
THE ROLE OF INNOVATION IN IMPROVING PUBLIC ADMINISTRATION EFFICIENCY

Herijanto Bkti

Universitas Padjadjaran, Indonesia

herijanto.bkti@unpad.ac.id

Abstract

Article Info

Received : 25/11/22

Revised : 19/12/22

Accepted: 30/12/22

The complex challenges faced by public administration, such as the increasing complexity of societal demands, the need to maintain and improve performance, and limited resources, require innovative approaches to achieve optimal efficiency. This study aims to examine the role of innovation in increasing the efficiency of public administration. Public administration is an important component in running an effective government and providing quality services to the public. This study uses a descriptive analysis method involving literature studies and qualitative analysis. The research results show that innovation has an important role in increasing the efficiency of public administration. Innovations in public administration can include the application of information technology, development of more effective management systems, changes to policies and procedures that are more responsive, and human resource capacity building. In a broader context, innovation also involves collaboration between government, the private sector, and communities in designing innovative solutions to complex public administration problems. Through innovation, the efficiency of public administration can be increased through the use of better technology, efficient data management, and improving the quality of public services. Innovation can also speed up the decision-making process, increase transparency and accountability, and strengthen the relationship between government and society.

Keywords: : Innovation, Efficiency, Administration, Human Resources

1. INTRODUCTION

Public administration is one of the main pillars in an effective government system and serves as the backbone in the delivery of quality public services (Muliawaty & Hendryawan, 2020). However, public administration is often faced with various complex challenges, including the increasing complexity of societal demands, the need to maintain and improve performance, and limited available resources (Mindarti, 2016). To face this challenge, it is necessary to have an innovative approach that can increase the efficiency of public administration.

Innovation has become an integral part of public administration in Indonesia, both at the central and regional government levels. Changes and dynamics of societal demands have encouraged public organizations to adopt innovation as a strategy to improve their performance in producing goods and services (Sururi, 2017). Public organizations are expected to be able to create new products, develop new structures, build new relationships, and create new cultures. In the context of public services, principles based on effectiveness, efficiency and productivity are important, replacing the "as long as they are served" approach which was previously more dominant (Salam, 2021).

In public organizations and central and regional governments, demands for innovation require serious attention and must be carried out in an integrated and simultaneous manner. This is important because innovations that are carried out in an integrated and simultaneous manner have a broad impact on all parts of the organization. If innovation is carried out partially, only certain parts of the organization will be affected, and this has less effect and impact factors on the vision and mission of the organization (Putri & Mutiarin, 2018)

In an era that continues to develop and is colored by technological advances, innovation has a very important role in increasing the efficiency of public administration. Innovation can involve the use of sophisticated information technology, the development of more effective management systems, changes to policies and procedures that are more responsive, and human resource capacity building. In addition, innovation also involves collaboration between the government, the private sector and the community in designing innovative solutions to overcome challenges faced by public administration (Aziz et al., 2021).

In Indonesia, the implementation of regulations regarding innovation is contained in Law Number 23 of 2014. It states that innovation is needed in order to improve the performance of government administration, both central and regional governments (Soeprapto, 2003; Mariane et al., 2022). The development of public administration in Indonesia has undergone a significant transformation. One of the important developments in public administration in Indonesia is the use of information and communication technology (ICT). The government has implemented various electronic systems and platforms to facilitate access and public services, such as online registration systems, electronic payments, and e-government services (Rambe, 2022). In addition, the Indonesian government has also implemented the principles of good governance in public administration. These principles include transparency, accountability, public participation and the rule of law. The government is trying to build a more open system, where public information is easily accessible to the public, and the decision-making process is carried out in a transparent and accountable manner (Budisetyowati, 2017).

