

# REGIONAL GOVERNMENT INNOVATION DEVELOPMENT STRATEGY IN INDONESIA

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## BACKGROUND OF ICOGPA2021

Recent research indicated that public administration will be facing grand challenges in the year of 2020s and onwards due to a rapidly evolving international, economic, social, technological, and cultural environment (Gerton & Mitchell, 2019). One of the grand challenges identified is about managing intergovernmental relations including public affairs especially within the COVID-19 pandemic. The 2<sup>nd</sup> ICOGPA 2021 will focus on this issue to help governments at all levels to improve their operations so that they can confront new public problems in new ways and earn the public's trust. New approaches need to be discussed to further strengthen the relationship between government institutions and the public, especially in relation to government services and the re-evaluation of the people's responses to the emergence of the Industrial Revolution 5.0.

Objectives 2<sup>nd</sup> ICOGPA 2021 are:

1. To provide a platform for academicians, practitioners, professionals and students to discuss and exchange key and current issues associated with government and public administration as well as efficient bilateral relations between government and society.
2. To encourage public discourse among academicians, practitioners, professionals and students on the importance of public and government relations and the need for good relations between these entities.

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## REGIONAL GOVERNMENT INNOVATION DEVELOPMENT STRATEGY IN INDONESIA

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**Abstract:** The substance of Law Number 23 of 2014 contains <sup>7</sup> a chapter that specifically supports regional innovation. It is stated that to improve the performance of Regional Government administration, Regional Governments can make innovations. Innovation is all updates in the implementation of Regional Government. Innovation initiatives can come from regional heads, DPRD members, state civil servants, regional officials, and community members. This regulation becomes the door for regions to make more clear innovations. Article 386 of the Regional Government Law clearly states, to improve the performance of regional governance, local governments can make innovations. Law Number 6 of 2014 concerning Villages provides the opportunity for village governments to innovate in service activities, development, and empowerment for the community. Kampung Dayun, Siak Regency, is an example of a village in Indonesia that is quite successful in implementing innovation for the community. Using the concept of innovation (Noor, 2013), this study uses qualitative methods that use observation, interviews, and documentation as data collection techniques. The results of this study indicate that the innovation in Kampung Dayun succeeded with innovative products such as population services, watermelon product innovation, natural tourism innovation, and environmental innovation. For the political environment, the writer gives an example in the case of innovation in Jembrana Regency, Bali Province. This study concludes that innovation in Indonesia is determined by three factors, namely innovation is determined by three indicators, namely (1) leadership, (2) organizational climate, (3) political environment.

**Keywords:** Innovation, Governance, Region, Development, Indonesia

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### Introduction

To improve the performance of the village government as the lowest government system in Indonesia, the government opens up opportunities for regions to innovate in the form of novelty in governance. Law Number 23 of 2014 concerning Regional Government article 387 regulates that in formulating innovation policies, local government refers to the principle of increasing efficiency, improving effectiveness, improving service quality, no conflicts of interest, orienting towards the public interest, being carried out openly, fulfilling these values. the value of appropriateness and the results can be accounted for self-interest.

Indonesia's innovation ranking position globally is still low. In the GII 2020 Report, Indonesia is ranked 85 out of 126 countries, which are still below several other ASEAN countries. Second, the global competitiveness ranking of Indonesia is at 45, where the lowest indicators are innovation and technology adoption with a value of 37.7 still and below the average for East Asia and the Pacific. Third, facing existing challenges and problems, such as demands for improving the quality of public services, as well as low public and business confidence in the bureaucracy.

Tulsian limits the principle of improving service quality at the lowest level of government, namely Dayun Village, Dayun Subdistrict, Siak Regency. The mandate of Law Number 6 of 2014 concerning villages, provides opportunities for villages to regulate and administer government based on their rights of origin. Kampung Dayun is located in Dayun District, Siak Regency. The formation of Dayun District as an executive institution that plays a role in running the wheels of government and empowerment and community development is an extension of the autonomous government of Siak Regency, is a useful community appreciation to facilitate the community in terms of implementing administrative management as well as bringing closer ties between the government and the people it governs.

