PUBLIC SERVICE INNOVATION STUDY AT THE INVESTMENT AND ONE-STOP INTEGRATED SERVICE OFFICE OF KENDARI CITY AND KONAWE REGENCY

ESTUDO DE INOVAÇÃO EM SERVIÇOS PÚBLICOS NO ESCRITÓRIO INTEGRADO DE INVESTIMENTOS E ATENDIMENTO ÚNICO DA CIDADE DE KENDARI E DA REGÊNCIA DE KONAWE

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Abstract

This study aims to comparatively analyze the processes, sustainability, and models of public service innovation at the Investment and One-Stop Integrated Service Offices (DPMPTSP) in Kendari City and Konawe Regency. Employing a descriptive qualitative approach, data were gathered through in-depth interviews, field observations, and documentation, and analyzed using the interactive model developed by Miles, Huberman, and Saldaña. The findings reveal that Kendari City adopts a top-down innovation strategy driven by regulatory compliance and digital system integration, exemplified by OSS RBA and Sicantik Cloud. In contrast, Konawe Regency pursues need-based innovation through adaptive and participatory approaches. Innovation sustainability in both regions is supported by integrated management systems, progressive policies, transformational leadership, community involvement, and strengthened resource capacity. The identified innovation models comprise five categories: product, process, policy, service method, and system innovations, as conceptualized by Efendi et al. (2022). The study focuses on the implementation of the Public Service Mall (MPP) as the central service platform in both

Resumo

Este estudo visa analisar comparativamente os processos, a sustentabilidade e os modelos de inovação em serviços públicos nos Escritórios Integrados de Investimento e Atendimento Único (DPMPTSP) da cidade de Kendari e da Regência de Konawe. Utilizando uma abordagem qualitativa descritiva, os dados foram coletados por meio de entrevistas em profundidade, observações de campo e análise documental, e analisados por meio do modelo interativo desenvolvido por Miles, Huberman e Saldaña. Os resultados revelam que a cidade de Kendari adota uma estratégia de inovação de cima para baixo, impulsionada pela conformidade regulatória e pela integração de sistemas digitais, exemplificada pelo OSS RBA e pela Nuvem Sicantik. Em contraste, a Regência de Konawe busca a inovação baseada em necessidades por meio de abordagens adaptativas e participativas. A sustentabilidade da inovação em ambas as regiões é apoiada por sistemas de gestão integrados, políticas progressistas, liderança transformadora, envolvimento da comunidade e fortalecimento da capacidade de recursos. Os modelos de inovação identificados compreendem cinco categorias: inovações de produto, processo,

areas. These findings contribute to the theoretical development of public sector innovation in local contexts and offer practical insights for regional governments in designing inclusive, efficient, and sustainable innovation strategies.

Keywords: Public Service Innovation. Innovation Process. Innovation Sustainability. Innovation Models. Public Service Mall.

política, método de serviço e sistema, conforme conceituado por Efendi et al. (2022). O estudo centra-se na implementação do Centro de Serviços Públicos (CSP) como plataforma central de serviços em ambas as áreas. Estas conclusões contribuem para o desenvolvimento teórico da inovação no setor público em contextos locais e oferecem informações práticas para governos regionais na conceção de estratégias de inovação inclusivas, eficientes e sustentáveis.

Palavras-chave: *Inovação em Serviços Públicos. Processo de Inovação. Sustentabilidade da Inovação. Modelos de Inovação. Centro de Serviços Públicos.*

1 INTRODUCTION

Innovation in public service delivery has evolved into a strategic imperative to accelerate bureaucratic transformation and respond to the increasingly complex and dynamic demands of society (Habyb, 2025). Public sector organizations are now expected not only to perform administrative functions but also to transform their systems, methods, and policies to enhance operational efficiency, accountability, and citizen satisfaction (Osborne & Gaebler, 1993). In this regard, public innovation is no longer considered a discretionary option but a critical instrument for establishing adaptive and results-oriented governance.

