



## Reinventing Government as Design Innovation on Palopo City Regional Government

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<p>Received: November 21, 2023            Revised: February 20, 2024            Available online: April 28, 2024</p>	<p>Designing bureaucratic reforms is not only about simplifying the bureaucratic structure, but the main thing is to change the mindset and bureaucratic culture patterns in governance. Therefore, reinventing Government is implemented into the government system. This study aims to analyze reinventing Government in the innovation of the Palopo City regional government and the strategy for developing regional innovation. This type of qualitative descriptive research is used to analyze and examine Reinventing Government in the Innovation of Regional Government Bureaucracy. Data collection in the fields through observation, interviews with innovation innovators, community users of innovation services, those responsible for the Palopo City Regional Innovation Index, and focused group discussions with public policy experts, and documentation, the data obtained are then analyzed by data reduction, displaying data, concluding conclusion, and verification. The study results indicate that regional innovations made in Palopo City are based on the principles of Reinventing Government, such as catalytic Government, mission-driven Government, results-oriented Government, decentralized Government, and anticipatory Government. However, the principles of reinventing governance, such as customer-oriented Government, community-owned and market-oriented Government, and entrepreneurial Government, have not been wholly implemented because the regional innovations created are individual, so it is hopefully that collaborative innovation can be applied to develop new ideas and creative solutions in regional Government.</p>
KEYWORDS	
<p>Reinventing Government;            Innovation; Services; Local Government</p>	
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### INTRODUCTION

*Reinventing Governance* as one draft for arranging Government, changing system or arrangement with adopting principles of entrepreneurship in maintaining Government can be executed in a way that is innovative, accountable, responsive, professional, and *entrepreneur*. *Entrepreneurs*, in the sense of Government in administering Government, are enthusiastic about entrepreneurship and more innovative in giving service to the public (Citra Fatikha, 2016).

The era of globalization and the development of information technology urges the Government to adapt through digital transformation. This matter is in line with the report United Nations *E-government Survey 2020*, which states that digital transformation has not only become a trend but needs the urge to respond to public demands for more services efficient, effective, And oriented user service (Nations, 2020),

The transformation process changes the way the Government carries out Its Work, not only focusing on technological change but also changing methods of thinking, work, and culture of bureaucracy. According to findings from research conducted by Mergel et al., digital transformation is a holistic process that integrates change technology, culture, and organization (Mergel et al., 2019).

Responding to dynamics and various societal demands, Law No. 23 of 2014 replaces UU No. 32 of 2004 concerning government areas. Implementation Constitution This gives regional governments the authority to manage their regions according to the ideals and expectations of the community, as well as providing alternatives for regions to implement a new paradigm in restructuring the regional government system by finding new innovations in organizing effective, efficient, responsive, accountable, and transparent Government (Prayudi, 2014).

Designing bureaucratic reform is not just about simplifying the structure of bureaucracy; the main thing is changing the

mindset, work, and pattern of the culture of bureaucracy in government governance (Rohayatin, 2017). Therefore, the *reinventing government strategy* was implemented in the bureaucratic government through the approach of creating a Spirit of businessman to make an innovative bureaucracy (Mashuda et al., 2019).

Innovation is a key aspect in the concept of *reinventing Government*, which emphasizes that innovation includes creativity and successful implementation (Mulgan & Albury, 2003), as a means of improving public services (Eimicke, 2009). Government innovation is said to be successful only if it is able to improve community welfare, justice, benefits and democracy for the communities served.

The bureaucratic innovation policy is contained in law No. 23 of 2014 concerning regional Government and Government Regulation Number 38 of 2017 concerning Regional Innovation. The existence of regulations related to regional innovation is intended to improve the performance of regional government administration through improving public services, empowerment, and community participation, and increasing regional competitiveness, carried out through various forms of innovation, namely regional governance innovation, regional government innovation, and other regional innovations that be a regional authority (Wattimena et al., 2021).

