of organizational performance is needed to assess and evaluate the performance of the Regional Government in providing public services to the community. Based on the research results, the performance measurement indicators in this study are in accordance opinion Bastian (2006) which is described as follows:

Inputs

Inputs is an aspect needed so that the implementation of the Makassar City Partnership-Based Invocation Laboratory program can run smoothly so as to produce output that can improve the quality of the Makassar City Government? Based on the research results, it is known that the performance of the Regional Innovation Laboratory in improving the quality of Makassar City Government has met the Inputs indicator seen from the implementation and success of public service innovation Competency-Based Innovation Laboratory (Labinov Beken). This can also be realized from the Makassar City Government Policy which emphasizes one agency one innovation, of course, requires a forum in order to generate innovation, manage innovation, develop innovation, and even replicate innovation according to local content that applies in Makassar City which is based on the Guardian Regulation policy. Makassar City Number 37 of 2019 concerning Regional Innovation Systems and Makassar Mayor Regulation Number 41 of 2019 concerning Regional Innovation Laboratories.

Outputs

From the results of observations and interviews, it can be seen that the Performance of the Regional Innovation Laboratory in Improving the Quality of Makassar City Government has fulfilled the Outputs indicator seen from the creation of several Regional Innovations for each Regional Apparatus Organization which among others have succeeded in winning innovation competitions both nationally and internationally, where this reflects the results of the assistance of the Makassar City Partnership-Based Innovation Laboratory Program (Labinov Beken). However, there are still Regional Innovation Programs that have not run optimally and are not evenly distributed in every OPD and there are also Regional Innovation Programs that are being further developed.

Outcomes

From the results of observations and interviews, it can be seen that the Performance of the Regional Innovation Laboratory in Improving the Quality of Makassar City Government has met the Outcomes (Results) indicator seen from the innovations created by the Makassar City Government Regional Apparatus Organization which aims to increase community satisfaction in terms of Public Service and in terms of Good Government in Makassar City Government so that it can expedite the economy and increase the progress of Makassar City Regional Development which is essentially a process of sustainable development between various sectors and dimensions, both social, economic and environmental dimensions that aim to achieve community welfare.

Benefit

From the results of observations and interviews, it can be seen that the Performance of the Regional Innovation Laboratory in Improving the Quality of Makassar City Government has met the indicators of benefits seen from the achievement of several objectives of the Partnership-Based Innovation Laboratory Program (Labinov Beken), where Labinov Beken Makassar City is present to facilitate government administrators and stakeholders in generating innovation, both within the framework of supporting the performance of local government and to improve people's welfare through excellent public services and providing good benefits for the Government of Makassar City as the organizer of the Labinov Beken Program in the form of an innovation Road Map and the community who are objects who experience the Program This famous Labinov gets better public services.

Impact

From the results of observations and interviews it can be seen that the Performance of the Regional Innovation Laboratory in Improving the Quality of the Makassar City Government has met the impact indicators (impacts) seen from Labinov Beken's impact on encouraging the Makassar City Government to produce ideas and innovative work in governance so that targets can be realized from This Innovation laboratory advocacy activity fosters the capacity to innovate which is marked by the realization of real, useful and sustainable ideas and innovative work in the administration of the City Government of Makassar.

Besides that, it also has a positive impact on improving public services to the people of Makassar City. However, there are still negative impacts from Labinov Beken because a small number of ASNs are unable to adapt to changing their work style following the development of existing innovations by using the use of information and communication technology so they still need to provide provision and further improve the skills of ASNs who have not been able to take advantage of regional innovations in provide services to the community.

DISCUSSION

Inputs

The performance of the Partnership-Based Innovation Laboratory (Labinov Beken) provides input from various aspects needed by each Regional Apparatus Organization so that it is able to produce various regional innovations that support improving the quality of Makassar City Government. Innovation is a combination of five components, one of the related components namely Strategy and Customers (Rogers, 2010; Sourdin et al., 2020; Syam et al., 2018), where the Regional Government must know when, where, and how innovation is carried out so that the Performance of the Regional Innovation Laboratory in Improving the Quality of Government of Makassar City has fulfilled the Inputs indicator. Seen from the implementation and success of public service innovations Competency-Based Innovation Laboratory (Labinov Beken). This can also be realized from the Makassar City Government Policy which emphasizes one agency one innovation, of course, requires a forum in order to generate innovation, manage innovation, develop innovation, and even replicate innovation according to local content that applies in Makassar City which is based on the Guardian Regulation policy Makassar City Number 37 of 2019 concerning Regional Innovation Systems and Makassar Mayor Regulation Number 41 of 2019 concerning Regional Innovation Laboratories.