In the Indonesian context, the national policy on Public Service Malls (Mal Pelayanan Publik/MPP), as stipulated in Presidential Regulation No. 89 of 2021, serves as a key catalyst in promoting service integration and the digitalization of the public sector (Bazarah et al., 2021). MPPs are designed as centralized service platforms that consolidate various services from both vertical and regional agencies into a single, integrated, and accessible location. Nevertheless, the implementation of public service innovation across regions remains highly uneven. Variations in institutional capacity, regulatory support, technological infrastructure, and bureaucratic leadership serve as determining factors in the success of such innovation initiatives (Sufianti et al., 2021).

This disparity is manifested in the case of the Investment and One-Stop Integrated Service Offices (DPMPTSP) in Kendari City and Konawe Regency, two administrative regions in Southeast Sulawesi Province with stark contrasts in geographical

characteristics, social structures, and infrastructural readiness. As the provincial capital, Kendari City demonstrates more advanced technological adoption in its digital service delivery. In contrast, Konawe Regency continues to grapple with basic infrastructure deficiencies and limited access to information technology. These contextual differences warrant a comparative analysis to generate a deeper understanding of innovation dynamics within heterogeneous bureaucratic environments.

Previous studies on public service innovation in Indonesia have predominantly focused on national policy frameworks or single-case analyses at the local level (Efendi et al., 2022; Elida et al., 2023; Herawati, 2022). For instance, Efendi et al. (2022) identified five categories of innovation in public services, namely product, process, policy, service method, and system innovations. However, the implementation of these models remains largely sectoral and underexplored in interregional comparative frameworks. Moreover, much of the existing literature emphasizes typologies of innovation while overlooking the execution processes, sustainability factors, and the relevance of innovation models to specific local contexts. In contrast, international scholarship such as that of Agger and Lund (2017)underscores the necessity of collaborative and context-driven approaches to foster sustainable public value through innovation.

Against this backdrop, this study seeks to comparatively examine the innovation processes, sustainability of implementation, and public service innovation models adopted by DPMPTSP in Kendari City and Konawe Regency. The analysis focuses on three core dimensions: institutional strategy, organizational capacity, and the operationalization of innovation. Furthermore, the study aims to identify and articulate locally grounded innovation models with the potential for replication across other regional governments. By adopting this approach, the study does not merely replicate previous findings but expands the analytical scope through a cross-regional, context-sensitive perspective.

Theoretically, this research contributes to the growing body of literature on localized public service innovation. In line with Queyroi et al. (2020) Innovation developed by local authorities can yield significant improvements in public service performance, provided it is aligned with community needs and regional resource capacities. Practically, the findings of this study are expected to serve as strategic references for local governments in formulating innovative policies that are adaptive,

efficient, and sustainable, while also responsive to the unique challenges and characteristics of each locality.

2 LITERATURE REVIEW

2.1 Conceptualizing innovation in public service delivery

Public sector innovation is increasingly recognized as a deliberate and strategic process aimed at generating novel public value through the development of more effective, efficient, and citizen-responsive policies, procedures, and service outputs. As Glor (2021) asserts, innovation in the public realm transcends technological adoption, encompassing broader institutional transformation that aligns governance structures with dynamic socio-economic and bureaucratic demands.

In the Indonesian context, the momentum for public service innovation is closely intertwined with ongoing bureaucratic reform and the digital transformation agenda, exemplified by initiatives such as the Public Service Mall (MPP) program (Umam & Adianto, 2020). Bazarah et al. (2021) emphasize that innovation in public service must be contextually grounded in the needs of local communities and supported by institutional frameworks that promote participatory governance. Agger and Lund (2017)further expand this view by advocating for collaborative innovation models in which citizens function not merely as recipients but as co-creators of public services, enhancing legitimacy and service effectiveness.

2.2 The process of innovation in public sector contexts

The innovation process within public organizations is best conceptualized as a series of strategically coordinated phases ranging from agenda-setting and planning to implementation and evaluative feedback. Chen et al. (2020)delineate this process across three core dimensions: strategic intent (the articulation of vision and innovation pathways), organizational capacity (the ability to mobilize and integrate resources and technologies), and operational execution (the deployment and oversight of innovative interventions).

