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FACTORS DRIVING PUBLIC SERVICE INNOVATION IN THE PEKAN KITA (PEKA) APPLICATION IN PEKANBARU CITY

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ABSTRACT

This study aims to determine the driving factors of public service innovation in the Pekan Kita (PEKA) application. The government is obliged to provide a means of complaint to manage public service complaints, and in each facility, there must be information on the grievance mechanism that is implemented properly, quickly, and appropriately and can be accounted for. The Pekanbaru City Government in responding to various demands and community needs for more responsive and effective services in handling public complaints has innovated public services, namely through the Pekan Kita Application (PEKA). The PEKA application is a means of public complaints to local governments, mobile-based and web-based for handling public complaints against public services that be immediately handled by the Pekanbaru City Government. This research uses qualitative methods. Data collection techniques include interviews, observation, and documentation. The results of the study found that several factors are driving public service innovation in the Pekan Kita (PEKA) application in Pekanbaru City, namely leadership factors, integrated services, community participation and involvement, commitment, and resources. Each context of public service innovation by local governments can have its unique challenges and factors, so innovation strategies need to be adapted to local circumstances.

Keywords: Innovation; Public Service; PEKA Application

ABSTRAK

Penelitian ini bertujuan untuk mengetahui faktor-faktor yang mendorong inovasi pelayanan publik pada aplikasi Pekan Kita (PEKA). Pemerintah berkewajiban menyediakan sarana pengaduan untuk mengelola pengaduan pelayanan publik, dan pada setiap sarana harus tersedia informasi tentang mekanisme pengaduan yang dilaksanakan dengan baik, cepat, tepat dan dapat dipertanggungjawabkan. Pemerintah Kota Pekanbaru dalam merespon berbagai tuntutan dan kebutuhan masyarakat akan layanan yang lebih responsif dan efektif dalam penanganan pengaduan masyarakat telah melakukan inovasi pelayanan publik yaitu melalui Aplikasi Pekan Kita (PEKA). Aplikasi PEKA adalah sarana aduan masyarakat kepada pemerintah daerah, berbasis mobile dan web base untuk penanganan keluhan masyarakat terhadap pelayanan publik yang bisa segera ditangani oleh Pemerintah Kota Pekanbaru. Penelitian ini menggunakan metode kualitatif. Teknik pengumpulan data meliputi wawancara, observasi dan dokumentasi. Hasil penelitian mendapati ada beberapa faktor pendorong inovasi pelayanan publik pada aplikasi Pekan Kita (PEKA) di Kota Pekanbaru, yakni faktor kepemimpinan, layanan yang terintegrasi, partisipasi dan keterlibatan masyarakat, komitmen, dan sumber daya. Setiap konteks inovasi pelayanan publik oleh pemerintah daerah dapat memiliki tantangan dan faktor uniknya sendiri, sehingga strategi inovasi perlu disesuaikan dengan keadaan setempat.

Kata kunci: Inovasi; Pelayanan Publik; Aplikasi PEKA

BACKGROUND

One of the main functions of government is to provide services to the community. Public sector organizations have a very important role in providing public services. Public service is a benchmark for the success of a government's performance in front of the public. Government performance can be seen from the presence or absence of a service provided and an improvement in the quality of services provided. Quality services certainly require breakthroughs related to solving problems faced by the community or what is the need and demand of the community for public services.

As representatives of the State, public sector organizations act as the vanguard of public services. Public service is one of the important elements of public organizations. Public services are the responsibility of the government. Thus, as an integral part, the fulfillment of optimal aspects of public services must continue to be carried out by the State, including in this case Regional Governments (Maysara & Asari, 2021; Rohayatin et al., 2017; Sururi, 2019; Winarti et al., 2021). To improve the performance of governance, local governments are required to make a breakthrough in public service innovation in solving various basic problems of the community.

By implementing innovation, local governments will be able to improve the quality of public services. According to Moussa et al., 2018 Innovation is the successful implementation of ideas and processes to overcome existing problems and develop new opportunities (Moussa et

al., 2018). Innovation is a key element to gaining a sustainable competitive advantage (Arviansyah, 2020). Innovation is essential for the improvement of public services (Albury, 2005). Public service delivery must be universal and also contextual to harmonize these two things, various forms of innovation are needed, one of which is innovation in digital public services (Bertot et al., 2016).