Steps to improve public services are still considered slow and unable to keep up with public expectations which are increasing due to advances in information technology. So, in order to accelerate improving the quality of public services, the Government, through the *one agency, one innovation movement*, requires every ministry/institution and government area make 1 (one) innovation every year (Imanuddin, 2016).

*One Agency One Innovation Policy* pushes development innovation service public, fine form competition championship, mentoring, improvement innovator capacity, network, and institutional development. Based on innovation reporting data

from the Domestic Policy Strategy Agency, Ministry of Home Affairs, through the 2023 Regional Innovation Index application, as many as 521 regional governments (Pemda) reported their innovations, with a total of 27,111 innovations area (Huntoyungo, 2023).

However, data on the number of regional innovations from the Ministry of Home Affairs is not directly proportional to the improvement in the quality of public services, based on the results of the public service index survey conducted by the Ombudsman on level satisfaction public in obtaining service from organizer service public, is still in the poor category, this is reinforced by data for the first semester of 2023, with the lowest assessment element being the service completion time which is considered not good (Ombudsman RI, 2023). Government, land, and police services are among the top 3 (three) complaints from the public (Muttaqin, 2023).

The results of the survey show that the regional innovations that have been made have not provided significant changes in improving public services, one of which is in the Palopo City Government, various problems in regional innovation policies, including leadership support in the form of regional regulations regarding regional innovation, there are no yet, several innovations have been made. electronic-based ones cannot be utilized by the community; environmental conditions make it difficult to implement innovation, such as the online service innovation implemented in Palopo City, which cannot be accessed by the community using the service, and the lack of sustainability of the innovation programs created.

Various research results related to Reinventing Government, as written by Annisa Citra, can be obtained. It is known that reinventing Government is business. Entrepreneurship bureaucracy is equipped with an entrepreneurial spirit, so there is a demand for bureaucracy for more innovation (Citra Fatikha, 2016). The research results in this article explain the concept of *reinventing government* in empowering government officials in general, but they do not yet discuss the reinventing government model in developing regional innovation policies.

Study other done by Ali Mashuda, who did study related review regulations Sea highways are based on *reinventing government* theory, research results show that sea highway regulations mostly adopt *reinventing government principles*, but there is still a tug-of-war between the regulatory conception and government mission, research findings do not yet show a reinventing government strategy in developing innovation policies.

Departing from relevant previous research, this research specifically analyzes *reinventing Government* in the innovation policy of the regional Government of Palopo City, namely a model that seeks to incorporate market principles such as competition and customer focus so that government administration is more competitive, effective, and efficient in producing public service innovation policies that have not been discussed in previous research.

## METHOD

The type of qualitative research used in the research is research that focuses on direct observation and interviews to analyze *Reinventing Government* in Regional Innovation in Palopo City, with informants namely representatives of Palopo City Innovation innovators, representatives of communities using innovation services, and *focus group discussions* with policy experts

the public, academics, and representatives of Palopo City Balitbangda. Primary data was obtained through observation and in-depth interviews with research informants and FGDs, and secondary data was obtained through literature studies related to research problems. The data obtained was then analyzed as developed by Miles and Huberman, namely data reduction, data presentation, and drawing conclusions. and verification (Miles et al., 1992).

## RESULTS AND DISCUSSION

### *Reinventing Government in Palopo City Regional Government Bureaucratic Innovation*

The *reinventing Government* introduced by Osborne was born on the basis of a correction to the development of state function theory. *Reinventing Government* seeks to adopt an entrepreneurial spirit into the government system. Public bureaucracy is expected to try more to direct than to pedal. With the principle of directing, the Government no longer directly provides public services to the community (Mashuda et al., 2019); the Government's role is more as a facilitator for the administration of government affairs so that the formalistic, hierarchical, bureaucratic model is no longer appropriate to the development of society and public problems in the global era.