Then with the implementation and success of public service innovations the Competency-Based Innovation Laboratory (Labinov Beken) is supported by Human Resources, the Planning Sub-Section, and staff at 63 Regional Apparatus Organizations as initiators of Innovation in each Regional Apparatus Organization that carries out innovations facilitated by Balitbangada Makassar City. From a financial standpoint, in 2019 at the Balitbangda DPA for the Innovation Laboratory Advocacy Activities, a budget of IDR 1,427,000,000.00- (one billion four hundred and twenty-seven million rupiah) has been budgeted, which is then carried out by steps or strategies to be able to mobilize all human resources for each Regional Apparatus Organization to continue to innovate with the direction of the Mayor of Makassar that each Regional Apparatus Organization is required to issue 1 Innovation per OPD each year. Input indicators (inputs) being everything that is needed so that the implementation of activities can run to produce outputs. This indicator can be in the form of funds, human resources, information on policies/laws and regulations, and so on (Abdullah et al., 2018; Arhas & Suprianto, 2019; Cavalcante & Camões, 2017; Mauro & Borges-Andrade, 2020)

Outputs

Makassar City Regional Innovation Laboratory Program which can be physical and/or non-physical created and developed by each Regional Device Organization (OPD) and Regional Company (Perusda) with the assistance of the Makassar City Regional Innovation Laboratory Program. The Partnership-Based Innovation Laboratory (Labinov Beken) since 2017 until now has given birth to 185 Makassar City Innovations, some of which have won innovation competitions on both a national and international scale, such as Home Care and Longset in the Health Service Sector won the Ministry of Administrative and Bureaucratic Reform Synovik award In 2017 and the 2018 UNPSA International Award, Pasikola in the Transportation Sector won an international award in the smart city category of smart mobility of transportation in Taipei (Taiwan) and won 1st place in the 2018 Co: Creation Competition C-GEN Indonesia, as well as Dongkel in the Library Sector won the 2017 Kemenpan-RB Synovik award and won 2nd place in the 2018 Innovative Government Award. Output indicators are something that is expected to be directly achieved from an activity which can be in the form of physical and/or non-physical (Glor, 2021; Leckel et al., 2020)

The performance of the Partnership-Based Innovation Laboratory (Labinov Beken) which has spawned various innovations in each Regional Apparatus Organization, some of which have been able to achieve achievements at the National and even international levels. So this reflects the outputs from the assistance of the Makassar City Partnership-Based Innovation Laboratory Program (Labinov Beken). However, there are still Regional Innovation Programs that have not run optimally and are not evenly distributed in every OPD and there are also Regional Innovation Programs that are being further developed.

Outcomes

Makassar City Partnership-Based Innovation Laboratory provides results (outcomes) that have a direct effect on the development of the quality progress of Makassar City Government. innovation is a combination of five components, one of the components related to this outcome indicator, namely Measures and Performance, that is, it must be known how to measure the success of innovations carried out so that the results (outcomes) produced by the Partnership-Based Innovation Laboratory Program (Labinov Beken) provide satisfaction. serving the community and facilitating the economy and increasing development in the Makassar City Region which is essentially a continuous process between various dimensions, both social,

economic, and environmental dimensions that aim for the welfare of the community. Outcome indicators are anything that reflects the functioning of activity outputs in the medium term (direct effects) (Bircan & Gençler, 2015; Castelli, 2012; Chen et al., 2020). So that through the Assistance Program implemented by the Partnership-Based Innovation Laboratory (Labinov Beken), each Regional Apparatus Organization is given encouragement and guidance in creating innovative ideas and creating program innovations that can improve service performance and good governance.

Through the Partnership-Based Innovation Laboratory (Labinov Beken) each Regional Apparatus Organization obtains innovation results that in the short term have a direct effect on achieving better public services and encourage the birth of other innovations so that people can be served and provided with services quickly, easily, and complete. For this reason, innovations created by the Regional Government Organization of the City of Makassar aim to increase community satisfaction in terms of Public Service as well as in terms of Good Government in Makassar City Government so that they can expedite the economy and increase the progress of Makassar City Regional Development

Benefits inovasi

The benefits created by the Makassar City Partnership-Based Innovation Laboratory (Labinov Beken) are the ultimate goal of each Regional Innovation Program created by each Regional Apparatus Organization as a form of innovation performance in creating services and community welfare. Benefits are everything related to the ultimate goal of implementing activities (Committee et al., 2013; Sinha & Verma, 2020). The Makassar City Partnership-Based Innovation Laboratory (Labinov Beken) is present in facilitating Government administrators, in this case, the Regional Government in each Regional Apparatus Organization and stakeholders in giving birth to various forms of innovation.