Public service innovation policies have developed in many Western countries, which then spread to developing countries including Indonesia. By implementing innovation, public organizations will be able to improve the quality of public services and help government performance (Aziz et al., 2021; Suranto et al., 2021). Innovation as an important prerequisite has a decisive position for public sector organizations in supporting aspects of progress and sustainability, it is in line with the concept that every public sector organization is required to carry out adaptation and adoption processes to environmental changes (Sururi, 2019). The three main things of innovation are products and services, new ideas, and continuous improvement efforts that can be felt benefits (Muharram et al., 2019). The Regional Innovation Target is directed to accelerate the realization of community welfare through improving public services, empowering community participation, and increasing regional competitiveness (Kementerian Sekretariat Negara, 2017).

Increasing public protection by local governments can be done by innovating public services to community demands. This can be done by improving

the quality of service and administration by building a government system based on information technology to facilitate the community (Esteyez & Janowski, 2013). Public Service is a benchmark for the success of a government's performance in front of the community. Service innovation is in the form of applications created by the Government to facilitate the services carried out (Haqie et al., 2020).

Implementing many essential tactics is necessary to innovate public services and effectively address the needs of the population. Initially, governments must embrace a user-centric methodology, whereby they create services that directly cater to the requirements and anticipations of their inhabitants. This involves guaranteeing the accessibility, efficiency, and effectiveness of services, but also customizing them to meet the distinct requirements of various user groups, particularly those who are most vulnerable and disadvantaged. Furthermore, governments must demonstrate a willingness to modify and develop their services to effectively address shifting societal demands and breakthroughs in technology. An essential element for this is the establishment of an innovative culture inside the public sector, which promotes and facilitates experimentation, risk-taking, and ongoing enhancement.

To do this, governments might utilize many strategies, such as the New Public Management (NPM) model, which prioritizes efficiency, effectiveness, and accountability in the provision of public services. In addition, they can utilize the knowledge gained from successful

strategies and experiences in other nations and industries, as well as from the business community. In addition, governments can promote a culture of innovation by allocating funds towards the essential infrastructure, education, and materials required to facilitate invention. This involves offering incentives to government employees to foster the creation of inventive solutions and establishing a conducive atmosphere that promotes cooperation and the exchange of knowledge among various government levels and departments. By implementing these tactics, governments can guarantee that public services remain adaptable to the changing requirements of their residents and persistently enhance the standard of living for all individuals in society.

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To improve services to the community, the Pekanbaru City government made a public service innovation, namely the Pekan Kita Application hereinafter abbreviated as (PEKA). Government innovation will transform the role of policymakers, government leaders, and civic participation in translating new ideas into new forms of action (Andhika, 2018). The PEKA application is a means of public complaints to local governments, mobile-based and web-based for handling public complaints against public services that can be immediately handled by the Pekanbaru City Government.

Pekanbaru has been designated as a metropolitan city with an area of 632.3 square km² and a population of 1.122 million people. With a large enough area and so large population, the Pekanbaru City

government in providing services to the community is unable to work alone and requires community involvement. As a form of participation in governance, the management of handling public complaints needs to be carried out properly, quickly, appropriately, and accountably.

The government is obliged to provide a means of complaint to manage public service complaints, and in each facility, information is available about the mechanism or procedure for complaints. The PEKA application is intended for all people who have complaints about phenomena that occur within the Pekanbaru City government. Not only a means of complaint for the community, this application can also be a barometer of the performance of the Pekanbaru City government in serving the community.

The community complaint mechanism through the PEKA application includes several stages including submission of complaints, receipt or recording, distribution, examination²⁰, settlement or follow-up, and reporting. The implementation of public complaints through the PEKA Application¹³ carried out based on the principles of effectiveness, efficiency, accountability, transparency, coordination, objectivity, confidentiality, fairness, and cleanliness (Peraturan Walikota Pekanbaru Nomor 32 Tahun 2023 Tentang Pedoman Pengelolaan Pengaduan Masyarakat Melalui Aplikasi Pekan Kita, 2023).