However, despite the positive developments, there are still some challenges facing public administration in Indonesia. Some of these challenges include bureaucratic complexity, corruption, lack of coordination between agencies, and regional inequality in public services (Solomon, 2011). According to Tri Widodo Utomo (2016), although innovation in Indonesia has experienced rapid development, it is still carried out partially, piecemeal, and stagnant. The innovations carried out are partial because they are not automatically connected with other innovations. The lack of linkages with the organization's roadmap and the lack of a long-term vision became obstacles. In addition, innovations are carried out piecemeal or one at a time, so they do not have a large and collective impact. As a result, innovation becomes stagnant and does not provide significant changes. In fact, the five-year development plan has not fully accommodated the need for innovation. Therefore, innovation in public organizations requires collaboration and elaboration that enable effective change (Islah, 2018; Achmad et al., 2023).

In this context, this study aims to examine the role of innovation in increasing the efficiency of public administration. By gaining a better understanding of how innovation can be implemented effectively in public administration, it can be expected that the results of this research will make a significant contribution to the development of public policy and best practice in public administration. By implementing innovation, it is hoped that the efficiency of public administration can be increased, decision-making can be accelerated, transparency and accountability can be increased, and the relationship between the government and the community can be strengthened.

This research can be a driving force for change and progress in public administration in Indonesia. Through in-depth research, innovative solutions can be found to improve the efficiency of public administration. The findings and recommendations from this research can become the basis for policy change, strategy development, and system improvement in public administration. Besides that, this research will contribute to knowledge and academic literature related to public administration and innovation. Research findings can be published in scientific journals or disseminated through academic conferences, so that they can become a reference for researchers and practitioners in the field of public administration.

2. METHODS

The method used in this research is a qualitative approach. Qualitative research methods are approaches in research that are used to understand and explain phenomena in complex and deep contexts. This method focuses on the interpretation of the subjective meaning given by the individual

or group under study. The main objective of qualitative research methods is to explore a deep understanding of perceptions, experiences, beliefs, and human interactions (Sugiyono, 2011; Yulianah, 2022). Researchers use a survey technique of academic literature in the field of public administration to obtain concepts that are relevant to public policy innovation. In addition, data collection was carried out by tracing various sources such as government documents and mass media reports, which are secondary data. The data is then processed and described in narrative form according to research needs. Furthermore, data analysis is carried out based on the theory and concept of public administration, and the data interpretation process is carried out to obtain a deeper understanding.

3. RESULTS AND DISCUSSION

A. Scope of Innovation in Public Administration

The United Nations Department of Economic and Social Affairs (2006) provides an analysis of innovation as part of the revitalization of public administration, there are innovations and experiments in the central and regional governments, especially in the field of services and are currently taking place in various parts of the world as part of the government's efforts to revitalizing public administration (Saleh, 2020; Achmad, 2023). This exchange and sharing of innovative experiences can create "new knowledge" that is accessible to countries around the world. In the current era, innovations in public administration can include the application of information technology, the development of more effective management systems, changes in policies and procedures that are more responsive, as well as the development of human resource capacity, along with the explanation.

a) Application of information technology

In the current era, the application of information technology has become an important aspect of public administration innovation. The application of information technology has great potential to increase the efficiency, transparency and quality of public services. The purpose of implementing information technology in public administration is to utilize various tools and systems supported by information technology to speed up and simplify administrative processes, improve accessibility and quality of public services, and improve interaction between government and society.

One example of the application of information technology in public administration is the use of e-government systems. Through this system, the public can access information and public services electronically, including the registration process, paying taxes, applying for permits, or making complaints. With the existence of e-government, administrative processes can be carried out online, reducing bureaucracy and time needed, and speeding up responses to community requests.

In addition, information technology also enables the use of big data and in-depth data analysis in public administration. By collecting and analyzing relevant data, governments can gain better insights into people's needs, trends and challenges they face. This can be used to plan more effective policies, optimize resource allocation, and provide more targeted services.

The application of information technology in public administration also includes the use of an integrated information management system. This system allows various units and departments within public organizations to share information efficiently, reduce data duplication, and improve coordination between agencies. With an integrated information management system, the decision-making process can be carried out more accurately and in a timely manner.

b) Development of a more effective management system

The development of more effective management systems is an important part of innovation in public administration. The purpose of developing a more effective management system is to adopt a more directed, structured and efficient approach in managing administrative resources, processes and activities in public organizations.

