Regional Innovation Index in Malang District

(Implementation Study Of Regent Regulation Number 211 Of 2023 On Regional Innovation)

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ABSTRACT

The central government, through the Ministry of Home Affairs, annually inventories innovation reports from all regional governments, including provinces, cities/districts throughout Indonesia. The quality and quantity of the reporting results are measured to determine the Regional Innovation Index (IID). Malang Regency experiences fluctuations in both the value and ranking of its Regional Innovation Index. To analyze these conditions, this research uses a descriptive - qualitative method, by collecting data through interviews and document review. Data analysis uses interactive methods according to Miles, Huberman and Saldana.

The research results show that Malang regency until 2024 is included in the highly innovative category based on the assessment of the Innovative Government Award (IGA) although the number of values and the order of ranking fluctuates. However, there are still limitations related to the understanding of standards and policy targets, limited resources both Labor, budget and infrastructure; the absence of innovation teams specifically in Malang regency that design / accompany innovation planning to the evaluation of the Related Continuity and impact; the commitment and motivation of the implementers are diverse; there is communication in the form of socialization/technical guidance/assistance on a regular basis, also using various media as communication and information channels, either through whatsapp groups, personal or group consultations, and coming directly to Balitbangda Malang regency. This requires initiative, commitment and good cooperation between regional devices, as well as the intervention of local governments (regional leaders) in the implementation of innovation, monitoring and evaluation on a regular basis.

Keywords: Innovation Index, Implementation, Local Government.

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1. INTRODUCTION

Innovation is a new process of change in the form of Ideas, Ideas, practices, or objects/objects that are specific. This process of change can deliberately through a program that is planned and designed to achieve a specific goal. In an organization, innovation includes various aspects such as products, services, processes, business models, and new ways of solving problems and answering people's needs. The implementation of regional innovation is emphasized by Government Regulation Number 38 of 2017 concerning regional innovation. And the habit of regional innovation in Malang regency is regulated in Regent regulation number 211 of 2023 concerning regional innovation that regional innovation is all forms of renewal in local government administration. Regional innovation aims to improve the performance of Local Governance. Regional innovation targets are directed to accelerate the realization of public welfare through improving public services, empowerment and community participation, and increasing regional competitiveness. Some of the innovations implemented by the Government of Malang regency are SI PANJI (online Regional Tax Management Information System) from the regional Revenue Agency, Ketan Ireng (population and health come together) from the Department of Population and Civil Registration and Pistik Sari (thematic Village Wonosari series) from Wonosari District.

Through SI PANJI's innovation, it makes it easier for taxpayers to register, report and pay taxes online so that they do not need to come to Bapenda's office or place of payment, but simply do it from their home or workplace and make it easier for taxpayers to check their status and payment history so that transparency and increased trust from taxpayers are realized. From the implementation of the PISTIK SARI innovation carried out by Wonosari District, there are several results obtained, namely the formation of several villages/hamlets as thematic villages, including : Coffes Village Sumberdem, Flowers Village Sumberdem, KRPL Village Sumberdem; the development of marketing networks from various community groups with consumers from outside the region; increased tourist visits from various regions; the development of cooperation networks with various parties (entrepreneurs, BRI, Malang State University, and others); increased community economy and Village Revenue. KETAN IRENG innovation aims to provide convenience for the community in obtaining population administration services; bringing population administration services closer to 39 Community Health Centers, 2 regional public hospitals and 5 private hospitals, and supporting the implementation of one of the tasks of the population and Civil Registration Office to support the orderly implementation of Population Administration nationally.

The Regional Innovation Index is one indicator that shows the performance of local governments. In addition, innovation from local governments as a policy breakthrough is expected to contribute to the country in order to boost the achievement of Indonesia's position in the Global Competitiveness Index (GCI) and Global Innovation Index (GII) which is an assessment of world-level innovation. In addition, as an effort to take advantage of opportunities for the increasing trend of mobile and internet users in Indonesia, it needs to be captured by local governments through innovation. The Government of Malang regency since the IGA event and IID assessment in 2018 until 2023 is included in the very innovative category even though the ranking goes up and down. Another factor that causes the importance of local governments to innovate is to accelerate the implementation of regional autonomy goals which include improving public services, improving public welfare, and improving regional competitiveness.

On the other hand, innovation is carried out in order to change the mindset, governance, and public services. The fast-paced demands of the Times encourage the need for a new work culture in the government environment, namely by working effectively, totality, and creative thinking in solving problems. With these innovations, it is expected that local governments can provide services that are faster, easier, smarter, more convenient, better, and cheaper. Innovation also needs to be done to accelerate the achievement of the government's vision and mission and synergy between the center and the regions. Referring to the many benefits of Local Government Innovation and seen the fluctuating results of the Malang regency Regional Innovation Index, this indicates a lack of commitment and consistency as well as local government intervention in the implementation of regional innovation, such as periodic evaluation and monitoring.

2. LITERATURE REVIEW
Public Policy

Public policy is not only in the form of government regulations or decisions (formally) such as laws, government regulations and other (formal) regulations but can be programs, standards, and even activities carried out to solve public problems. According to Edward III and Sharkansky in Suwitri (2008: 10), public policy is government action in the form of programs for the achievement of goals or objectives. Public policy is what is stated and done or not done by the government that can be stipulated in legislation or in policy statements in the form of speeches and discourses expressed by political officials and government officials to then be implemented in government programs and activities.