The types of complaints that can be submitted through the PEKA application are complaints that can be immediately handled by the Pekanbaru City government.

Complaints such as fallen trees, street lighting that does not work, problems with piles of garbage, congestion, parking, medical, blackouts, violence against children, and others can be submitted through the PEKA application by including photos and the location of the complaint is automatically sent to the system. By the type of complaint submitted by the community, the task force or person in charge will take the necessary² service actions. The breakthrough in public service innovation through the PEKA application is expected to be able to improve services to the community and become a forum that can help accelerate responses to public complaints in Pekanbaru City.

Public services in Indonesia are constantly criticized for not meeting the needs of the people, despite government regulations and guidelines. Various complaints continue to emerge so intense and rapid intervention is needed, with strict consideration that can improve public service innovation (Nurung, 2021). Innovation is a complicated thing and has not been studied much in developing countries such as Indonesia (Muluk, 2021). Many innovations have been produced in public services by governments but have not been able to demonstrate greater benefit inclusivity (Andhika, 2018). Governments³⁶ need to be aware of the many complexities and barriers to driving innovation in the public sector (Moussa et al., 2018).

The inflexible bureaucratic¹⁷ framework in Pekanbaru City is a significant obstacle to fostering innovation in the public sector since it frequently hampers both creativity and adaptability.

The city's administration is characterized by a hierarchical structure, with centralized decision-making and a strict adherence to established norms and processes. The presence of bureaucratic red tape can impede the prompt execution of new ideas since individuals are required to go through multiple levels of authorization and adhere to a multitude of laws. Bureaucracies, due to their risk-averse nature, tend to hinder experimentation. Officials inside bureaucracies are often more focused on avoiding failure rather than promoting innovation.

Pekanbaru City encounters the difficulty of incorporating new technology into its current processes, which poses a challenge to promoting innovation in the public sector. The city's infrastructure, especially its IT systems, may lack the necessary capabilities to accommodate cutting-edge technologies, resulting in compatibility challenges and heightened expenses for system updates. Moreover, there could be a scarcity of competent staff who possess expertise in effectively employing these emerging technologies, hence impeding the implementation of inventive solutions. The disparity in access to technology between urban and rural areas inside the city is a substantial obstacle, as not all individuals have equitable access to technology, which is vital for the effectiveness of numerous cutting-edge public services.

Finally, limited financial resources provide a significant obstacle to innovation in the public sector in Pekanbaru City. Securing funding for innovative projects can be challenging due to the city's budgetary

constraints, despite the need for substantial upfront investments. Public funding is usually assigned to tackle immediate requirements rather than long-term strategic endeavors, which makes it difficult to prioritize innovation. Additionally, the absence of a strong network for public-private partnerships and venture capital investment within the city restricts the availability of alternative funding options for innovative projects. The lack of financial resources can impede the expansion of pilot projects and the general implementation of new solutions in the city's public services.

There are several problems related to the implementation of the PEKA application in Pekanbaru City. *First*, the PEKA application has not received support and integration from regional apparatus organizations that have tasks and functions related to services to the community that are immediately handled, such as waste at the Environment and Hygiene Agency, street lighting at the Public Works and Public Housing Office, congestion and parking at the Office Transportation, related to health or medical at the Health Office, domestic violence at the Women's Empowerment and Child Protection Office. *Second*, there are still many people in Pekanbaru City who have not utilized the PEKA application as a response to improving public services. *Third*, the response given related to the PEKA application service has not been as expected by the people of Pekanbaru City.

This research is directed to fill the research gap in the context of public service transformation in the city of Pekanbaru, with the aim of research to determine the factors driving the success of public service

innovation in the PEKA application in Pekanbaru City. The answers from the research results provide input for the local government of Pekanbaru City in overcoming obstacles and adaptive policies needed to increase the success of effective and efficient public service innovation by relying on the development of information and communication technology with integrated digital governance.