One important aspect in developing a more effective management system is mapping and redesigning work processes. In public administration, there are various processes involving various stages and related parties. By conducting a comprehensive mapping of work processes, potential improvements can be identified, eliminating overlapping, and simplifying inefficient processes.

Through redesigning work processes, public organizations can eliminate bottlenecks, reduce redundant bureaucracy, and increase productivity.

In addition, the development of a more effective management system also includes the use of modern management methods and tools. For example, the application of performance-based management methods that lead to the establishment of clear performance indicators, accurate measurements, and results-oriented management. By adopting this approach, public organizations can systematically monitor and evaluate performance, identify weaknesses, and take appropriate corrective actions.

The development of a more effective management system also involves the use of sophisticated technology and information systems. Management systems supported by information technology can facilitate data management, information processing, and tracking of organizational activities. For example, the use of an electronically integrated financial management system can improve the accuracy of budget management and payments, as well as speed up financial reporting.

It is also important to improve human resource capabilities in the management system. Training and development of managerial skills as well as introduction to good management practices will help increase the effectiveness of public administration management. In addition, collaboration between units and related parties also needs to be improved in order to develop a more effective management system. This collaboration enables the exchange of information, coordination, and synergy between units in achieving organizational goals effectively.

c) Changes in policies and procedures that are more responsive

Changes in policies and procedures that are more responsive are an important aspect of public administration innovation. The purpose of changing policies and procedures to be more responsive is to make adjustments and changes in administrative policies and procedures in order to provide a more rapid, relevant and adaptive response to societal developments and needs.

In the context of public administration, policies are guidelines or rules governing various activities and actions in public organizations. When there are changes in the social, economic, political or technological environment, policy changes are needed so that public organizations can remain relevant and provide effective services. Policy changes can involve revising existing policies, developing new policies, or removing policies that are no longer relevant.

In addition, changes in administrative procedures are also important to create better responsiveness in public administration. Administrative procedures are the steps or sequence of activities that must be followed in carrying out administrative tasks (Soeradi et al., 2023). By updating and simplifying procedures, public organizations can reduce redundant bureaucracy, speed up response time to public requests, and improve administrative management efficiency.

Changes in policies and procedures that are more responsive also involve community participation in the decision-making process. In the context of democracy, public participation is considered important to ensure that policies and procedures are produced according to the needs and aspirations of the people. Communities have direct experience with public services and a deep understanding of the issues at hand. By involving the community in the decision-making process, policies and procedures can be more accurate, relevant and implemented with stronger support and legitimacy.

In addition, changes in policies and procedures that are more responsive also mean that there is a continuous evaluation and monitoring mechanism. Evaluation and monitoring are carried out to measure the performance of policies and procedures that have been implemented, as well as to identify weaknesses and opportunities for improvement. With the existence of a systematic evaluation mechanism, public organizations can make continuous improvements, optimize results, and increase public satisfaction with the public services provided.

d) Development of human resource capacity

Human resource capacity building is an important aspect of public administration innovation. The purpose of human resource capacity development is an effort to improve the quality, skills,

knowledge and competence of employees or apparatus in carrying out administrative tasks. In the context of public administration, employees or apparatus play a very vital role in providing services to the community. Human resource capacity development aims to improve their ability to carry out administrative tasks properly and effectively. This can be done through various activities such as training, skills development, further education, and career development programs.

Human resource capacity building also includes increasing understanding and application of good management practices in public administration. This includes an understanding of management principles, the effective use of management methods and tools, and the ability to manage change and innovation. By increasing the capacity of human resources, public organizations can face challenges that continue to grow better, improve service quality, and achieve organizational goals more efficiently.

In addition, human resource capacity building also involves establishing an organizational culture that supports learning and innovation. This includes creating a work environment that is inclusive, collaborative, and encourages the active participation and contribution of employees. In an organizational culture that supports the development of human resource capacity, employees are valued, encouraged to continue learning and self-development, and given the opportunity to contribute to improving the quality of public administration.