Osborne and Gaebler (2007) state that public bureaucratic organizations run based on regulations will be ineffective and less efficient because their performance will be slow and seem long-winded (Nashar, 2019a). However, a bureaucracy that is driven by a mission as its basic goal will be more effective and efficient. By placing the organization's mission as a goal, they can develop their own budget and regulatory system that gives their employees the freedom to achieve the organization's mission (Fatikha, 2016). Regulations in organizations have good intentions, but in several cases, these regulations make service performance run slowly and need to be more responsive to rapid changes in the environment. With the existence of binding regulations, it is difficult for individuals to make innovations because they are afraid of sanctions if they commit violations; this is what causes a lack of creative and apathetic government employees. Palopo City Government regional innovation data for 2018-2022 can be seen in the following table:

Table 3: Innovation Data for 2018-20 22

No	Innovation Name	Implementation Unit	Year Start
1	Resahpun Pipe Injection Is lost	PDAM	2018
2	Free Health Plenary	public health Office	2018
3	10 thousand New Entrepreneurs Program	labor offices	2018
4	Home Industry Development	Department of Industry	2018
5	Beginner Education Program	education authorities	2018
6	1000 cages program	Department of Agriculture	2018
7	Mapping Toda	Department of Cleanliness and Environment	2018
8	Mabassa	DPMPTSP	2018
9	Regional Rastra	Social Services	2018
10	GoRide	HOSPITAL. Sawerigading	2020

11	Civil Registry Integration System	Population Service	2018
12	Sago Teknopart Palopo	Balitbangda	2018
13	Red Banua	public health Office	2018
14	Hotel Sector Covid Prevention	Government tourism office	2021
15	Market Sector Covid Prevention	Trade Department	2021
16	Transportation Sector Covid Prevention	Department of Transportation	2021
17	Integration Information Systems	Civil Records Service	2021
18	Hello Kesbang	Kesbangpol Agency	2021
19	I care Palopo	Bappeda	2021
20	Not an Ordinary Cadre	Health Center	2018
21	Superior native chicken	Poultry Breeding UPTD	2018
22	Bacteria Consortium	Fisheries Department	2021
23	Toll Info	DPMPTSP	2019

Source: Document Archives Palopo City Balitbangda

innovation data, in 2023 results evaluation score index Palopo City Regional Innovation amounting to 56.51 with category innovative, and occupying fourth position in South Sulawesi (Soeharto, 2023).

The concept of *reinventing Government* for local governments is intended to carry out innovations that are tailored to public needs in order to improve public services. *Reinventing Government* must be adapted to the social, political, and cultural conditions that exist in each region, especially if implemented at the government level, the various bureaucratic conditions in each Government, which, in essence, must adopt the positive values of the concept. *Reinventing a Government* that is adapted to existing organizational conditions, taking into account support from various parties, such as the bureaucracy, the private sector, and the community, so that its implementation is optimal (Nashar, 2019). The importance of *reinventing Government* in innovation in regional government administration can be seen in the 10 principles of *reinventing Government* that are implemented in innovation policy areas in Palopo City, namely:

### 1. Catalytic governance

Catalytic Government is meant by the Government as forming strategic policies, the resulting policies are directive rather than technical in service. The Government, which has a directing role, sees the overall vision by requiring many visionary people, who are able to balance various needs (Fatikha, 2016). In addition, the Government gives authority rather than serving, the community as the owner of the Government must be able to be empowered rather than constantly being served. The Government gives authority to the community to be independent and innovative in meeting their needs for services.

One of the regional innovations implemented in Palopo City is MABASSA, which stands for easy, accountable, friendly, fair, simple, sympathetic, and safe in the One Stop Integrated Service Investment Service; this stems from the problem of licensing services spread across Regional Apparatus. Technically, there are 78 types of permits; this makes it a bit difficult and confusing for people to process because they have to move from one office to another; there are still business actors who don't have time to take care of the legality of their business because they are busy,

Saturdays and Sundays are the time available for business actors to take care of it. permits and are sometimes constrained by transportation costs due to distance and time experienced by entrepreneurs, the poor, vulnerable groups, and people with disabilities. Based on these problems, MABASSA's innovation targets are simplifying permits and requirements for each permit, online service systems, *weekend service* and pick-up and drop-off services, as well as Toll Info.

