

# Analysis of Public Service Innovation from Competition at the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia in 2020-2023

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## ABSTRACT

Public service innovation is the government's main focus in an effort to make it easier for the public to access information, especially through digital transformation that can provide benefits for both the public and the government itself. The Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (Ministry of PANRB) plays a role as a leading sector in encouraging the realization of public service innovation, one of which is through holding an annual competition that aims to motivate ministries, institutions, local governments, BUMN, and BUMD to continue to create service innovations. This study aims to identify various forms of public service innovation in Indonesia based on type, results, policy sectors, and geographical location, as well as to provide theoretical contributions and practical benefits for optimizing equitable public services. Using qualitative methods with data collection techniques through document archives from the 2020–2023 public service innovation competition, the study found that district governments are the dominant actors, while BUMN participation is still low, with innovation concentrated in Java and dominated by the public service, health, and governance sectors. Although technology and social innovations are growing rapidly, aspects of governance and inclusion are still lacking, so it is recommended to strengthen regional capacity, increase BUMN participation, improve innovation replication, and integrate social dimensions. Further research needs to focus on evaluating impacts, regional disparities, and internal organizational factors to strengthen the effectiveness of public service innovation as a whole.

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## 1. INTRODUCTION

The Indonesian government has taken progressive steps in implementing technology to improve public services throughout the country. In line with the vision to realize Indonesia as a developed

and highly competitive country in the digital era, the government has prioritized the development of information and communication technology infrastructure and strengthened the regulatory framework to support innovation in this sector. In general, what is referred to as government is

a group of individuals who have certain authorities to exercise power which in this sense exercises legitimate authority and protects and improves the standard of living of the community through actions and implementation of various decisions [1].

Digital transformation as an impact obtained from the use of a combination of digital innovations that are produced so that they cause changes to the structure, values, processes, positions or ecosystems within the organization and the environment outside the organization [2]. Currently, Indonesia is experiencing the era of the industrial revolution 4.0, where the impact of digital technology disruption is increasingly being felt massively. Industry 4.0, which is the next phase of the development of the technology industry, emphasizes the use of digital technology such as cloud computing, internet of things, and artificial intelligence. In this context, society expects increased efficiency and effectiveness in all aspects of management, including public services. The demand for excellent service is getting higher, considering the need for convenience and speed in daily activities. Along with that, the bureaucracy is required to transform to be more responsive, dialogical, and pragmatic, in line with the principles of good governance mandated by Law Number 25 of 2009 concerning Public Services. The importance of community involvement in the public service process is also increasingly emphasized, because innovation in public services is often the result of continuous evaluation and improvement of input from the community. Thus, the more active the public participation in providing input and feedback on public services, the greater the potential for creating innovations that can improve the quality of services provided.

Innovation can be identified with many types of innovation and classifications can vary according to the object of innovation [3]. The Ministry of PANRB has shown a strong commitment to encouraging innovation in public services in Indonesia. These steps include active participation in including Indonesian public service innovations in international competitions,

demonstrating the government's seriousness in improving the quality and efficiency of public services globally. However, not only at the global level, the Ministry of PANRB also collaborates closely with the Regional Government (Pemda) to obtain input regarding the innovation replica program. Thus, this ministry not only pays attention to the broad aspects of innovation development, but also ensures that these innovative initiatives can be adopted and implemented effectively at the local level. With these continuous efforts, the Ministry of PANRB aims to create a dynamic and responsive public service ecosystem to the needs of the community, as well as strengthen Indonesia's position as a leader in public service innovation at the international level. Service innovation is currently considered an effort to improve the quality of public services in order to meet the needs and rights of the community for effective and practical services [4]. Various innovations that have been carried out have succeeded in providing a significant positive impact, by improving the quality of public services it can influence the quality of services.