METHOD

This research uses qualitative methods. Qualitative research has two main objectives, namely first, describing and revealing, and second, describing and explaining (Effendy, 2010; Ghony & Fauzan Almanshur, 2012). This study tries to describe what are the driving factors of public service innovation in Pekanbaru City in the Pekan Kita (PEKA) application and reveal what dimensions are needed in public service innovation in Pekanbaru City study on the PEKA application.

The selection of qualitative approaches in this study allows researchers to understand in-depth related to meaning, and context and identify phenomena and processes related to the driving factors of public service innovation in the Pekanbaru City study on the application of PEKA. Qualitative research is an iterative process in which an increased understanding of the scientific community is achieved by making significant novelties resulting from getting closer to the phenomenon under study (Aspers & Corte, 2019). Qualitative research is concerned with understanding human experience in a humanistic and interpretive approach (Jackson et al., 2007).

² Qualitative research is defined as a process of inquiry or methods for exploring and understanding the meaning of social problems or humanitarian problems, based on creating a complete holistic picture formed in words, reporting the informant's views in detail, and arranging in a natural setting. The final written report of qualitative research has a flexible structure (Cresweel, 2016; Creswell & Craswell, 2018).

The informants in this study consist of people who are related to or interested in public service innovation in the Pekanbaru City study on the PEKA Application. Informants are people who are considered to master and understand data, information, or facts from an object of research. Research informants are subjects who understand the information of the object of research as actors and others who understand the object of research (Bungin, 2010). Withdrawal of research informants using purposive sampling techniques with the consideration that the informants taken are considered truly relevant, competent, and representative in providing answers to research problems.

Qualitative research involves three types of data collection: (a) in-depth and open interviews; (b) direct observation; and (c) written documents (Creswell, 2016; Patton, 2005). Likewise, this study used three data collection techniques, namely interviews, observation, and documentation. The main data source comes from in-depth interviews with stakeholders including government officials, employees, and communities involved in implementing and experiencing service innovations in the PEKA application. In addition, data collection is also carried out through the

analysis of documents related to the PEKA application, such as existing technical documentation. Direct observation is used to understand how the PEKA application is used in the daily context of the Pekanbaru City Government.

Data analysis techniques that use Interactive Models. According to Miles and Huberman, this interactive model consists of three main things, namely: (1) data reduction; (2) presentation of data; and (3) conclusion/verification (Miles & Huberman, 2012). These three activities are intertwined activities before, during, and after data collection in parallel forms to build general insights called analysis.

RESULTS AND DISCUSSION

Government innovation is more driven by public demands for effective, efficient, and responsive services which are then influenced by the development of information technology. The innovation aspect used by the Pekanbaru City government is in the form of the Pekan Kita Application (PEKA), besides that the next aspect is related to novelty, change, and effectiveness. The Pekanbaru City Government offers services that meet the needs of the community efficiently through digitalization. Through the PEKA application, it is expected to empower the community by increasing interaction between the government and the community. Therefore, innovation governance in Pekanbaru City is very important because it helps collaboration, the sharing of innovative ideas, and the diffusion of innovation. To achieve this, a complete understanding is needed related to

the factors driving the success of public service innovation through the PEKA Application.

Governments around the world have innovated in response to social challenges such as the provision of quality services at lower costs or the need to improve community responsiveness and participation (Motloun, 2023). Many innovations are being created today, but it is also recognized that more systematic efforts are needed to encourage innovation (Bloch & Bugge, 2013). The element of innovation governance reflects the influence on the implementation of innovation that will be successful. Therefore, institutional arrangements, policy actors, and society are the main things that must be considered. Apart from the element of innovation governance, the success factor of innovation governance is also influenced by organizational, business, and technological innovation activities in government service activities (Andhika, 2018).

There are several challenges to public service innovation: limited number of participating institutions; dependence on innovative leaders; uneven innovation capacity; and sustainability issues (Muluk, 2021). Digital public service innovation has several implications that need to be considered by policymakers, namely: infrastructure, capacity, eco-systems, partnerships, inclusion, value, channels, security, privacy, and authentication (Bertot et al., 2016).