The Government, in this case the DPMPTS, has concentrated on changing service regulations by simplifying permits and licensing requirements, and facilitating the public to process permits online, so that with the online licensing service, the public can be independent and free to determine what type of service they need.

### 2. Competitive governance

A government with an entrepreneurial spirit is required to be competitive and more proactive in the government administration process. Competitive Government is balanced with adequate regulations and infrastructure to support the implementation of an entrepreneurial spirit of Government. The principle of competitive Government incorporates the concept of competition into public services; the old model uses the concept of monopoly, while the modern concept tries to improve quality and effectiveness through competition in increasing work productivity (Ronald B Cullen & Donald P Cushman, 2000). Competition between provider services can increase public service quality, responsiveness, and efficiency (Le Grand, 2009).

The regional Government of Palopo City, through Balitbangda, in terms of competition, in 2018, carried out a regional innovation competition, which was opened generally to the public and even academics who have innovations that can improve the performance of the regional Government of Palopo City. This is in accordance with data obtained in the field, which states that a regional innovation competition was held in 2018; this competition was attended by various universities in the city of Palopo, namely representatives from IAIN Palopo, Muhammadiyah University of Palopo, UNCP, Uganda, as well as several regional organizations in the city. Palopo. However, from 2019 until 2022, no other regional innovation competition has been held.

Based on the results of the interview above, information was obtained that the regional Government of Palopo City has attempted to open up space for the community, academics, and regional apparatus organizations, to actively participate in creating regional innovations, which will later be competed. However, due to the lack of follow-up to the innovation results resulting from the competition, the regional innovation competition will not be held again in 2019 - 2022.

### 3. Mission-driven Government

According to Osborne, the true principles of Government are driven by 2 (two) things, namely regulations and the budget (Osborne et al., 2005). These two principles are incorporated into government organizations, which results in the question of what the mission of the organization is. What goals to achieve, and giving the leadership the right to determine the direction of the goals to be achieved, the organization can develop structure, process, and internal governance system to reach the mission organization (Maretich et al., 2016).

The old model stipulated that the budget was distributed to several sectors and had to be spent within a predetermined time

period. If the budget was not used up, it would be cut in the next budget. Under the old model, the organization tried only to spend the budget so that there would be no cuts the following year (Osborne et al., 2005). Osborne, in his view, provides a more effective way, such as empowering leaders and employees to design their own budgets to increase motivation and creativity, which are tailored to whatever mission the organization wants to achieve. (Osborne et al., 2005).

As the leading regional innovation sector, Balitbangda, in terms of developing regional innovation, always refers to the Vision and Mission of Palopo City, namely the realization of Palopo City as an advanced, innovative, and sustainable city in 2023. To realize this vision, the Palopo City Development Mission for 2018 has been established - 2023, namely as follows: Implementing education, health and social security and protection services for vulnerable groups, Creating a livable environment through the development of urban infrastructure, settlement planning, sanitation and green open spaces; Modernizing public services, improving the quality of apparatus and governance government, as well as encouraging public participation in development, Encouraging service and commerce-based entrepreneurship through improving life skills, capital and business assistance; and Creating a tolerant climate for the development of tourism and the creative economy characterized by Luwu cultural values.

#### 4. Results-oriented Government

Principles that prioritize accountability to achieve maximum results. As written by Van Doren in his book, employee performance information can be used as a basis for decision making, accountability and service improvement (Van Dooren et al., 2015). Balitbangda Palopo City, which is tasked with carrying out government affairs in the field of research and development, which includes social, economic, Government, as well as innovation and technology development in Palopo City, has attempted to collaborate with several universities in Palopo City, in terms of research and writing manuscripts. academic.