As done by the Ministry of PANRB in improving public services in Indonesia, a public service innovation competition is held every year. Through the service innovation owned by the Ministry of PAN-RB, namely the existence of a web-based system that contains an information and documentation network in order to facilitate the development of public service innovation, namely the Public Service Innovation Information System (SINOVIK). The Ministry of PANRB has taken concrete steps in improving public services in Indonesia by holding a public service innovation competition every year. SINOVIK is designed as a platform that provides an information and documentation network that facilitates the development of innovation in public services [5]. Through the SINOVIK portal, the Ministry of PANRB collects all innovation proposals submitted by various parties, including ministries/institutions, local governments, as well as State-Owned Enterprises (BUMN) and Regional-Owned

Enterprises (BUMD). This step aims to expand participation and support cross-sector collaboration in generating innovative ideas to improve public services throughout the country. By utilizing SINOVIK as a means to collect and evaluate innovation proposals, the Ministry of PANRB ensures that the selection process is transparent and accountable. It also opens up opportunities for public service providers to learn from each other and share best practices, creating an environment that supports the growth and spread of innovation in public services in Indonesia. By continuing to hold this competition and utilizing technology to manage and document innovations, the Ministry of PANRB is committed to accelerating the transformation of public services to a better level, meeting the expectations and needs of the Indonesian people more effectively and efficiently.

Innovation in public services is an important foundation for a country's progress in meeting the needs and expectations of its people. As the Ministry of PANRB, its role and responsibility in improving the effectiveness, efficiency, and affordability of public services are very important. By adopting an innovative approach, the Ministry of PANRB can design and implement a public service innovation competition that can be participated by central, regional, and BUMN/D agencies to provide fast and adaptive government services in order to meet the needs of the community. The purpose of the Ministry of PANRB in holding the competition is to encourage ministries/institutions, regional governments, and BUMN/D to continue to develop the latest innovations.

According to [6] in the book *Strategic Management*, strategic management is a planned process to determine the long-term performance of a company, which includes monitoring the external environment, formulating strategies, long-term planning, implementation, and evaluation and control. Originally known as business policy, strategic management now covers a wider range including environmental analysis and strategy, so that this term often replaces

business policies that focus more on internal management and asset efficiency.

Digital transformation in public services is the process of using digital technology to improve the efficiency, quality, and accessibility of services provided by the government to the public. According to [7], digital transformation generally refers to changes in business processes caused by the use of technology [7].

Based on Law No. 25 of 2009 concerning Public Services, Public Services are activities or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. Public service providers, hereinafter referred to as Providers, are every state organizing institution, corporation, independent institution established based on laws for public service activities, and other legal entities established solely for public service activities.

Public service innovation can be understood as a breakthrough in the form of a type of service that arises from original creative ideas or the results of adaptation or modification, which provides real benefits to the community, both directly and indirectly. This innovation is not always a new discovery, but can also be a new approach that is appropriate to a particular context, such as the development of existing innovations or improving the quality of services that are already running. According to [8], it is discussed that although innovation intermediaries have an important role in encouraging the creation of values in the innovation process, there is still a substantial lack of research that explains in depth how the roles of different innovation intermediaries can contribute to the creation of this value [9].

According to [10], the government can play a role in corporate innovation through financial and policy support. Government funding support, which is allocated for corporate research and development needs, has a statistically

significant positive effect on corporate innovation results or performance.

The purpose of this study is to determine the innovators, types of innovation, innovation results, and policy sectors where innovation is applied in the public service innovation competition organized by the Ministry of PANRB in 2020–2023. In addition, this study also aims to understand the geographical perspective of the implementation of the competition and analyze the implications of these findings for public service innovation policies in Indonesia that should be implemented by the Ministry of PANRB.

## 2. METHOD

### 2.1 *Type of research*

This study uses a qualitative descriptive method with a case study approach to understand the development of public service innovation in Indonesia through an innovation competition held by the Ministry of PANRB in 2020–2023. This study aims to provide insight into the types, results, and sectors of innovation policies, as well as to compile new policy recommendations based on findings from official documents without interviews. With organizational analysis units and data sources in the form of document archives, this approach allows researchers to systematically analyze the success or failure factors of innovative programs without intervening in the data. The data collection technique was carried out through purposive sampling, focusing on relevant documents such as annual reports and news articles. This study is cross-sectional, namely data collection is carried out once at a certain time, and it is important to publish it as a methodological reference and contribution to the development of public service policies in the future.

### 2.2 *Research stages*

The research stages consist of several systematic steps to ensure the accuracy and success of the research, starting from the identification and

formulation of specific problems as the basis for compiling research questions. After that, the researcher determines the research objectives, followed by collecting data from relevant sources. The data obtained is then processed and analyzed according to the established qualifications, until finally a conclusion is drawn up that summarizes the main findings and suggestions for follow-up or further research.