The presence of the Makassar City Partnership-Based Innovation Laboratory (Labinov Beken) is a place to stimulate the atmosphere for the birth of innovations that can overcome obstacles to the implementation of programs and activities. Based on Article 2 of the Peraturan Pemerintah Republik Indonesia Nomor 38 Tahun 2017 Tentang Inovasi Daerah states that Regional Innovation aims to improve the performance of Regional Government administration. To achieve the goal, the target of Regional Innovation is directed at accelerating the realization of community welfare through 1) improving public services; 2) community empowerment and participation; and 3) increasing regional competitiveness. These innovations are directed not only at implementing good and clean governance but also at improving public services and increasing regional competitiveness through accountability, transparency, and participation..

The Partnership-Based Innovation Laboratory (Labinov Beken) is very helpful for each Regional Apparatus Organization to develop its potential so that it can give birth to ideas that are realized in regional innovations that benefit the community in every public service sector and improve the quality of governance in each OPD that makes This Partnership-Based Innovation Laboratory won achievements at the national and international levels.

Impacts

The Makassar City Partnership-Based Innovation Laboratory (Labinov Beken) has had an impact on improving the quality of public services and governance. This is an evaluation of every innovation that was born by each Regional Apparatus Organization (OPD) within the scope of Makassar City Government that is running effectively and is beneficial to the

community. The impact indicators (impacts) are the influences that are either positive or negative towards each level of indicators based on the assumptions that have been applied (Díaz et al., 2020; Uyarra et al., 2020).

Through the Advocacy Activities of the Partnership-Based Innovation Laboratory, (Labinov Beken) Makassar City has had an impact on encouraging the Makassar City Government to produce innovative ideas and works in governance. Regional Governments in creating and forming a regional innovation that can support all forms of service and governance in the Region require several criteria as stipulated in Article 6 of the Peraturan Pemerintah Republik Indonesia Nomor 38 Tahun 2017 Tentang Inovasi Daerah including 1) Contains all or part of the renewal of elements from innovation; 2) Providing benefits for the Region and/or community; 3) Does not result in burdens and/or restrictions on the community that are not in accordance with the provisions of laws and regulations; 4) Is a Government Affairs which is the authority of the Region; and 5) Can be replicated.

The target for the realization of Innovation laboratory advocacy activities is the growth of innovation capacity which is marked by the realization of real, useful, and sustainable ideas and innovative work in the administration of the City Government of Makassar. Besides that, it also has a positive impact on improving public services to the people of Makassar City. However, there are still negative impacts from Labinov Beken because a small number of ASNs are unable to adapt to changing their work style following the development of existing innovations by using the use of information and communication technology, so they still need to provide provision and further improve the skills of ASNs who have not been able to take advantage of regional innovations in provide services to the community.

CONCLUSION

The results of the study show that the performance of the partnership-based innovation laboratory (Labinov Beken) in Makassar City has been able to provide assistance, assistance, and facilitation to the development of enthusiasm and real action in innovating in each Regional Apparatus Organization. This can be seen from the input indicators which show that the implementation and success of this public service innovation are supported by Human Resources and also supported from a financial perspective. Output indicators show that through mentoring by Labinov Beken has produced various kinds of innovations in various OPDs and has succeeded in obtaining achievements at the national and international levels. However, there are still Regional Innovation Programs that have not run optimally and are not evenly distributed in every OPD and there are also Regional Innovation Programs that are being developed further. Outcomes indicators show that the Partnership-Based Innovation Laboratory Program (Labinov Beken) provides service satisfaction to the community and accelerates the economy and increases development in the Makassar City Region. The benefits indicator shows that the presence of the Makassar City Partnership-Based Innovation Laboratory (Labinov Beken) provides benefits as a forum for stimulating an atmosphere for the birth of innovations that can overcome obstacles to the implementation of programs and activities. Impact indicators (impacts) show that the realization of Innovation Laboratory advocacy activities is the growth of innovation capacity which is marked by the realization of real, useful, and sustainable ideas and innovation works in the administration of Makassar City Government. However, there are still negative impacts from Labinov Beken because a small number of ASNs are unable to adapt to changing their work style following the development of existing innovations.

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