This can be seen from the documents resulting from research and development that support Regional Innovation in Palopo City, namely the Community Satisfaction survey document with public services, the health protocol compliance survey document in Palopo City, the study of online education during the pandemic in Palopo City, the MSME Development Strategy through digital marketing, the study Palopo City Disaster Mitigation, Study of Coastal Area Arrangement in Palopo City, and Regional Innovation Workshop. Apart from the data on R&D results, which amounted to 22 documents from 2017 – 2021, the results achieved up to 2022 can also be seen from regional innovation data, which recorded 93 regional innovations.

From the results of the FGD, information was obtained that Balitbangda, as the leading regional innovation sector, has made efforts to create results-oriented work programs. Several documents have been produced since 2017; until the achievement of regional innovation, the city of Palopo, in 2023, received the innovative category.

#### 5. Customer-oriented Government

This principle gives the community or customers the right and choice to choose a service provider because the needs of each community are different. The Government as a service provider must provide the best, so that the community No move service (Mashuda et al., 2019).

Regional innovation products produced by the device area city palopo are not yet fully oriented to the public, and the innovations created have not come from a collaboration between the Government, society, and the private sector, but the innovations produced are individual, some innovation originates from project change like Innovation Mabassa, BU KB, Protocol at Fingertips, Pikmol (Online SMI Information Map), Pokdarwis (development destination tour in the sub-district kambo), derived from change project programs carried out by regional leaders, so that the results of these innovations are innovative but not optimal for use in society. This matter is based on the data obtained from the user service stated permission. The online licensing service innovation has never been used due to ignorance of the existence of this service, so the service is not accessible.

A government that is customer-oriented (community) is expected to create service innovations and also involve the community by creating discussion forums or focus group discussions so that innovations are born from joint thinking between the government, community, and related stakeholders, and the innovations created are expected to be socialized. even more massive the community as users so that people know and can take advantage of the services created.

#### 6. An entrepreneurial government

Government soulful requires entrepreneurship To adopt principles of continued entrepreneurship, try to increase income to be used as profit-oriented investment savings with the use of rational management techniques (Nashar, 2019). Osborne's view is that 99.99 percent of the energy in Government is focused on spending Money And matter that's what must be done to change paradigm incentives; one of them is to give credit to the budget and give it a gratuity to employees who have good ideas And implement it (Mashuda et al., 2019).

This matter is supported by the results of a study previously done by Andy Pratana et al., which show values adopted by *entrepreneurship* in cooperation in the management of water resources; this is proven by the existence of an MoU between the governments of Malang City and Batu City for the Greater Malang area (Pranata et al., 2015). The Government is trying to focus not only on spending the budget but also on generating value. Optimizing incentives such as subsidy budgets as innovation funds encourages government agency leaders to think strategically to obtain operational funds.

From data in the field, information was obtained, and innovations were made for the benefit of society, one of which was the BU KB (Not Ordinary Cadre) innovation, the target of which was cadres existing posyandu on region subdistrict Wara, provided with knowledge method prevention of stunting, malnutrition, and knowledge others, however Not yet obtain award And usually proposal innovations made replaced with a program of activities routine government.

This is in line with the results of research conducted by Simin et al., in Abdul; the research results show that administrative governance is monotonous with implementation instructions and technical instructions that must be followed formally. So this way of working requires a bureaucracy to work that is oriented towards structure and procedures, rather than results (Nashar, 2019).

#### 7. Anticipatory Government

The collaboration made by the Government in carrying out the Balitbangda work program is an anticipatory step because the

rules of the game have legal certainty. Starting from planning, implementation, evaluation, SOP, tariffs, and enforcement of sanctions, it is regulated to prevent irregularities (Mashuda et al., 2019). This can be seen from Balitbangda's collaboration with universities and other institutions, namely: IAIN Palopo, Palopo Muhammadiyah University, Bosowa University Makassar, West Sulawesi University, Indonesian Ministry of Research and Technology, Provincial Balitbangda. South Sulawesi, and Regional Apparatus throughout Palopo City.