### 2.3 *Population and sample*

The population in this study refers to a collection of archival documents of the Ministry of PANRB's public service innovation competition in 2020–2023, which is the main source for analysis. The research sample was selected using a nonprobability sampling method, specifically the purposive sampling technique, namely the selection of samples based on certain considerations that are in accordance with the research objectives. This technique allows researchers to selectively select documents that are considered to represent significant variations in public service innovation, in order to gain in-depth insight into the dynamics, strategies, obstacles, and impacts of innovation implementation on the effectiveness of public services within the Ministry of PANRB.

### 2.4 *Data collection and data sources*

In conducting this research, the author emphasizes the importance of collecting quality data as the main foundation for achieving accurate and relevant research results. The quality and quantity of data collected greatly determine the direction and success of the research, where the data used comes from the internal organization being studied, namely the Ministry of PANRB, using secondary data collection techniques. Secondary data is obtained through various previously available references, such as annual reports, archival documents, previous research results, and information available on the official website of the Ministry of

PANRB. The main focus of the data includes the 2020–2023 public service innovation competition. Data from this innovation competition has gone through several stages, starting from administrative selection, sending proposals to the Independent Panel Team, to producing the Top 99 nominations and 15 Special Group Finalists. In the 2020–2021 period, this competition divided innovations into three groups: general, replication, and special, while in 2022–2023 it was grouped into two, namely the general group and the special group. By paying attention to the accuracy of data collection techniques and valid sources, this research is expected to be able to provide meaningful findings and be in accordance with the research objectives.

### 2.5 Data analysis techniques

Data analysis techniques aim to process data into information that is easy to understand and useful for finding solutions to research problems. In qualitative research, the data obtained is usually in the form of words, sentences,

narratives, and images, which are analyzed inductively, developing patterns of relationships or hypotheses that are tested through repeated data [11]. Data analysis techniques through document archives can be carried out using various methods to gain in-depth insights. One commonly used technique is analysis, where researchers collect documents, then code and categorize information to identify patterns that emerge during the period. Narrative analysis can also be applied by analyzing news articles and editorials to understand how the main narrative and public perception have evolved over the years. Finally, comparative analysis can be done by comparing documents from different years to evaluate changes in approach or strategy. Each of these techniques provides a different perspective and helps in understanding the dynamics and evolution of existing document archives.

## 3. RESULTS AND DISCUSSION

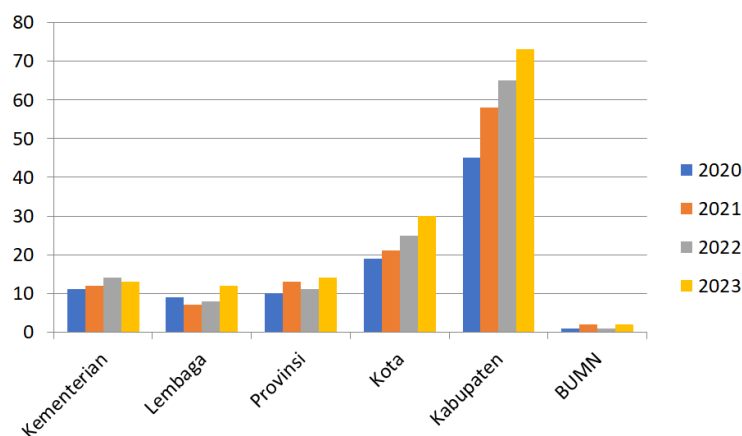


Figure 1. Public service innovation innovators 2020-2023

Source: Data processed by the author (2024)

Innovators in the 2020–2023 public service innovation competition come from various entities, with district governments as the most active participants, reaching more than 120 innovations in 2023 and showing consistent increase since 2020. In contrast, SOEs had the lowest and stagnant participation. City governments also

experienced an increase in participation, especially in 2022, while ministries and institutions tended to be stable with minor fluctuations. Overall, innovator participation increased significantly in 2022 and peaked in 2023, indicating increasing awareness and involvement from various agencies, especially at the regional level, in

encouraging public service innovation. Based on data from the 2020-2023 Public Service Innovation Competition, local governments were the main contributors with increasing participation, peaking in 2023. The central government showed fluctuations with an increase in 2022, while SOEs had the lowest participation throughout the period, indicating the need for greater encouragement for SOEs to actively innovate. In general, local governments play an important role as the spearhead of public service innovation, with a significant trend of increasing awareness and involvement.