Effective innovation processes in the public sector increasingly rely on collaborative mechanisms. As Cinar et al. (2023) illustrate, cross-sectoral collaboration, including civil society and intergovernmental partnerships, serves as a crucial enabler for addressing complex public problems. This aligns with broader governance shifts toward networked and inclusive models of policy innovation.

Organizational readiness for change also plays a pivotal role in determining the success or failure of innovation efforts. Errida and Lotfi (2021) posit that transformational change in public institutions necessitates the realignment of organizational structures, cultural norms, and individual behaviors. Complementing this, Etareri (2022) propose a systemic framework for managing organizational change that emphasizes leadership commitment, stakeholder engagement, and adaptive feedback loops all of which are integral to sustaining innovative momentum within bureaucratic systems.

2.3 Sustaining public sector innovation

Sustainability in public innovation refers to the institutional capacity to embed, adapt, and scale innovative practices over time, even in the face of administrative turnover, political shifts, or resource constraints. According to Sufianti et al. (2021), five interdependent dimensions underpin sustainable innovation: integrated governance systems, enabling policy frameworks, meaningful public participation, visionary leadership, and flexible resource management.

This perspective is reinforced by the theory of dynamic capabilities, which underscores an organization's ability to reconfigure internal competencies in response to external environmental shifts (Wernerfelt, 1984). In the public sector, such capabilities manifest through continuous learning, data-informed decision-making, and strategic resource transformation.

The durability of public innovation at the local level, particularly in developing contexts, is contingent upon leadership consistency, institutional resilience, and community engagement. Efendi et al., (2022) and Herawati (2022) note that sustainable innovation requires a governance culture that values experimentation and systematically incorporates citizen feedback into service redesign.

Moreover, advancements in ICT have emerged as instrumental in ensuring the longevity and scalability of public service innovation. Meričková and Muthová (2021)

demonstrate that ICT-enabled service delivery models enhance transparency, responsiveness, and public trust factors that are critical for long-term institutionalization of innovation in the public sector.

3 METHODS

This study employed a descriptive qualitative approach, aimed at providing an in-depth analysis of the processes, sustainability, and innovation models in public service delivery as implemented by the DPMPTSP (Investment and One-Stop Integrated Services Agency) of Kendari City and Konawe Regency. This approach is deemed appropriate as it facilitates the exploration of complex social and institutional dynamics within their specific contextual settings (Creswell & Poth, 2018).

The study participants comprised structural officials of the DPMPTSP, technical staff at the Public Service Mall (MPP), and service users from the general public. Participant selection was conducted using a snowball sampling technique (Sedgwick, 2013), beginning with key informants identified through their formal roles and direct involvement in service innovation processes. These initial contacts subsequently referred other relevant participants, enabling the researcher to reach individuals with rich, experience-based insights aligned with the study's objectives. Inclusion criteria required direct involvement in the innovation process, either as implementers or recipients of public services.

Data were collected through in-depth interviews, direct observation, and document analysis. Semi-structured interviews were guided by a thematic framework developed around three core foci: the innovation process, the sustainability of implementation, and the models of innovation adopted. Interviews were conducted face-to-face and supplemented by observational data gathered at MPP facilities to capture the actual practices and interactions within the service delivery environment. The documentary data included regional regulations, standard operating procedures (SOPs), performance reports, and visual documentation of service activities. These diverse data sources enabled triangulation and enriched the contextual understanding of innovation efforts.

Data analysis followed the interactive model of Miles et al. (2014), comprising three interconnected stages: data reduction, data display, and conclusion

drawing/verification. These stages were implemented iteratively and cyclically, allowing the researcher to continuously refine emerging patterns, themes, and relationships across various dimensions of public service innovation.