Human resource capacity building also involves implementing good performance management practices, such as setting clear goals, regular performance measurement, constructive feedback, and recognition of good achievements. With good performance management practices, public organizations can identify the strengths and weaknesses of employees, provide appropriate guidance and development, and increase their motivation and involvement in carrying out administrative tasks.

In a broader context, innovation in public administration also involves collaboration between the government, the private sector and society. This collaboration aims to design innovative solutions in dealing with complex and demanding public administration problems. Collaboration between the government, the private sector and the community can create synergies and greater joint strength in producing effective and efficient solutions. The government as regulator and power holder has a role in providing frameworks and policies that support public administration innovation. The private sector, with its knowledge and resources, can contribute to the development of innovative management technologies, systems and practices. Meanwhile, community participation as users of public services is very important to understand their needs, aspirations and expectations so that the resulting solutions can be more relevant and useful.

Collaboration between the government, the private sector and the community in public administration innovation also allows for the exchange of knowledge, experiences and best practices. Governments can learn from the experience of the private sector in implementing innovative solutions and adopting effective management practices. The private sector can better understand community needs through their participation in the development of public administration solutions. Communities can also contribute by providing input, feedback, and understanding of the realities encountered on the ground.

In addition, collaboration in public administration innovation can also increase accountability and transparency. By involving various parties, decisions and actions taken can be accounted for more broadly and the community can monitor progress and results. This can help create a more trusted public administration system and strengthen links between government, the private sector, and communities.

B. The Role of Innovation in Improving the Efficiency of Public Administration

Closely related to public administration conceptually, the researchers put forward several roles of innovation in increasing the efficiency of public administration, these roles include better use of technology, efficient data management, and improving the quality of public services, as follows:

a) Good use of technology

Through the role of innovation, the efficiency of public administration can be increased by using better technology. The use of technology in public administration has great potential to optimize processes, reduce bureaucracy, and improve services to the public. First, the use of information and communication technology (ICT) can accelerate access to and exchange of information between various

public administration units and institutions. With an integrated system, data and information can be easily accessed and used by various parties who need it. For example, implementing a centralized database system can reduce data duplication and facilitate access to information for public employees and the public. In addition, the use of technology such as mobile applications and digital platforms can make it easier for people to submit requests, report problems, or obtain public services quickly and efficiently.

Second, the use of technology in public administration can also increase transparency and accountability. With an electronically documented system, public administration processes can be monitored and evaluated more easily. Information regarding public administration procedures, policies and decisions can be accessed openly by the public, thus encouraging public participation and reducing the risk of corruption. For example, implementing e-procurement in the procurement of public goods and services can reduce opportunities for corrupt practices, as well as provide equal opportunities for vendors to compete.

Third, the use of technology in public administration can also improve operational efficiency. Process automation that was previously done manually can reduce the time and cost required. For example, the use of a personnel and payroll administration automation system can reduce data input errors, speed up data processing, and avoid duplication of work. With the right use of technology, public administration can experience significant improvements in terms of efficiency, productivity and resource savings.

However, it should be remembered that the use of technology in public administration also presents challenges and risks that need to be managed properly. Clear policies are needed in the development and use of technology, as well as efforts to ensure data security and public privacy. In addition, training and increasing the capacity of human resources in operating and utilizing technology is also the key to success in increasing the efficiency of public administration through the use of technology.

b) Efficient data management

Efficient data management is an important aspect in increasing the efficiency of public administration. In today's digital era, the volume of data generated by government agencies continues to increase. Therefore, a systematic and directed approach is needed in data management to ensure that data is available, accurate, and can be used effectively. First, efficient data management involves selecting and implementing an appropriate data management system. This includes selecting appropriate technology and infrastructure, developing data management policies and procedures, and training public officials in the use of data management systems. With the right system, data can be stored, accessed and managed easily, reducing the time needed to find information and avoiding data duplication.