When compared to previous studies, both agree that local governments play a central role in public sector innovation. The main difference in this study is the broader scope of analysis, including ministries, institutions, and SOEs, providing a more comprehensive picture of innovation actors. This study also highlights the development of innovator participation trends from year to year, as well as changes in the dynamics of public service innovation in Indonesia in more depth than previous studies that were more theoretical.

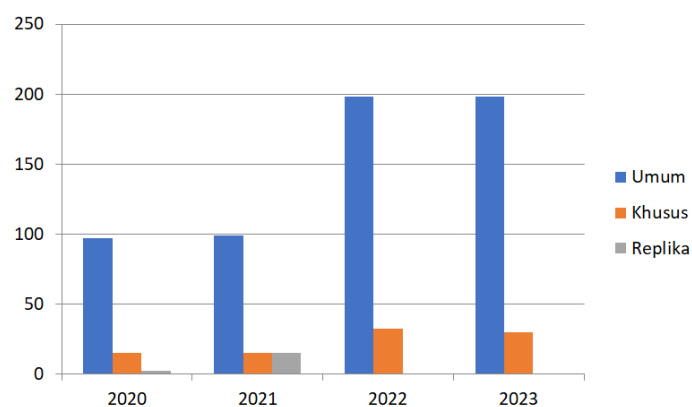


Figure 2. Results of public service innovation in 2020-2023  
Source: Data processed by the author (2024)

Based on the categories of results, namely general, specific, and replica. The general category dominates and continues to increase, reaching almost 200 innovations in 2022 and 2023. This shows a focus on improving the system and quality of public services in general. The specific category also increased, although more slowly, reflecting attention to vulnerable groups and priority sectors. Meanwhile, the replica category only appeared in 2021, indicating that replication of innovations has not been a priority, although it is important to spread good

practices. An example of a leading innovation is RM Papeda from the Jayapura Police, which utilizes simple communication technology to improve security coordination and build public trust. This program has received national recognition and has the potential to be replicated in other regions. This study is different from previous studies because it focuses more on structured data from the Ministry of PANRB, while previous studies emphasized social aspects and citizen participation in social change in general.

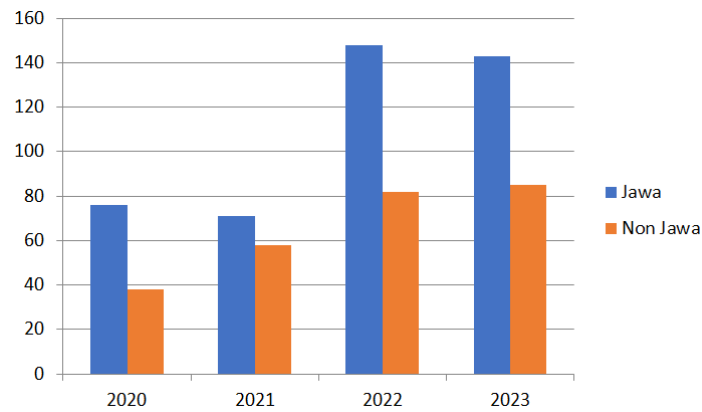


Figure 3. Geographical public service innovation 2020-2023  
Source: Data processed by the author (2024)

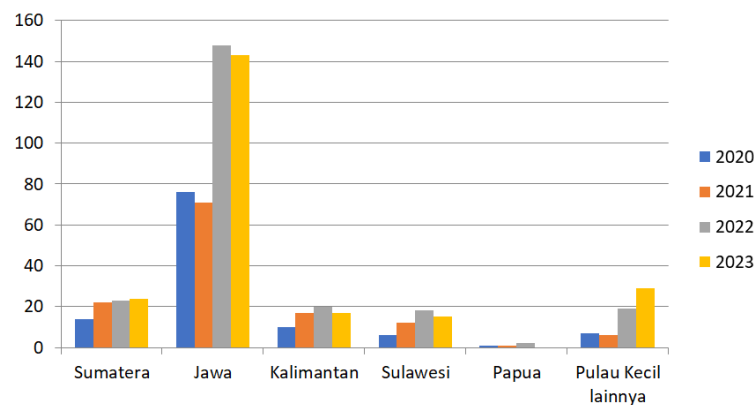


Figure 4. Geography of public service innovation 2020-2023  
Source: Data processed by the author (2024)

Public service innovation in 2020–2023 focused mostly on the Public Service theme, which consistently dominated each year, especially in 2022 and 2023. Other themes such as Health, Governance, and Environment were also quite stable. Java Island consistently dominated the number of public service innovations with a significant spike in 2022. Java's advantage is thought to

be due to better access to resources, technology, and institutional support. In contrast, the Non-Java region showed a promising upward trend, although its growth was slower. Sumatra, Kalimantan, and Sulawesi showed moderate development, while Papua continued to be in the bottom position. Other small islands recorded significant increases in 2023.