The analysis emphasized pattern recognition, cross-case comparison, and thematic synthesis, thereby producing a coherent interpretation of how innovation is conceptualized, operationalized, and sustained within the two study locations. To ensure the credibility and trustworthiness of the findings, the researcher applied source triangulation, whereby interview data were systematically cross-validated with observational findings and official documents (Arianto, 2024). Additionally, member checking was conducted with selected key informants to confirm the accuracy and authenticity of interpretations and quotations (Candela, 2019). Throughout the research process, transparency and analytical rigor were maintained through systematic note-taking, detailed coding procedures, and consistent documentation of methodological decisions. This ensured the reproducibility and reliability of the analytical outcomes while preserving the contextual richness inherent in qualitative inquiry.

4 RESULTS

4.1 Public service innovation process

The analysis of the public service innovation process at the DPMPTSP of Kendari City and Konawe Regency was conducted using the framework developed by Chen et al. (2020), which comprises three core dimensions: strategy, capacity, and the operationalization of innovation.

4.1.1 Strategy

The DPMPTSP of Kendari City emphasizes a system integration strategy through the implementation of OSS RBA, Sicantik Cloud, and the Electronic-Based Government System (SPBE) to accelerate and streamline service delivery. As illustrated in Figure 1, the OSS RBA user interface serves as an integrated digital platform within the Public Service Mall (MPP). This strategy is reinforced by a top-down leadership approach,

wherein digital transformation is positioned as a central agenda in bureaucratic reform. As affirmed by the Head of DPMPTSP Kendari City during an interview:

> *We developed an integrated application-based service to enable the public to access services directly from home. (MFS, interview, 10 January 2025)*

This digital-first strategy reflects a strong institutional commitment to modernizing public administration, aligning with national priorities for e-governance and administrative efficiency.

Figure 1

User interface of the OSS RBA as an integrated digital system at the Public Service Mall (MPP) of Kendari City


Source: https://oss.go.id

The DPMPTSP of Konawe Regency has adopted an adaptive strategy grounded in local needs by developing a digital queuing system, online licensing services, and a virtual consultation platform. An illustration of the digital queuing system and online consultation services implemented at the Konawe Public Service Mall is presented in Figure 2. This approach is specifically tailored to the socio-spatial conditions of the local population, the majority of whom reside in remote and hard-to-reach areas. As affirmed by the Head of DPMPTSP Konawe during an interview:

We began by identifying needs in the field, then developed the system under the realities of communities that are not always able to come to the office. (K, interview, 14 January 2025)

Such a strategy reflects a bottom-up innovation model, emphasizing responsiveness, inclusivity, and contextual relevance in the provision of public services.

Figure 2

Illustration of the digital queuing system and online consultation services at the Public Service Mall (MPP) of Konawe Regency

Source: https://dpmptsp.konawekab.go.id
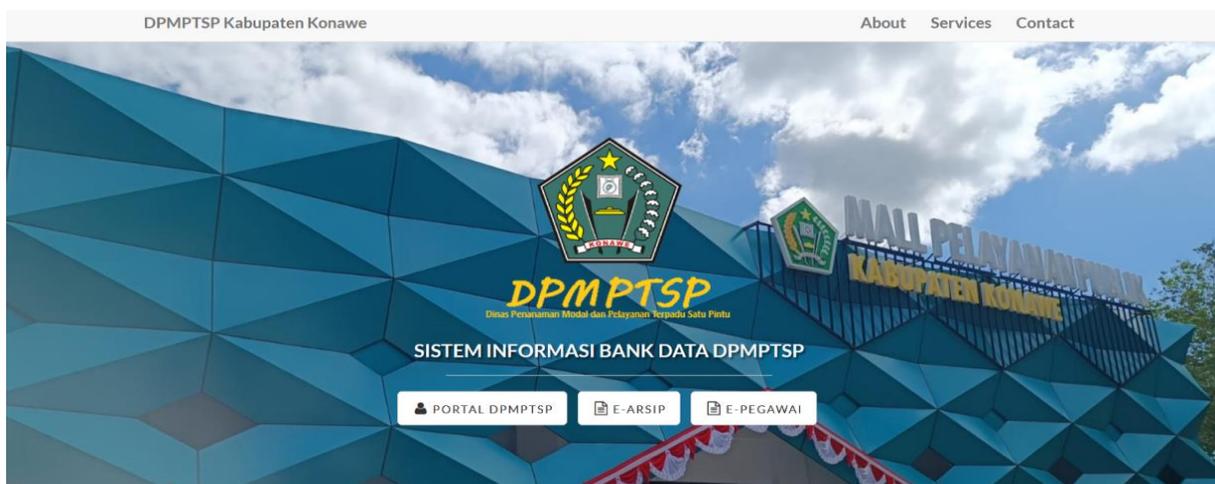
4.1.2 Innovation capacity