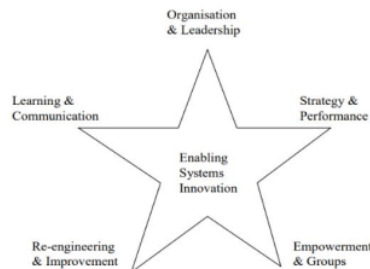
Factors driving public sector innovation include support from regional heads, integration with regional missions, clear standard operating

procedures/technical instructions, knowledge transfer innovation, and stakeholder involvement (Barsei, 2022). Three factors must be considered to be used as innovation products, first, human resource factors, second, leadership factors, and third, community culture (Aziz et al., 2021). The driving factors and dynamics of improving public services through innovation in the public sector are several frameworks covering four main components: 1) Creation of possibilities, 2) Trailing and prototyping that promises ideas, 3) Replication and improvement, 4) Analysis and learning (Albury, 2005).

Seven key factors can increase innovation activity in developing countries.

The seven key factors are 1) transformational leadership, 2) conducting training, 3) having a Research & Development (R&D) budget, 4) having status as an exporter, 5) Company Size, 6) Access to financial assistance, 7) Performance and government regulation (Arviansyah, 2020). From the historical development of innovation, Dooley and colleagues divided five driving factors that influence organizational innovation, which he called innovation system management, namely: a) leadership, b) strategy and performance, c) empowerment and groups, d) engineering and improvement, d) learning ⁴³ communication (Dooley et al., 2000). It can be seen in the following image:

Figure 1: Factors Influencing Innovation in Organizations



Each context of public service innovation by local governments can have its unique challenges and factors, so innovation strategies need to be adapted to local circumstances. In all cases, openness to change and adaptability are key to achieving success in public service innovation. Based on the approach taken, this study found that several factors are driving public service innovation in the Pekan Kita (PEKA) application to obtain success in its implementation, including leadership,

integrated services, community participation, involvement, commitment, and resources.

Leadership

Government leadership has a strong influence on ²¹ public service innovation because of the large role of leaders to employees where a leader can influence the behavior of employees or subordinates (Winarti et al., 2021). Leadership is an important factor in organizational

innovation. Strong leadership and commitment from government officials are essential. They must provide the necessary resources and actively support innovation in public services.

Leadership in public service innovation is critical to planning, implementing, and maintaining change that will improve service and community satisfaction. Based on the results of the study, transformational leadership is needed to encourage the success of public service innovation through the Pekan Kita (PEKA) application. Transformational leaders trust, inspire, motivate, and work with the team or others around them to participate in innovation. It is necessary to build an organizational culture that supports continuous experimentation and learning. The prerequisite for innovative leadership in innovating in public services is the ability to create collaboration and networking with various parties, by utilizing information and communication technology.

Some of the tasks carried out by leaders related to support for PEKA Application innovation include setting policies, directing, supervising, monitoring, and evaluating. Leadership in encouraging innovation in the PEKA Application has not run optimally. The local government leadership has not fully mobilized and briefed the parties involved to optimize the PEKA application. Leaders are expected to empower teams by providing the autonomy and support needed to create and implement innovative ideas. Leaders are also expected to support collaboration, creativity, and wise decision-making.

There is a challenge to public service innovation, namely reliance on

innovative leaders (Muluk, 2021). The quality of effective leadership is emerging as a major factor in enhancing public service innovation. Effective leadership leads to honesty, vision, inspiration, communication, and decision-making (Nurung, 2021). Policymakers must build strong strategies to concentrate more and enhance transformational leadership to improve public service innovation outcomes (Shumshunnahar, 2021).

Public service innovation on PEKA Applications requires strong leadership, which is not only involved in strategic decision-making, but also engages, supports, and supports innovative processes from start to finish. With good leadership, these innovations can become more relevant, and efficient, and better meet the needs of society.

Integrated Services

Public service innovation in the Pekan Kita (PEKA) application requires the involvement of related parties consisting of existing devices within the Pekanbaru City government. The PEKA application is an official complaint application of the Pekanbaru City government that is integrated with regional device organizations, mobile-based, and web-based for handling public complaints against public services that can be immediately handled by the Pekanbaru City Government.