#### 8. Decentralized Government

The Government must be able to change hierarchical work patterns into participatory and cooperative work patterns. So it will provide trust and responsibility to produce work innovations and be more effective and efficient in the process of achieving goals. In terms of regional innovations made by regional officials, they are not yet fully decentralized, some regional innovation program decisions are centralized, because most of the innovations come from change projects, which have not gone through public discussion.

#### 9. Government-owned by the community

The principle of authorizing rather than serving. The community, as the owner of Government, must be empowered rather than constantly being served. The Government gives authority to the community to be independent and innovative in meeting their needs for services (Osborne et al., 2005). Community-owned Government is intended by the Government to provide opportunities for the community to participate in controlling what is done by regional officials. Policy programs created by regional officials are expected to have a significant impact on the community, namely by inviting community representatives to sit together to produce an innovation that is beneficial to the community and to the needs of the local community.

#### 10. Market-oriented Government

Changes are expected through the market, by creating innovative strategies that adopt an entrepreneurial spirit so that they are able to create change in society. Which is oriented towards the procedures used, not by using administrative procedures that are too long and inflexible, but by using incentive methods to create creativity and efficiency in achieving the goals of an agency (Nashar, 2019).

#### *Reinventing Government to Increase Regional Innovation*

*Reinventing Government* contains idea for the Government No only hold principle bureaucracy pure stiffness, however must develop until touch problem *entrepreneurship* (Herdian, 2021).

*Reinventing Government* provides a solution for government organizations that are no longer productive and can only spend the state budget to become an organization that wants to change the entire system within it and make it an organization that lives independently, is full of innovation and creativity, is productive and improves the quality of work and becomes an important part of society (Nashar, 2019) in line with the opinion of Fadel Muhammad, who stated that a government that is oriented towards entrepreneurship does not only spend the APBN but utilizes the budget as capital so it has long-term multi-effects (Muhammad, 2009).

Fadel Muhammad's experience as Governor of Gorontalo Province from 2001-2009 involved developing an entrepreneurial

bureaucratic culture. A businessman who later became governor applied entrepreneurial methods in implementing provincial and regional government administration. *Reinventing the Government* must be able to present *zero red tape* and not be *retribution-oriented* (Muhammad, 2009). This means that regional governments must be able to increase Original Regional Income without burdening the people. Effective, efficient, and economical government administration is the fruit of *reinventing Government* and is also an antidote to acts of corruption. *Reinventing Government* is an entrepreneurial bureaucracy that equips the apparatus with an *entrepreneurial spirit* (Osborne et al., 2005). *Entrepreneurs* require the bureaucracy to be creative and innovative in carrying out government duties and services to the community so that they can be more productive and create independent government organizations in accordance with the principles of decentralization and regional autonomy.

#### CONCLUSION

*Reinventing Government* in implementation innovation area in Palopo City has adopted the Several innovation programs have been created; however, the principles of competitive Government, customer-oriented Government, and decentralized Government have not been fully implemented. This can be seen from several regional innovation programs resulting from *individual innovation*; some innovations originate from project change, so part public city of palopo does Not yet feel the benefits of this innovation program, so it is hoped that the culture of *entrepreneurial bureaucrats* can be applied in creating innovations at the local government level. This research seeks to provide recommendations for policymakers, the private sector, academics, and related stakeholders to implement the principles of *reinventing Government* in producing innovation areas with collaboration interactors For the improvement of quality service. Complexity implementation and different contexts become limitations in studying because every area has different characteristics, so it is difficult To generalize a study from One area to another. More carry-on about collaboration interactors is also needed, which has not yet been discussed in this research.

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