Dayun Subdistrict, whose central government position is in Kampung Dayun, which is approximately 21 km from the center of the Siak government, which can be reached by land. Dayun District is the result of the division of Siak District which was divided into four sub-districts, namely: Dayun District, Tualang District, Kerinci Kanan District, and Siak District which was implemented in 2001 based on Perda No.13 of 2001 issued by the regional government of Siak Regency. The purpose of this division is to facilitate the community as well as the government in carrying out administrative relations, as well as to facilitate the reach of development and district government. Thus, the potential that exists in this sub-district is indirectly more extended with outreach.

Kampung Dayun has a heterogeneous community, consisting of several ethnicities and religions. The majority of ethnic groups in Dayun Village include Malay, Minang, Javanese, and Batak. Most of the livelihoods of the people of Kampung Dayun are oil palm plantation farmers. Until now, Kampung Dayun has been led by 4 (four) Village Heads / Penghulu. Consists of 3 (three) Hamlets: Dusun I (Pematang Sepetai), Dusun II (Cengal) and Dusun III (Pangkalan Continue). Consists of 8 (eight) RK and 24 (twenty-four) RT.

In carrying out the Wheel of Government, Dayun Village in running the wheels of government is guided by the vision and mission compiled and determined jointly by the leader of the Dayun Village. The vision of the Dayun Kampung is "The Development of Good and Clean Village Governance to Achieve a Just, Prosperous and Prosperous Dayun Village as well as Cultured and Religious. To operationalize this vision, the mission of Kampung Dayun was formulated, namely:

1. Evaluating the bureaucracy in the ranks of the village government apparatus of Dayun Village to improve the quality of services to the community.
2. Carrying out a clean government, free from corruption and other forms of fraud.
3. Increasing the community's economy by creating the widest possible job opportunities based on the Village Original Potential;
4. Increasing the quality of community welfare to achieve a better and better standard of life;
5. Conduct research and bookkeeping of local cultures and develop them for the younger generation, so that they can support the vision of Siak Regency 2025;
6. Inviting the community to instill religious values from an early age.

The condition of the population in Kampung Dayun which was recorded until 2018 was 6,805 people with 1,811 families. The population of the densest residents is Dusun P. Sepetai with 3,180 people and 879 families, followed by Cengal hamlet with 1,978 people and 489 families, and Dusun Pkl. Continue with the number of 1,647 people and 443 families.

The Village Government of Dayun is quite active in making village regulations known as village regulations. Some of the regulations that have been made by the Dayun Village Government include:

1. Village Regulation Number 5 of 2015 concerning Inter-Village Cooperation for Community Economic Development (PNPM)
2. Village Regulation Number 6 of 2016 concerning Procedures for the Election and Appointment of the Head of the RT and the Chair of the RK.
3. Village Regulation Number 7 of 2016 concerning Guidelines and Implementation of Thursday Community Care for the Environment (KAPLINGAN) of Kampung Dayun
4. Village Regulation Number 8 of 2016 concerning Prevention and Control of Land and Forest Fires in Kampung Dayun
5. Village Regulation Number 9 of 2016 concerning Social Institutions, Fire Concerned Communities (MPA)
6. Village Regulation Number 8 of 2017 concerning Control of Livestock and Rabies Contagious Animals.
7. Village Regulation Number 9 of 2017 concerning Compulsory Nighttime Learning Hours for Students in Dayun Village.
8. Village Regulation Number 10 of 2017 concerning the Maghrib Community Movement (GEMMAR) to recite the Koran in Kampung Dayun.
9. Village Regulation Number 11 of 2017 concerning the No-Smoking Area (KABAR) of Kampung Dayun.
10. Village Regulation Number 12 of 2017 concerning Empowerment of the Dayun Village Taklim Council.
11. Village Regulation Number 13 of 2017 concerning Procedures for Election and Appointment of Members of the Village Consultative Body (BAPEKAM) of Dayun Village, Dayun District
12. Village Regulation Number 5 of 2018 concerning the Subuh Prayer Movement in Congregation of the Dayun Village.
13. Village Regulation Number 6 of 2018 concerning Village Administration Management Information System Services (SIMADE) Kampung Dayun.