Based on the results of the research, the application of the PEKA application has not been fully integrated with regional demonstration organizations in Pekanbaru City. The services provided in the application are still limited to transportation

and road facilities, and mother and child protection, while the environment, health, and other regional device organizations in Pekanbaru City have not been integrated or have not registered the type of service on the PEKA application. Many regional devices within the Pekanbaru City government have not implemented the PEKA application, this can be seen from the many regional devices that have not registered the types of public services owned into the PEKA application. This research found that coordination and collaboration between agencies in the Pekanbaru City government environment are needed where integrated services involve cooperation from various regional devices. This cooperation allows various services to be well coordinated to provide fast, precise, and accountable solutions.

In public service innovation, "integrated services" is a term that refers to an approach in which various government services and processes are integrated and simplified so that the public has a better experience. This includes combining previously separate services into one coherent⁴⁰ and easily accessible system.

One of the challenges of public service innovation is the limited number of institutions that successfully participate (Muluk, 2021). Co-creation in public service innovation determines the success of public service innovation. Collaborative creation in public service innovation is not just experimental but real action is needed. Public managers facilitate the service of innovation processes by using co-creation activities and integrating such activities into the institutional and administrative routines of public sector innovation (Gesierich, 2023). Integrated services have proven

successful in improving service quality and public satisfaction that adopts digital transformation by government bureaucrats in designing service strategies, including electronic services, strengthening public supervision, and strengthening the innovation ecosystem (Muksin & Avianto, 2021).

Integrated services in public service innovation through the PEKA application can reduce bureaucracy, increase efficiency, and effectiveness, and provide a better experience to the community. By using technology and collaborating between agencies, the government can create a more responsive and efficient system to meet the needs of the people of Pekanbaru City.

For this reason, coordination activities are needed for all regional devices to utilize the PEKA application, and concrete actions are needed for all regional devices that have the responsibility to ensure the implementation of the PEKA application in their respective regional devices. Based on the identification, several public complaints against public services need immediate hands by the Pekanbaru City Government, such as garbage at the Environment and Hygiene Agency, street lighting at the Public Works and Public Housing Office, health problems at the Health Office, domestic violence at the Women's Empowerment and Child Protection Office, and so on.

Community Participation and Involvement.

Public service innovation through the mobile-based and web-based Pekanbaru Kita (PEKA) application is one of the complaint channels intended for all people in

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Pekanbaru City who have public service complaints that can be immediately resolved by the Pekanbaru City Government. So in its implementation, community participation and involvement are needed in encouraging the success of public service innovation. Innovations that involve the participation of the community or other stakeholders in planning, implementation, and evaluation tend to be more successful. Community participation can provide valuable insights and increase support for public service innovation in Pekanbaru City.

Smart government initiatives in the form of public service innovation rely more on the active participation of citizens to improve public service delivery, increase confidence in government actions, and strengthen public sentiment (Guenduez et al., 2020). The PEKA application has a complaint mechanism consisting of submitting complaints, accepting, distributing, checking, resolving, or following up. Submission of complaints is a form of community involvement. The public or reporters can download the mobile-based PEKA application through the Play Store/Appstore that has been provided. Reporters who already have a PEKA application account can submit complaints by selecting one type of complaint from public services available on the PEKA application.

Based on research conducted, there are still few people in Pekanbaru City who use the PEKA application, based on data obtained on the Play Store, only 100+ people have downloaded the PEKA application 1.122 million residents of Pekanbaru City. This data shows the lack of

community participation and involvement in supporting public service innovation through the application of PEKA. Weak community participation and involvement were identified by the lack of socialization carried out by the Pekanbaru City government. In addition, the services provided have not been integrated so the services have not met the demands of the community many people have not used the PEKA application to settle service complaints that can be immediately resolved by the Pekanbaru City government.