Kendari City demonstrates relatively stable organizational capacity, as evidenced by a well-trained workforce, structured training programs, and consistent technological infrastructure support funded by both the municipal budget (APBD) and the national government. As stated by the Head of the Publication and Information Division of Kendari City:

We continuously upgrade staff competencies through training programs focused on public service technology. (AS, interview, 10 January 2025)

In contrast, Konawe Regency initially faced significant challenges in the early stages of innovation implementation, particularly in terms of limited human resource capacity and the adaptation to new technologies. Nevertheless, these barriers were

gradually overcome through the implementation of intensive training sessions and the strengthening of inter-unit coordination. The commitment of local leadership has played a pivotal role in driving the improvement of civil servant competencies, manifested in sustainable capacity-building programs. As highlighted by the Secretary of the DPMPTSP of Konawe Regency:

> *We have established regular training so that everyone can use the digital system effectively. (ML, interview, 16 January 2025)*

This contrast illustrates how innovation capacity is shaped not only by resource availability but also by institutional commitment, leadership, and organizational learning processes.

4.1.3 Innovation operationalization

In the operational implementation of innovation, the Public Service Mall (MPP) in Kendari City has adopted a comprehensive system integration that encompasses all levels of service delivery—from front-office to back-office operations. This includes automated reporting, performance monitoring, and real-time service tracking accessible to both management and the public. All service processes have been systematically digitized, including daily reporting and evaluation, as emphasized by the Head of DPMPTSP Kendari City:

> *All services are now systematized, including daily reporting and evaluation. (MFS, interview, 10 January 2025)*

In contrast, innovation operations at the MPP of Konawe Regency focus on transforming manual procedures into digital formats, with particular emphasis on simplifying service workflows and improving accessibility. The innovations include the development of an electronic queuing system, inter-unit service integration, and the implementation of cloud-based management systems to expedite licensing processes. These efforts have significantly facilitated service access, particularly for residents living far from service centers, as noted by a local community member in Konawe Regency:

Now people can queue and apply for permits through the app, without having to come early to the office. (L, interview, 14 January 2025)

This comparison illustrates how operational innovation can be adapted to institutional capabilities and community contexts, thereby enhancing the inclusivity, responsiveness, and efficiency of public service delivery.

4.2 Sustainability of public service innovation

The sustainability of public service innovation at the DPMPTSP of Kendari City and Konawe Regency is analyzed based on five key dimensions: integrated management systems, policy frameworks, leadership, community participation, and resource availability.

4.2.1 Integrated management systems

Kendari City has implemented a digital system based on OSS RBA, SPBE, and Sicantik Cloud, which enables cross-unit coordination and real-time service tracking. This system not only supports operational efficiency but is also subject to routine evaluations to ensure its adaptability to evolving service demands. The implementation of this digital infrastructure has proven effective in accelerating service delivery, enhancing transparency, and facilitating the management of human resources and technological infrastructure. As stated by the Head of the Licensing Registration Division at DPMPTSP Kendari City:

This system speeds up service delivery, increases transparency, and simplifies the management of human resources and technology infrastructure. (A, interview, 10 January 2025)

Conversely, Konawe Regency has developed an integrated cloud-based system that consolidates all service units into a single digital platform. This effort is supported by regular training for civil servants as part of a broader strategy to strengthen institutional capacity and ensure system sustainability. Inter-unit coordination has improved significantly, as all information is now accessible simultaneously and in real-time. As emphasized by the Head of DPMPTSP Konawe Regency:

> *Coordination across units has become more effective since all information is immediately available and can be monitored simultaneously. (K, interview, 14 January 2025)*

4.2.2 Policy

Both regions demonstrate a strong commitment to sustaining innovation through progressive and strategic policy frameworks. Kendari City has enacted local regulations that explicitly prioritize the digitalization of public services, budget allocations to support innovation initiatives, and performance-based evaluation mechanisms. These policies are designed to ensure the sustainability of digital transformation by reinforcing human resource and institutional capacity, as emphasized by the Head of the Publication and Information Division of Kendari City:

> *Our regulations prioritize service digitalization and staff training to ensure innovation remains sustainable. (AS, interview, 10 January 2025)*

Meanwhile, Konawe Regency has strengthened its policy framework by focusing on bureaucratic efficiency and delegating innovative authority to individual government units. This approach aims to build a more adaptive and responsive system that meets the needs of the community, as conveyed by the Head of DPMPTSP Konawe Regency:

> *Our policies focus on digitalization and reducing bureaucracy. (K, interview, 14 January 2025)*

4.2.3 Leadership

Kendari City demonstrates a transformational and proactive leadership style, where leaders are directly involved in the monitoring and reinforcement of public service innovation implementation. This form of leadership is characterized by a commitment to ensuring that all employees not only understand but are also capable of effectively operating the digital systems. As stated by the Head of DPMPTSP Kendari City:

> *We ensure that all employees understand and operate the innovation system effectively. (MFS, interview, 10 January 2025)*

Similarly, in Konawe Regency, leadership plays a pivotal role in driving innovation. The agency head functions as a change agent by establishing internal innovation teams and facilitating inter-unit collaboration to strengthen the digital ecosystem. This adaptive and innovation-oriented leadership is reflected in the following statement:

I always encourage openness to change and the wise use of technology. (K, interview, 14 January 2025)

4.2.4 Community participation

Both agencies actively involve the public through surveys, discussion forums, and digital channels as part of their efforts to improve the quality of public services. In Kendari, community participation is facilitated through the development of interactive features within online service platforms, allowing the public to provide direct feedback. As emphasized by the Head of DPMPTSP Kendari City:

Public input serves as the foundation for developing innovations. (MFS, interview, 10 January 2025)

In contrast, in Konawe Regency, public participation is regarded not merely as a consultative tool, but as a critical indicator for assessing the inclusiveness and effectiveness of the services provided. The commitment to this needs-based approach is reflected in the statement by the Head of DPMPTSP Konawe Regency:

We regularly conduct surveys and consultation forums to ensure that innovations align with community needs. (K, interview, 14 January 2025)

4.2.5 Resources

Kendari City demonstrates a strong commitment to enhancing internal capacity by allocating dedicated resources for technology development and human capital advancement. These efforts are operationalized through systematically scheduled training programs, along with consistent government support in the form of sustained investment

in both human resources and technological infrastructure. As noted by the Head of the Publication and Information Division:

The government supports innovation through continuous investment in human resources and technology. (AS, interview, 10 January 2025)

A similar commitment is evident in Konawe Regency, where budget priorities focus on upgrading service systems and providing intensive staff training. This emphasis on improving service quality is affirmed by the Head of Licensing Services at DPMPTSP Konawe Regency:

We prioritize our budget for system upgrades and staff training. (HS, interview, 15 January 2025)

4.3 Public service innovation models

This study identifies public service innovation models implemented by the DPMPTSP offices in Kendari City and Konawe Regency, classified into five categories as proposed by Efendi et al. (2022): service product innovation, service process innovation, policy innovation, service method innovation, and system innovation. Table 1 provides a concise comparison of how each innovation model is implemented in the two respective regions:

Table 1

Comparative Models of Public Service Innovation in Kendari City and Konawe Regency

Type of Innovation	Konawe Regency	Kendari City
Service Product	Digitalization of licensing services (micro-enterprises, building permits, environmental permits) for remote areas.	Implementation of OSS RBA, Sicantik Cloud, and integrated online services for civil registry, health, and licensing.
Service Process	Digital queuing system, inter-unit integration, and bureaucratic simplification.	Digitalization of front- and back-office operations; service control dashboard.
Policy	Digitalization regulations, periodic policy evaluation, and revision.	Mayor's regulation and SOPs supporting integrated systems; supervision through SP4N-LAPOR.
Service Method	Online queuing and virtual consultations tailored to local needs.	QR Code, WhatsApp Service, and e-surveys as real-time interactive methods.
System	Integrated digital management system based on cloud and real-time data.	Cloud-based system for monitoring, automated reporting, and efficient management of public services.