Second, the importance of standards and good data quality. Quality data has high integrity, is accurate, relevant and reliable. To achieve this, clear policies and procedures for data collection, processing and maintenance are needed. Standardization of data formats, validation and data verification also needs to be implemented to ensure the consistency and reliability of the information produced. With good data quality, data-based decision making can be carried out more precisely and efficiently.

In addition, efficient data management also involves data security and privacy. Protection of personal data and sensitive information is a major concern in public administration. Policies and mechanisms are needed that regulate access, use, and secure data storage. The preparation of a clear privacy policy and the implementation of strict access controls can prevent data misuse and maintain public trust in public administration.

The benefit of efficient data management is the ability to make better and faster decisions. Data that is regularly available and updated allows for better analysis, identification of trends and more accurate predictions. With a deep understanding of the data they have, government agencies can respond effectively to change, improve work processes and improve operational efficiency.

c) Improving the quality of public services.

Improving the quality of public services is an important aspect of public administration innovation. Quality public services can provide direct benefits to the public, increase their satisfaction, and build trust in the government. First, improving the quality of public services involves the development and implementation of clear and measurable service standards. Well-defined service standards help ensure that the services provided are consistent, transparent and in accordance with community expectations. This includes fast response times, availability of accurate information, ease of access, and effective resolution of requests and problems faced by the community.

Second, there needs to be innovation in the provision of public services. Innovation in public services includes the development of new service models, the use of information technology, and the application of best practices in providing more efficient and effective services (Muliawaty et al., 2022). For example, implementing an online system for registration and application submission, electronic payments, or services through mobile applications can increase convenience and accessibility for the community. In addition, improving the quality of public services also requires attention to the competence and attitudes of public employees in serving the community. Training and development of human resources related to public services needs to be strengthened to improve communication skills, empathy, and knowledge about community needs and expectations. Improving the quality of public services can also involve community participation in the process of planning and evaluating services, thereby ensuring that the interests of the community are truly represented in the provision of services.

The benefit of improving the quality of public services is increasing public satisfaction and trust in the government. Quality services can help improve people's quality of life, support economic development, and create a better environment. With increasing public trust, the relationship between the government and the community becomes more harmonious and mutually supportive, thereby strengthening the government's legitimacy in carrying out administrative tasks.

4. CONCLUSION

Problems in the development of public administration in Indonesia include the low application of information technology, an ineffective management system, unresponsive policies and procedures, and a lack of human resource capacity development. To overcome these problems, innovation can be carried out through the application of better information technology, the development of an effective management system, changes in responsive policies and procedures, as well as the development of human resource capacity. In a broader context, innovation also involves collaboration between government, the private sector, and communities in designing innovative solutions to complex public administration problems. This collaboration enables the development of more holistic solutions and empowers the community in the decision-making process. Through innovation, the efficiency of public administration can be increased through better use of technology, efficient data management, changes in policies and procedures that are more responsive, and human resource capacity development. Innovation also contributes to improving the quality of public services through the development of clear service standards, innovation in service delivery, and increasing the competence of public employees. By conducting in-depth research on the role of innovation in improving the efficiency of public administration, it can be identified the challenges faced, problems that must be overcome, and steps that can be taken to improve the efficiency of public administration. In doing so, this research provides a better understanding of the importance of innovation in public administration and provides a foundation for further improvement and development in this field.

REFERENCES

- [1] Achmad, W. (2023). The Effectiveness of Earthquake Disaster Management Policy in Indonesia. *Ganaya: Jurnal Ilmu Sosial dan Humaniora*, 6(2), 367-377.
- [2] Achmad, W., Sidiq, S. S., & Prawira, R. Y. (2023). Analysis of the Factors Affecting Poverty in Padasari Village. *Jurnal Ilmu Sosial dan Humaniora*, 12(1), 189-194.