Kampung Dayun made a breakthrough in the service sector by developing a population service innovation known as the Village Administration Management Information System (SIMADE). SIMADE is an innovation of the Dayun Village Government to facilitate services to the people of Dayun Village in the administration of letters, population documents, and civil records. Even the SIMADE program can be downloaded from an android-based smartphone on the Play Store. With various kinds of activities and innovations made by the Village Government of Dayun, the Regional Government of Siak Regency following the SOP for updating the status (PERMENDESA R.I. NO 2 of 2016) village development, Dayun Village is designated as an independent village.

The success of Kampung Dayun in developing various innovations at the village level can be a model for other villages in Riau Province. Of course, innovation in Kampung Dayun still has various kinds of obstacles, such as limited network problems, village communities, especially the elderly who tend to be clumsy with applications, sustainable application



development, and limited technical staff. However, the strategy for the success of innovation in Kampung Dayun is interesting to be researched into scientific work.

Departing from the conditions and problems above, the researchers are interested in raising the title of the research in the form of "Regional Government Innovation Development Strategy In Indonesia".

### **Innovation Concept**

<sup>8</sup> The term innovation has always been interpreted differently by several experts. According to Suryani, innovation in a broad concept is not only limited to products. Innovation can be in the form of ideas, methods, or objects that are perceived by someone as something new.

<sup>12</sup> The word innovation can be defined as a "process" or "result" of the development and or utilization or mobilization of knowledge, skills (including technological skills), and experience to create or improve products, processes that can provide more meaningful value. By Roger <sup>3</sup> (1961) thinking, in the process of diffusion of innovation there are 4 (four) main elements, namely:

- <sup>1</sup> 1. Innovation; ideas, actions, or things that are considered new by someone. In this case, the novelty of innovation is measured subjectively according to the views of the individual who accepts it. If an idea is considered new by someone, it is an innovation for that person. The 'new' concept in an innovative idea does not have to be completely new.
- <sup>3</sup> 2. Communication channels; 'Tools' to convey innovation messages from sources to recipients. In choosing a communication channel, the source should at least pay attention <sup>2</sup> (a) the purpose of the communication and (b) the characteristics of the receiver. If communication is intended to introduce an innovation to a large and widespread audience, then a more precise, fast, and efficient channel of communication is the mass media. But if communication is intended to change the attitude or behavior of the recipient personally, then the most appropriate communication channel is an interpersonal channel.
3. The period; the innovation-decision process, from the moment someone knows to decide to accept or reject it, and the confirmation of that decision is closely related to the dimension of time. At least the time dimension is seen in (a) the innovation decision-making process, (b) one's innovativeness: relatively early or slower in accepting innovation, and (c) the speed at which innovation is adopted in social systems.
- <sup>6</sup> 4. Social system; a collection of different units functionally and bound in cooperation to solve problems to achieve common goals.

Furthermore, the theory put forward by Rogers (1995) has significant relevance and argument in the innovation decision-making process. This theory, among others, describes the variables that affect the level of adoption of an innovation and the stages of the innovation decision-making process. The variables that affect the diffusion stages of innovation include (1) perceived attributes of innovation (2) types of innovation decisions, (3) communication channels, (4) social system conditions (nature) of social systems), and (5) the role of change agents.

Innovation systems are needed to encourage and stimulate economic growth, open jobs, and increase productivity. Better economic growth can improve the welfare of a country or region and in the long run will have an impact on poverty reduction (ECA-ISTD 2007; Arranz et al. 2009; James, 2010; UNCTAD 2010; Devaux et al. 2015) in Saparita (2015). Furthermore,

according to Johnson and Jacobsoon (2001) in Saparitas (2015), the main functions of the innovation system are:

1. Creating new knowledge
2. Integrate the direction of the technology provider and user search process
3. Providing resources (capital, competence, and other resources)
4. Facilitating the creation of a positive external economy through the exchange of information, knowledge, and visions
5. Facilitating market formation.

Meanwhile, Smith (2002) describes the innovation system more specifically in the technology field. According to Smith, the technological innovation system is a concept developed within a scientific framework of technological innovation, which serves to explain the nature and rate of technological change.