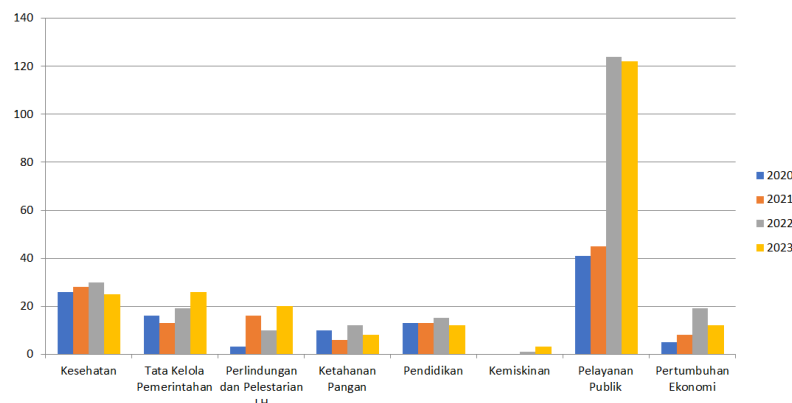


Figure 5. Public service innovation policy sector 2020-2023  
Source: Data processed by the author (2024)

Based on the distribution graph of public service innovations for the 2020–2023 period, it can be seen that the Public Service theme has consistently been the main focus of the majority of innovations developed, with a significant increase especially in 2022 and 2023. This shows that government agencies are actively responding to public demands for better, more efficient, and adaptive services to changing times. Other themes such as Health, Governance, and Environmental Protection have also received fairly stable attention, reflecting awareness of the importance of post-pandemic health services, bureaucratic improvements, and environmental issues. However, there are still themes that have received less significant attention, such as Poverty and Administration, whose figures tend to stagnate. This indicates that the development of innovation in these sectors is still not a top priority. The fluctuations in the themes of Economic Growth, Education, and Food Security illustrate a more situational response to socio-economic conditions and national policies at a particular time. Several leading innovations that emerged during this period provide a concrete picture of how these themes are implemented in the form of

real services. For example, the “SI BINA CANTIK BINGITS” innovation from Prof. Dr. Margono Soekarjo Regional Hospital shows the integration of information technology in the health service system, with a significant impact in the form of time efficiency, data accuracy, and acceleration of the BPJS claim process. This innovation is one of the few examples that has succeeded in answering systemic problems through a structured and comprehensive digital approach. Other innovations such as Online SKCK and Mobile SKCK from the Sidoarjo Police also show how administrative services can be transformed to be faster, easier, and more affordable thanks to digitalization and a proactive approach. Meanwhile, the “CEK DAN SADARI” innovation from the Senen District Health Center shows how an innovative approach based on education and mobile services can reach vulnerable groups in reproductive health issues. This series of innovations reflects that the quality and success of innovations do not only depend on quantity, but also on the ability of these innovations to answer community needs directly, sustainably, and have a broad impact.

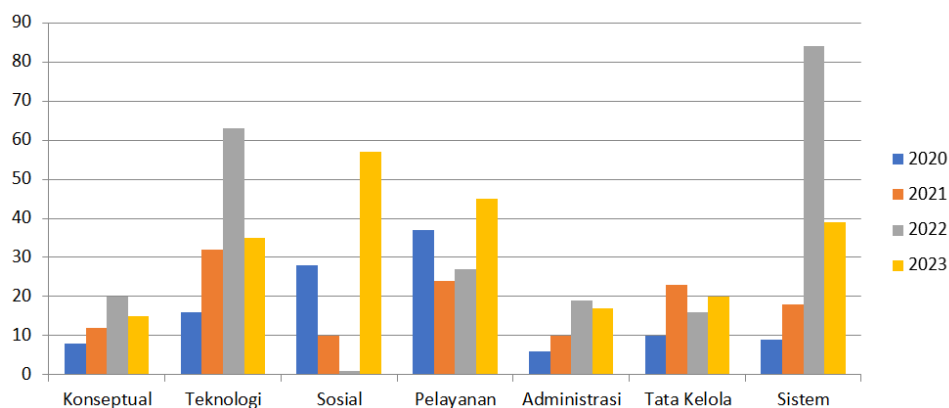


Figure 6. Based on the typology of public service innovation in 2020-2023

Source: Data processed by the author (2024)