Community involvement is essential for quality improvement and innovation (Sita Laksmi et al., 2023). Community engagement is a key element of most definitions of smart cities, information, and communication technologies (Granier & Kudo, 2016). Smart governance consists of aspects that encourage citizen participation in decision-making and transparent governance. Collaboration between the community and the government, and community involvement in providing suggestions and criticisms of government performance are key in smart governance (Dewi et al., 2020).

The innovation ecosystem concerned with organizing structures for citizens and government agencies to collaborate on problem-solving and includes ways to promote a shared worldview (Nambisan & Nambisan, 2013). Community participation and involvement are critical factors for the success of public service innovation. Without active and participatory community involvement, public service innovation can lose its relevance and effectiveness.

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Successful public service innovation depends on community participation and involvement. When communities are actively involved in the process of planning, designing, implementing, and evaluating innovations, the results are more effective, relevant, and sustainable. If communities are actively involved, they can help find problems or deficiencies in public services and provide valuable feedback to improve and improve existing services.

Commitment

Regional apparatus is an auxiliary element of the regional head in carrying out government affairs that become regional authorities. Regional officials are obliged to register the types of public services owned into the PEKA application. In addition, the head of the regional apparatus appoints staff to be admins for managing complaints on the PEKA application and forming the person in charge of handling public services which is determined by the decision of the head of the regional apparatus.

The commitment of government officials or stakeholders is crucial. They must actively support innovation in public services and provide the necessary resources. The head of the regional apparatus in the Pekanbaru City environment is the implementer of the PEKA application. The implementer of sensitive applications is tasked with a) Ensuring the implementation of the PEKA application in their respective regional devices; b) Report the results of the implementation of the PEKA application to the PEKA application coordinator, and c)

Following up the review given to reports from the respective regional devices.

Based on the results of the study, it was found that there was no commitment from regional officials within the Pekanbaru City government, and implementing the PEKA application was not as expected. Many regional devices in the Pekanbaru environment have not registered the type of public services they have into the PEKA application. It was found that regional officials still apply a risk-averse culture so the commitment to the realization of public service innovation in the PEKA application has not run optimally.

To ensure the success and sustainability of innovation projects, commitment to the implementation of innovation is essential. There are several aspects of commitment in implementing innovation, including the commitment of regional apparatus leaders, financial commitment, human resource commitment, and sustainability commitment. Not only providing room for complaints to the community, but related parties are also required to be committed to solving these complaints by utilizing the PEKA application so that the PEKA application also reports the performance of regional devices. Based on existing provisions, the person in charge follows up on complaints made by Palapor within 30 (thirty) minutes and no later than 3 (three) days from the complaint. To achieve positive and sustainable change through public service innovation in the PEKA application, regional apparatus organizations need to have a strong commitment. This requires the courage to take risks, the readiness to learn

from mistakes, **and the** determination to keep moving forward.

The PEKA application, a cutting-edge digital platform created to assist local companies and streamline the process of obtaining goods and services, has been successfully introduced in Pekanbaru. This application functions as a digital marketplace that directly links consumers with nearby vendors, enabling users to conveniently explore a diverse array of items and services from the convenience of their residences. This program utilizes technology to streamline the buying process, offering features such as online payment, product reviews, and delivery services. This not only enhances the convenience of shopping for people but also offers crucial assistance to small and medium-sized firms (SMEs) in this city, facilitating their customer base expansion and sales growth.

The PEKA application has had a substantial impact on the community of Pekanbaru. This application has provided consumers with more convenience and a wider range of choices, enabling them to patronize local businesses while benefiting from the convenience of online purchasing. This is particularly advantageous, particularly when implementing efforts to maintain physical distance because of the COVID-19 epidemic. This program has been a boon for local businesses, offering an affordable platform to expand their reach and compete with larger merchants. This application has also facilitated job growth and boosted economic activity in the city, as more and more people are being hired in the delivery and logistics industry to meet the rising demand for online services. In

general, the PEKA application has been instrumental in promoting a strong and adaptable local economy in Pekanbaru.