The following section presents a comprehensive explanation of each identified category of innovation:

4.3.1 Service product innovation

Konawe Regency has developed digital-based licensing services that enable the public to apply for various permits without having to visit the service office in person. This innovation not only enhances administrative efficiency but also expands the service reach to remote areas and includes various permit types, such as micro-enterprise licenses, building permits (IMB), and environmental permits. As one community member in Konawe stated:

> *Now I can do everything from home using the app; it's faster and more cost-effective. (L, interview, 14 January 2025)*

Meanwhile, Kendari City has strengthened public service transformation through the expansion of service types available at the Public Service Mall (MPP). This effort is supported by the use of the *Sicantik Cloud* system and the OSS RBA platform, which enable cross-sector service integration, including civil registry, health, and integrated licensing services.

4.3.2 Service process innovation

Konawe Regency has implemented a digital queuing system and inter-unit service integration as part of efforts to simplify administrative workflows. The implementation of this system has not only minimized bureaucratic complexity but also improved transparency in public service processes. As emphasized by the Head of Supervision and Control at Konawe DPMPTSP:

> *We were able to eliminate many previously complicated bureaucratic steps. (PA, interview, 14 January 2025)*

In parallel, Kendari City has accelerated service delivery by fully digitizing both front-office and back-office operations, supported by a service control dashboard that enables real-time performance and responsiveness monitoring.

4.3.3 Policy innovation

Konawe Regency has developed policies oriented toward digitalization and bureaucratic efficiency, complemented by regular evaluation and revision mechanisms to ensure continued responsiveness to service needs. As expressed by the Head of Licensing Services at Konawe DPMPTSP:

> *We conduct periodic monitoring and adjust policies as needed. (HS, interview, 14 January 2025)*

Meanwhile, Kendari City supports integrated service systems through the issuance of mayoral regulations and the development of aligned Standard Operating Procedures (SOPs). The implementation of these policies is monitored via the SP4N-LAPOR complaint system, serving as a public oversight and accountability instrument.

4.3.4 Service method innovation

Konawe Regency has adopted innovative service methods, such as online queuing and virtual consultations, which significantly improve community flexibility in accessing public services. This aligns with a statement from a community member in Konawe:

> *I can schedule my visit through the digital queue app. (L, interview, 14 January 2025)*

In contrast, Kendari City has broadened the application of digital technologies by utilizing QR Codes, WhatsApp services, and e-surveys to enhance service effectiveness and the accuracy of real-time public feedback.

4.3.5 System innovation

Konawe Regency has developed an integrated digital management system that encompasses all service units, supporting more effective and responsive data-driven decision-making processes. As noted by the Head of Licensing Services at Konawe DPMPTSP:

We use the latest technology to ensure secure data storage and stable system performance. (HS, interview, 14 January 2025)

Similarly, Kendari City has adopted a cloud-based system to improve efficiency in service management and monitoring, including automated reporting and the presentation of data through a public service dashboard.

5 DISCUSSION

This study aims to analyze public service innovation within the DPMPTSP (Investment and One-Stop Integrated Services Agency) of Kendari City and Konawe Regency through three main dimensions: the innovation process, sustainability, and innovation models. The findings reveal that, although both regions operate within the same decentralized governance framework, their innovation strategies and implementations exhibit distinct characteristics.