Several important components of the innovation system are described by many experts, including institutions (Freeman 1987; Agwu et al. 2008), economic benefits (Lundvall 1992), and according to (Agwu et al. 2008) there are three other elements such:

1. Actors and/or institutions involved in producing, delivering, adopting, and using science and technology;
2. An interactive learning process that occurs when actors/institutions participate in generating, conveying, adopting, and using the science and technology;
3. As well as institutions that produce rules, norms, traditions that regulate the course of interaction and the learning process.

The ideals of Indonesia's development as outlined in Law Number 17 of 2007 concerning the National Long-Term Development Plan (RPJPN) 2005 - 2025 are expressed as the vision of "an Indonesia that is independent, advanced, just and prosperous". He also emphasized that the direction of Indonesia's economic development is carried out through the principles of managing the increase in national productivity through innovation, mastery, research, development, and application of science and technology towards a knowledge-based economy as well as the independence and resilience of the nation in a sustainable manner. It is in this connection that the strengthening of the innovation system is a very important agenda to encourage knowledge-based economic development. Steps to accelerate and expand Indonesia's economic development have also been announced to make Indonesia the world's 12th largest economic power in 2025.

In the context of the regulation of the National Innovation<sup>5</sup>System (SIN) which is regulated in Presidential Regulation No. 32/2010, it is defined as a chain network between public institutions, research and technology institutions, universities, and the private sector in a systematic and long-term institutional arrangement that can encourage, support, and synergize activities to produce, utilize, engineer innovations in various sectors, and implement and disseminate the results on a national scale so that the real benefits of innovative findings and products can be felt by the public.

By using the SINas approach, policymakers can carry out in-depth investigations in finding the core problems in the system, both problems between institutions and the relationship between government policies related to technology development and innovation with interested institutions. SINas promotes the development of government policies to improve the performance of relations between actors and institutions in the system and also policies related to developing the capacity to innovate a company or industry to adopt and disseminate new technology and knowledge (Edquist, 1997).

In measuring the success of a country in implementing SINas, the OECD report (2007) states that SINas is centered on four types of information or knowledge flows, namely;

1. Interaction among industry players. Interaction between industry players, usually, can be seen from the number of collaborative research, joint training, and technical capability development carried out by two or more companies.
2. Interaction between industry, universities, and research institutions. The result of the interaction of the three elements, in general, is research collaboration, collaboration in making patents, publications in academic journals collectively, and other forms of informal interactions.
3. The level of technology and knowledge diffusion in a company. The level of diffusion here includes the level of adoption in the form of tacit or codified knowledge and also the adoption of new technology products such as information & communication technology, machines, and other tools.
4. Personnel mobility. The movement or mobility of personnel from a private institution to a public institution (and also within institutions of the same nature) will accelerate the process of transferring new knowledge and technology. High mobility of personnel in transferring technology and knowledge will positively contribute to a company's ability to innovate (Lundvall, 1997).

To develop an innovation system, appropriate research is needed. Nelson (1993) also emphasizes that the innovation system is a concept of a conducive network arrangement among actors or actors in science and technology institutions in a collective system in the creation, diffusion, and utilization of science (knowledge) for the achievement of innovation. Of course, this network arrangement depends on an institutional framework/setting that allows actors to interact with each other.

When looking at the development of the national innovation system that ran from the 1980s to the 1990s, the attention of the national innovation system has been devoted to the national innovation system (SIN). Since the early 2000s, there has been a tendency to shift the focus from the national to the regional levels. According to Taufik (2005), this is related to:

1. Awareness that spatial proximity makes it easy for many parties to share tacit knowledge and capacity for learning in a localized manner.
2. Innovation (apart from being more technocratic, also organizational and institutional) often occurs in certain supportive institutional, political, and social contexts, which are usually closely related to certain local environments.
3. The localized learning process is closely related to (determined/influenced by) a set of regional/local institutions, including, for example, the existence of organizations that strengthen networks, and the development of the quality of interaction and collaboration and supportive regional policies.
4. Localized and facilitated learning by a similar set of regional institutions, is due to stronger institutional support (in a broad sense) in developing a common agenda and collaboration that increases the capacity to act (Collective /joint action). This is of course very important in encouraging positive synergies and economic externalities. (Saparita, 2015: 9).