- [3] Aziz, F. N., Mubin, F., Hidayat, R. J. P., Nurjaman, A., Romadhan, A. A., Sulistyaningsih, T., & Hijri, Y. S. (2021). Bagaimana Teknologi Informasi dan Komunikasi Bertransformasi Menjadi Inovasi Pelayanan Publik?. *PERSPEKTIF*, 10(2), 616-626.
- [4] Budisetyowati, D. A. (2017). Prinsip-Prinsip Good Governance Dalam Pelayanan Publik. *Al-Qisth Law Review*, 1(1), 11.
- [5] Islah, K. (2018). Peluang dan tantangan pemanfaatan teknologi big data untuk mengintegrasikan pelayanan publik pemerintah. *Jurnal Reformasi Administrasi: Jurnal Ilmiah untuk Mewujudkan Masyarakat Madani*, 5(2), 130-138.
- [6] Mariane, I., Erna, E., Yusuf, Y., Ardiati, R. L., & Achmad, W. (2022). Implementation of Good Environmental Governance in Handling Waste in Watersheds (DAS). *Res Militaris*, 12(2), 3455-3463.
- [7] Mindarti, L. I. (2016). *Aneka Pendekatan dan Teori dasar administrasi publik*. Universitas Brawijaya Press.
- [8] Muliauwaty, L., & Hendryawan, S. (2020). Peranan e-government dalam pelayanan publik (studi kasus: Mal pelayanan publik Kabupaten Sumedang). *Kebijakan: Jurnal Ilmu Administrasi*, 11(2), 45-57.
- [9] Muliauwaty, L., Firdausijah, R. T., & Achmad, W. (2022). Implementation of Waste Management Policies by the Main Waste Bank in Realizing the Effectiveness of the Waste Program in the City of Bandung. *resmilitaris*, 12(2), 1906-1913.
- [10] Putri, L. D. M., & Mutiarin, D. (2018). Efektifitas inovasi kebijakan publik; Pengaruhnya pada kualitas pelayanan publik di Indonesia. *J. Ilmu Pemerintah*, 3(9).
- [11] Rambe, M. (2022). Perbandingan Perkembangan Administrasi Publik Di Australia Dan Indonesia Dalam Penerapan E-Government. *JURNAL HUKUM, POLITIK DAN ILMU SOSIAL*, 1(3), 232-248.
- [12] Salam, R. (2021). Perubahan dan inovasi pelayanan publik di era new normal pandemi covid-19. *Journal of Public Administration and Government*, 3(1), 28-36.
- [13] Saleh, M. (2020). Pdpgr (Program Daerah Pemberdayaan Gotong Goyong) sebagai Inovasi dalam Penanganan Percepatan Rehabilitasi dan Rekonstruksi Pasca Gempa Bumi di Kabupaten Sumbawa Barat. *Jurnal Tambora*, 4(3), 13-20.
- [14] Salomo, R. V. (2011). Scenario Indonesia tahun 2025 dan tantangan yang dihadapi oleh administrasi publik. *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi dan Organisasi*, 16(2).
- [15] Soeari, E. K., Ilhami, R., & Achmad, W. (2023). The Role of Leadership in the Development of Public Organizations. *Journal of Governance*, 7(4), 877-884.
- [16] Soeprapto, R. (2003). Pengembangan Kapasitas Pemerintah Daerah Menuju Good Governance. *Jurnal Ilmiah Administrasi Publik FIA Universitas Brawijaya, Nomor, 4*, 2003.
- [17] Sugiyono, P. (2011). Metodologi penelitian kuantitatif kualitatif dan R&D. *Alfabeta, Bandung*, 62-70.
- [18] Sururi, A. (2017). Inovasi Kebijakan dalam Perspektif Administrasi Publik Menuju Terwujudnya Good Public Policy Governance. *Spirit Publik: Jurnal Administrasi Publik*, 12(2), 14-31.
- [19] Utomo, W. T. (2016). Inovasi sebagai keniscayaan baru dalam Ilmu dan Praktek Administrasi Publik di Indonesia. *Laskar Inovasi Deputi Inovasi Administrasi Negara, Jakarta*.
- [20] Yulianah, S. E. (2022). Metodologi Penelitian Sosial. CV Rey Media Grafika.