Innovation in the System category jumped sharply in 2022, thought to be due to the acceleration of digitalization and post-pandemic adaptation, but declined drastically in 2023. The Technology category also increased significantly until 2022, then declined slightly. Social and Service

Innovation were consistently high, especially in 2023, reflecting a focus on the community. Meanwhile, the Conceptual, Administration, and Governance categories were stable and tended to be low.

Analysis of the 2020–2023 public service innovation competition shows an



increase in the number of innovations and participation, especially from district governments, although there are still regional disparities, dominated by Java Island. This requires a strategic management approach through the National Innovation Roadmap that pays attention to the distribution and quality of innovation. Disparities are also caused by limited regional human resource capacity, so training institutions such as the Public Service Innovation Academy are needed as well as strengthening the role of informal leaders as agents of change. Strengthening innovation also needs to be supported by an open and integrated digital knowledge management system, preventing duplication, and facilitating cross-agency learning. From an operational perspective, innovation needs to be standardized in national SOPs and supported by a digital innovation toolkit [10]. Innovation evaluation must be based on impact, not just quantity.

The Public Service Innovation Competition is expected to be a strategic tool in driving the One Agency One Innovation spirit as part of the grand agenda of national bureaucratic reform. During the 2020–2023 period, analysis of this competition showed a significant increase in both the number of innovations submitted and the participation of agencies, especially at the district government level. This phenomenon reflects the increasing awareness at the local level regarding the urgency of innovation in public services. However, this participation is not evenly distributed geographically; the dominance of the Java region contrasts with the low involvement of regions such as Kalimantan, Sulawesi, Nusa Tenggara, and Papua. This inequality is a challenge in itself because it indicates that the growth of innovation is still centralized and not inclusive nationally. To overcome this, a strategic management approach is needed that does not only focus on quantity, but also ensures a fair distribution of opportunities, assistance, and support for all regions in Indonesia. Within the framework of sustainable public management, the preparation of the National Innovation

Roadmap is very important to ensure the direction of structured and even public service innovation development. This roadmap must be able to accommodate the dynamics of external and internal factors that influence the innovation process, such as regulatory policies, organizational capacity, and bureaucratic culture. On the other hand, human resource management is also a crucial factor that needs to be strengthened, including through the establishment of a special innovation training institution for ASN that applies learning methods based on real practices and local case studies. This strengthening should be supported by an integrated digital knowledge management system in order to encourage collaboration, replication, and adaptation of innovation between regions and between agencies more efficiently. If the entire government ecosystem is able to actively participate—with the support of visionary and progressive leaders of change—then innovation-based bureaucratic transformation can be realized comprehensively, evenly, and sustainably throughout Indonesia.

#### 4. CONCLUSION

Based on the analysis of the 2020–2023 public service innovation competition organized by the Ministry of PANRB, there are several important suggestions for the government. First, the central government needs to increase capacity and assistance for non-Java regions through technical training, affirmative budgets, and access to technology to reduce the innovation gap. Second, the participation of BUMN and other public organizations must be encouraged through incentive policies or innovation obligations in the KPI. Third, the government needs to strengthen the knowledge management system and innovation replication through open digital platforms. Finally, innovation must be integrated into strategic planning and data-based evaluation so that it has a real impact on society. Suggestions for further research include a focus on evaluating the impact of innovation

on society through evaluative approaches and mixed methods such as surveys and longitudinal studies. Research also needs to explore internal organizational factors that influence innovation, such as structure, leadership, and work culture. Innovation disparities between regions must be

systematically mapped, by examining the role of fiscal capacity, human resources, and infrastructure. In addition, it is important to examine the integration of social inclusiveness issues in public innovation, especially for vulnerable groups, to ensure fairer and more responsive public services.

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