This is very relevant to the condition of Indonesia and is recognized by the government and other stakeholders. Regional autonomy, geographic spread, and social and cultural diversity of Indonesia should be important factors for strengthening the Regional Innovation System (SIDa), a term introduced by Taufik (2005) which refers to the concept of a Regional Innovation System which is an important pillar in strengthening the national innovation system (SINas). Therefore, in the framework of strengthening the innovation system in Indonesia, the locality dimension is very important in paying attention to the local wisdom of each region. The SIDa concept is new in various regions in Indonesia.

The innovation system will be able to increase the use of innovation that can lead people to a high level of welfare if the innovation system functions effectively (Afwu et al, 2008). The concept of an effective innovation system is indicated by system elements that interact with each other and proceed in a better direction according to their respective roles. A good process is characterized by productive interactions and generates mutual benefits for the interacting parties, although in a form that may differ for each party. Value chain linkages and networks are the basis for strengthening the innovation system that needs to be cultivated and developed. Innovation system linkages and networks do not only concern (commercial) business activities but also non-business activities. Improving non-business relations is the key to the role of parties (both individuals and organizations), including government and non-governmental organizations, in supporting innovation and business activities at both national and regional levels. From social and economic interests, this relationship determines/influences spillovers or positive economic externalities in society, especially in the regions. (Saparita, 2015: 17).

The analysis of the success of the local government of Kampung Dayun and the results of the analysis of the research conducted provide an overview of the dominant indicators in forming an innovative government. There are three dominant theoretical indicators as well as field facts that influence the growth of innovation in a regional government, namely:

### **Leadership Factors**

One of the factors that is believed to contribute significantly to the growth of innovation in an organization is the role of the leader. About 21st-century leadership, which is in a competitive sphere, the role of a leader is very important. Organizational challenges to be able to withstand rapid changes in all fields require a leader who is capable of developing his capacity and the organization he leads. Jacobs and Jaques (1990 p. 281) express this kind of leadership as "a process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve purpose".

Kim and Mauborge (2005) reveal that it is a blue ocean realm, which means the ability of a leader to grasp the opportunities that exist around him to be developed. So, according to Kim and Mauborgne, a leader when playing in a competition room, he must be able to find opportunities where the activities he will carry out have not been touched by other competitors. The ability to read these opportunities is also related to meeting community needs for organizational sustainability as well as benefits for the surrounding community.

This is in line with the general goals that must be achieved by a regional leader, as mandated in Law Number 23 of 2014 concerning Regional Government, regional independence, and the achievement of decentralization goals such as the welfare of the community, public services, and regional competitiveness. At the village level, Law Number 6 of 2014 concerning Villages, also contains the substance of service, development, and village empowerment that requires the role of the village head leadership.

The innovation carried out in Dayun Village, Dayun District, Siak Regency, Riau Province, is considered quite successful. This can be seen from the influence of the leadership of the village head who was called the leader. The leader of Kampung Dayun can translate the objectives outlined in Law Number 6 of 2014 concerning Villages into a development strategy represented by the vision and mission compiled in the Village Long Term Development Plan (RPJPDes), the Village Medium Term Development Plan (RPJMDes), and the Village Government Work Plan (RKP).

The implementation of the RPJPDes, RPJMDes, and RKPDes can be carried out well if the leader can monitor so that all planning in achieving the Joint goals can be carried out

properly. The leader of Kampung Dayun provides opportunities for all stakeholders in the preparation of development through village development deliberations (Musrenbangdes), starting from the ulama element, traditional elements, youth elements, women's elements, and social institutions. So that the policy choices taken are related to the conditions of the community in Dayun Village.

The innovation policies carried out in Dayun Village include innovation in the service sector by developing population service innovations known as the Village Administration Management Information System (SIMADE). SIMADE is an innovation of the Dayun Village Government to facilitate services to the people of Dayun Village in the administration of letters, population documents, and civil records. Even the SIMADE program can be downloaded from an android-based smartphone on the Play Store.