5.1 Innovation strategy: contrasting structural and adaptive approaches

The results indicate a divergence in innovation strategies between the two regions. Kendari City adopts a structural approach rooted in regulatory frameworks and management systems, reflecting a top-down innovation model as proposed by Chen et al. (2020). In contrast, Konawe Regency emphasizes flexibility and adaptation to local conditions, aligning with the adaptive innovation approach advocated by the OECD-OPSI (2021). Konawe's strategy also reflects community-based sustainability and empowerment values, positioning innovation not merely as a structural mandate but as a response to evolving social dynamics.

5.2 Institutional capacity and supporting infrastructure

In terms of capacity, Kendari City demonstrates strengths in system integration through the OSS RBA and Sicantik Cloud platforms, as well as ongoing human resource development. Konawe, on the other hand, excels in the efficient utilization of resources, strengthening of functional training, and optimization of digital infrastructure tailored to service demands. These findings support Sufianti et al. (2021), who emphasized that internal organizational capacity is a critical determinant of innovation sustainability. Furthermore, Konawe's emphasis on inter-unit collaboration and practice-based training aligns with, who identified adaptive capacity as a key factor in fostering public sector innovation in developing regions.

5.3 Innovation sustainability: systemic and participatory pathways

Both regions have succeeded in maintaining the sustainability of their innovations, albeit through different trajectories. Kendari focuses on integrated management systems, structured policies, and alignment with central government regulations. Conversely, Konawe maximizes participatory and community-based evaluation mechanisms. This suggests that innovation sustainability can be achieved through both formal bureaucratic channels and grassroots engagement, consistent with Söderholm et al. (2019), who underscore the role of participatory governance in ensuring the legitimacy and relevance of innovation efforts.

5.4 Innovation models: multi-dimensional integration

According to the categorization by Efendi et al. (2022) Both regions have developed innovation models encompassing product, process, policy, method, and system dimensions. Kendari excels in integrating systems and formal policies that support digital innovation, whereas Konawe stands out for its innovative service methods and flexible, adaptive delivery processes. These findings reinforce the notion that public sector innovation is not uniform but rather context-dependent, shaped by local needs, institutional capacities, and managerial approaches. This perspective also aligns with the

resource-based view (RBV) theory, which posits that innovation excellence is contingent upon the strategic management of internal resources (Wernerfelt, 1984).

5.5 Scholarly contribution and research novelty

This research offers significant contributions to the development of public administration scholarship in Indonesia by (1) providing a comparative analysis of regional public service innovation practices; (2) integrating three major theoretical frameworks. (Chen et al., 2020; Efendi et al., 2022; Sufianti et al., 2021) Into a single empirical study; and (3) presenting field data that illustrates how resource-constrained regions like Konawe can still foster sustainable innovation when supported by proactive leadership and community participation. These findings are not only practically relevant but also academically significant, enriching both the theory and practice of public service innovation at the local government level.

6 CONCLUSION

This study reveals that public service innovation at the Public Service Malls (Mall Pelayanan Publik) in Kendari City and Konawe Regency unfolds through distinct yet complementary strategies, capacities, and innovation models. Kendari City emphasizes strengthening systems and regulations through digital technologies, while Konawe Regency stands out in its focus on local adaptation, community participation, and the enhancement of flexible service delivery methods.

The findings reinforce the notion that the sustainability of public innovation is not solely determined by structural resources and regulatory frameworks but is also significantly influenced by transformative leadership and active civic engagement. Both regions have successfully developed innovation models encompassing product, process, policy, method, and system dimensions, each contextualized to the unique characteristics of their respective localities.

From a theoretical perspective, this research contributes to the growing body of literature on public sector innovation in Indonesia by offering a comparative analysis grounded in regional practices. Practically, these findings provide valuable insights and

references for other local governments in designing sustainable, inclusive, and locally responsive public service innovation strategies and policies.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

How to cite this article (APA)

Rama, M. I., Suaib, E., Utha, A., & Larisu, Z. (2026). PUBLIC SERVICE INNOVATION STUDY AT THE INVESTMENT AND ONE-STOP INTEGRATED SERVICE OFFICE OF KENDARI CITY AND KONAWE REGENCY. *Veredas Do Direito*, 23(1), e234271. https://doi.org/10.18623/rvd.v23.n1.4271