Resources (Financing, Administrators, and Task forces)

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Resources have a very important role in supporting public service innovation in the PEKA application. Innovation requires not only creative ideas, but also adequate resources to develop, **4** implement, and maintain those innovations. Based on the results of the research, the availability of resources such as financing, admin, **3** and PEKA application pleasant officers is an important factor that supports the success of public service innovation in the PEKA application in Pekanbaru City. Resources in the form of financing, admin, and task forces (SATGAS) ensure that services to the community (whistleblowers) can be followed up by applicable regulations.

Identification from several reference sources there are several factors inhibiting public service innovation **2** associated with resource aspects, namely the lack of skilled human resources in the digital field (Pratama & Darmawan, 2023). There are several barriers to innovation, namely related to budget, and poor skills (Albury, 2005). In supporting public service innovation through the PEKA application, regional apparatus organizations within the Pekanbaru City government need to prepare financing, admin, and task forces. The study found that the unpreparedness of regional equipment resources was identified as **6** one of the factors of unpreparedness in the implementation of public service innovations in the PEKA application.

In terms of financing, the regional apparatus must plan and allocate a special budget to finance the management of community complaints through the PEKA application. The budget for innovation is the allocation of funds provided to support innovative activities in an organization. Providing adequate budgeting is a key step to ensure the success and sustainability of innovation. Regional officials within the Pekanbaru City government are still considering many things related to financing so there has been no real action to support the PEKA application. Budgets for innovation must be carefully created and prioritize strategic needs and goals. It's also important to ensure that the allocation of funds covers the entire innovation cycle, from idea to maintenance. Organizations can increase the chances of success and growth through innovation by providing adequate financial support. Financing that should be prepared is generally related to research and development, procurement of new technologies, training, and skills development, procurement of human resources, and maintenance and development of sustainability.

The role of administrators or managers in public service innovation is critical to ensuring the smooth and successful innovation process at various levels, whether in organizations or public service projects. Administrator involvement and support are essential to create an environment conducive to innovation. Public service innovation in the PEKA application where the admin of the regional device organization is filled by functional officials of young experts of regional device computer administrators who have the task

of managing SATGAS accounts, recapping community complaint reports to be submitted to the head of regional equipment, and ensuring that community complaints are carried out according to applicable service procedure operation standards.

The Task Force in the context of service innovation has a very important role to play in ensuring that innovation can be implemented successfully and have a positive impact. The Task Force can be a driving force for the success of innovation in public services because an organized and coordinated role ensures that every stage of innovation is well managed, and the results can provide significant added value to the organization or government of Pekanbaru City. The task force is filled by implementing officers who have the task of receiving and responding to public complaints submitted through the PEKA application by the specified response time, following up on community complaints, and updating the status of follow-up on community complaints.

CONCLUSION

The government as a public servant is required to be able to improve the quality of public services. Therefore, the government is obliged to provide a means of complaint to manage public service complaints, and in each facility, information is available about the complaint mechanism. Management of handling community complaints needs to be done properly, quickly, precisely, and accurately. To effectively confocate public complaints and ensure the quality of the results of handling public complaints, the Pekanbaru City government innovates public services in the

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form of providing the Pekan Kita (PEKA) application. The PEKA application is a means of public complaints to local governments, mobile-based and web-based for handling public complaints against public services that can be immediately handled by the Pekanbaru City Government.

The PEKA application as a tangible form of government presence in meeting public demands for public services has not worked well. To ensure the availability of public complaints through the PEKA application, regional devices within the Pekanbaru City government are required to register the types of public services owned in the PEKA application. However, there are still few regional devices within the Pekanbaru City government registering the types of public services owned into the PEKA Application. So the existence of the PEKA application has not been felt so much by the people of Pekanbaru City.

Based on the results of the research, several factors are driving public service innovation in the PEKA application in Pekanbaru City influenced by various factors, namely leadership factors, integrated services, community participation and involvement, commitment, and resources. By considering the drivers of innovation and designing a public service innovation strategy that covers these aspects, the government can increase the chances of success in public service innovation. The Pekanbaru City Government must ensure that several driving factors are met in supporting good, fast, precise, and accountable community services. Regular evaluation of innovation results and the ability to learn from experience is important. This allows continuous improvement and adjustment of innovations based on feedback.

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