Then the innovation of economic empowerment products through innovative use of watermelons. Kampung Dayun cultivates watermelon as a local superior product and its derivative product is watermelon jelly. The watermelon fruit innovation was developed by turning the watermelon fruit into a watermelon batik hook in Kampung Dayun. Innovation is also developing towards the natural resources in Kampung Dayun, namely the Zamrud National Park as an educational tourist spot for scientists, both at home and abroad. In the environmental field, innovation in the form of appropriate technology in the form of composter trash cans, namely trash cans for processing household waste that can be used as fertilizer. With these various innovations, the Village Government of Dayun, led by a leader named Nasya Nugrik, won first place in the Riau Province level in the village competition. / sub-district throughout Riau.

### **Organizational Climate Factors**

Two factors are assumed to have an impact on the development of local government innovation, namely the structure and rewarding of innovative employees. The elucidation of the Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning regional apparatus describes the size of the regional apparatus organization at least considering financial factors, regional needs, the scope of tasks which include task targets to be realized, types, and several tasks, area size, and geographical conditions, total density population, regional potential related to the affairs handled, facilities and infrastructure to support the task. This, of course, affects regional financial capabilities.

At the village level, village financial capacity greatly affects village governance. The source of village income consists of Village Fund Allocation, Village Fund, third party donations, regional tax and levies sharing funds, provincial government assistance, and legitimate village income. These sources are used for village operations, development, and empowerment of village communities.

To develop the capacity of the village government in realizing innovation, providing incentives to employees is a driving factor for creative and innovative ideas to emerge. This of course requires a budget that must be allocated. Based on the research results, the Village Government of Dayun through Penghulu said that incentives were not provided consistently. Because it is not budgeted for in the Village Dayun APBDes, considering that the development and empowerment sectors are still the priority of the Village Government of Dayun. However, the salary for village employees and the provision of assistance to RT / RW is still budgeted in the village operational budget through the Village Fund Allocation.

Providing rewards in the form of providing opportunities to improve education for employees. Giving rewards certainly greatly influences the application of innovation, but the

leader of Kampung Dayun keeps motivating village officials to work seriously to carry out the mandate given by the community and prioritize service as a consequence of serving the community.

The analysis shows although the environmental values of organizational climate do not directly influence the formation of innovative local governments, ignoring this factor in designing local government innovation will provide a negative value for innovation development. Therefore, the government must budget for the provision of rewards in the Regional Expenditure Planning Budget. (APBD).

### **Political Environment Factors**

The political environment, which is a political party through a conducive legislative body in the government, has a positive effect on the development of innovation in the regions. The less conducive political environment gives negative values for the development of innovation in a local government. This manifestation can be in the form of a political environment intervention. With the democratic system that applies in Indonesia, the government system is formed through a political process, so that the government system will be influenced by political interests.

In this case, political interests can be in the form of conflicts between the legislature and the executive or political parties against the leadership of the regional head. This condition arises in the phenomenon when the executive government power (regional head) is controlled by one party while the legislative power (DPRD) is controlled by another party, which is known as the concept of divided government (divided government). In Indonesia, these environmental conditions can be seen from the experience of Jembrana Regency, Bali Province.

The story of the success of innovation development in Jembrana Regency is much different if it is drawn from the initial suggestion of the idea of innovation developed by I Gede Winasa in the first term of Regent position, 2000-2004. Innovations made by I Gede Winasa include:

1. Free Education Development Contribution (SPP). When the policy was realized, many were doubtful and even skeptical of policy. Some suspect that the program is only a populist policy that does not affect the quality of the world of education. It even tends to reduce quality. The Gross Enrollment Rate (APK) is increasing, so does the Net Participation Rate (NER). This policy was also followed by several follow-up programs. For example, schoolchildren whose homes are far from school will be facilitated by bicycle and pocket money. So that their parents have no reason not to send their children to school.
2. Another known program is the Jembrana Health Insurance (JKJ). Through this program, Jembrana residents can seek free treatment anywhere, anytime. It is enough to pay IDR 10 thousand as the cost of printing a JKJ card. Take the card to doctors, government hospitals, private hospitals, residents don't have to pay.
3. Jembrana Regency is an agricultural area. When Winasa led Jembrana, 80 percent of the population were farmers and fishermen. Whether it's a landowner or a cultivator. While the remaining 20 percent are civil servants, police, military, private employees, and entrepreneurs. Winasa is aware that the regional economy is shaped by the agricultural sector. Chasing the tourism sector is useless. So he eliminated the collection of Land and Building Tax (PBB) for farmers. With the hope that no land will experience

a change of a function. The agricultural sector is being worked on seriously. So that the production can be absorbed by star hotels in Denpasar and Badung.

4. During those times, managing population documents was something to be avoided. Not only managing Family Cards (KK) and Identity Cards (KTP) which are considered complicated. Taking care of birth certificates, marriage certificates, and death certificates is considered to be equally complicated. If you want to take care of these documents, the community must be prepared for the costs, time, energy, and thoughts to complete them. When Winasa was in power, the management of population documents was simplified. All document processing is free. The turnaround time is also standardized.
5. Distillation of seawater into freshwater. This distillation machine produces bottled drinking water (AMDK), which is named Megumi. Unfortunately, this product is not in demand in the market. At that time, Winasa also distributed Megumi's water to government agencies. Employees do not need to buy drinking water. It is enough to consume water from the tap directly, such as in developed countries. Winasa claims this method is done to deal with the clean water crisis that could potentially occur in Jemberana. Especially with the continuous aspiration of underground water (ABT). The water source is believed to have the potential to dry up over time.
6. Initially leading Jemberana, Winasa found that the government organizational structure was ineffective and inefficient. When he first took office, he received 2 regional agencies, 9 regional offices, and 9 regional offices. Since 2003, the organization was merged. So that it becomes 2 regional agencies, 7 regional offices, and 2 regional offices. The downsizing of the organization makes governance more effective and efficient. Operationally, streamlining the organization reduces the costs involved. Likewise, employee financing is more efficient.
7. One counter-public service. This counter is special, because, through just one counter, you can complete all your needs. Whether it's population documents, licensing matters, and the like. The receptionist with a flowery smile will greet you at the counter. This receptionist is in charge of verifying documents. If the documents are complete, your application documents will be submitted to the counter. If it is not enough, the receptionist will provide a checklist, what documents must be fulfilled.

There were 32 types of innovations made by I Gede Winasa during his tenure as Regent of Jemberana. When Winasa became regent, as many as 93 percent of local governments, as well as ministries/agencies had made working visits to Jemberana. The arrival of this group had a big impact on Jemberana's economy.

However, the political environment was not conducive to the innovation that was made to harm his leadership. At the beginning of his leadership, the Jemberana DPRD did not take the initiative to regulate regional regulations on development innovation. The initial conditions for his leadership of conflict with political parties emerged with the refusal to be confirmed by I Gede Winasa as Regent, namely by mobilizing the time to thwart the inauguration. In fact, what is quite sad is that he has been caught in a legal case of innovations carried out including innovations in the agricultural sector, namely the procurement of compost machines, innovations in education, namely the College of Health Sciences (STIKES) scholarship.

This condition emerged as part of the consequences of implementing Law Number 32 of 2004 concerning regional governance which gave the legislative institutions great strength, especially in terms of making regional regulations, budgeting and monitoring. Therefore, with the revision of Law Number 32 of 2004 concerning Regional Government, replaced by Law

Number 23 of 2014 concerning Regional Government, regional innovation is regulated in more detail to provide guarantees for Regional Heads to implement innovations.

### Conclusion

Innovation development in Indonesia is still considered low, this can be seen from the position of Indonesia's innovation ranking globally is still low. In the GII 2020 Report, Indonesia is ranked 85 out of 126 countries, which are still below several other ASEAN countries. With the issuance of Law Number 23 of 2014 concerning Regional Government, it has had a positive influence on the development of innovation in the regions. This is because there is a legal basis that guarantees the development of innovation in the regions down to the village level. The success of the Village Government of Dayun in implementing innovation at the village level is supported by the factor of good upstream leadership. However, the lack of a village budget (APBDes) is a negative factor affecting the organizational climate in innovation. On the other hand, the political environment factor greatly influences the development of innovation in Jembrana Regency, Bali Province. Divided government is the cause of the political environment to be unhealthy for innovation development in the regions.

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