The public policy, then implemented, is an attempt to achieve certain goals with certain means and in a certain sequence of time. Van Meter and Van Horn (in Budi Winarno, 2008) define public policy implementation as actions in previous decisions. There is also a mention that the implementation is an attempt to describe the relationship between the characteristics of public policy, the relationship of the program with its implementation. It can also be said as a study that tries to correlate implementation variables with variables of political regimes in which programs are implemented, and tries to explore general characteristics in implementation. Thus, the study of public policy implementation is an attempt to understand : what is happening in real/what is actually happening, how programs are implemented, and what events are happening, so that it will be seen that should be implemented and should not be implemented (Sadhana, 2011:177).

Van Meter and Van Horn suggest that: "to measure the performance of policy implementation must insist on certain standards and objectives to be achieved by policy implementers, policy performance is basically an assessment of the level of achievement of these standards and objectives" (Sulaeman, 1998) . According to Meter-Horn, there are six variables in policy implementation, namely: policy standards and goals / policy measures and objectives; resources (human resources, financial resources and time);   Characteristics of implementing organizations (including bureaucratic structures, norms, and relationships that occur in bureaucracy); communication that what is the standard of objectives must be understood by individuals (implementors) so that there is consistency and uniformity from various sources of information Van Horn and Van Mater (in Widodo 1974); disposition or attitude of the implementers (implementor's response to policy, cognition, namely his understanding of policy, and;   Social, economic, and political environment that policy implementation efforts require conducive external environmental conditions so that policy implementation will run smoothly and under control. The theory of Van Mater and Van Horn in this study is an indicator of the focus of the study.

Regional Innovation

Everett Rogers (1964) in his book entitled "diffusion of Innovations" explains that diffusion is a process when an innovation is communicated through several channels with a certain period of time in a social system. Rogers believed that innovation diffuses throughout society in predictable patterns. Rogers defined diffusion of innovation as a process of communicating information about a new idea that is viewed subjectively, but slowly rolling its meaning through a process of social construction so that it can be viewed objectively.

Stephen P. Robbins (2003: 571-572), states that innovation is a new idea applied to initiate or improve a product, process or service. While Rogers (1983) suggests five characteristics of innovation: relative advantage, compatibility, complexity, trialabality, ability to be observed (observabilioty so there are several types of innovation, nameStephen P. Robbins (2003: 571-572), states that innovation is a new idea applied to initiate or improve a product, process or service. While Rogers (1983) suggests five characteristics of innovation: rela023).

Organizational innovations according to Sutarno (2012: 134-135) are defined as new ways of working arrangements, and are undertaken within an organization to encourage and promote competitive advantage. At the heart of organizational innovation is the need to improve or change a product, process or service. Organizational innovation encourages individuals to think independently and creatively in applying personal knowledge to organizational challenges. All organizations can innovate including for corporate organizations, hospitals, universities, and government organizations .

Thus regional innovation is any form of reform in the administration of Local Government. So that the movement of One Device One innovation area is a movement to build a culture of work by creating/making and developing at least one innovation in each fiscal year. The set of regional innovations that have been reported to the Minister of Home Affairs as a form of reform in the administration of local government is called the Regional Innovation Index (IID). The regions in the highly innovative category achieved an IID score of 60.01 – 100; innovative category with IID score 35.00 – 60.00; less innovative category with IID score 0.01-34.99; while those who do not report or IID score 0 are included in the category cannot be assessed.

3.   OBJECTIVE OF RESEARCH

 Analyzing the Malang regency Regional Innovation Index and finding supporting and inhibiting factors for the implementation of Malang Regent regulation number 211 of 2023 on regional innovation as an effort to implement a measurable work innovation culture for increasing the Regional Innovation Index.

4.   RESEARCH METHODOLOGY

4.1 Research Approach

The approach used in this study is descriptive - qualitative. Qualitative research methods are research methods used to examine the condition of natural objects, (as opposed to experiments) where the researcher is as a key instrument, data collection techniques carried out by tringulation (combined), data analysis is indutive/qualitative and results (Sugiyono, 2016). According to Sholahuddin (2021), in qualitative research there are three components that are interrelated, namely data, analysis and interpretation procedures (interpretation), and preparation of research results. Therefore, researchers collect data and facts on phenomena (writing, speech, and behavior that can be observed from a

community, group, individual, organization) from various sources and then study them with existing theories in order to obtain comprehensive, complete, and holistic results related to the analysis of the Regional Innovation Index based on the implementation of Malang Regent regulation number 211 of 2023 on regional innovation in Malang regency.

4.2 Data Collection and Data Analysis Techniques

Data were collected through interviews, observation and study of documents. Interviews were conducted to the implementers / implementors of Regent regulation number 211 of 2023 concerning regional innovation. While the supporting data in the form of documents relating to the Regional Innovation Index, namely verification of documents from the Ministry of Home Affairs, Technical Guidelines for Regional Innovation Index, Report on the results of inputing innovations in the application of IGA (Innovative Government Award) and MADANI (Malang innovation Data).

Then the data was analyzed using interactive model analysis, proposed by Miles, Huberman, and Saldana (2014). In this study, data collection was conducted by collecting the results of interviews and documents related to the process of meeting the Regional Innovation Index indicators. Data condensation is done by the process of selection, focusing, simplifying, summarizing and changing the data derived from the records of researchers in the field, interview data, documents, and empirical data obtained from the field. The presentation of data is done by simplifying complex information into information that is relevant to the focus of research. Then the data verification / conclusion is done by compiling a narrative and then draw conclusions about the Malang Regional Innovation Index.

5. RESULT AND DISCUSSION

Malang regency is an area located in the south central part of East Java province. The topographic condition of Malang regency is a highland area surrounded by several mountains and lowlands or valleys at an altitude of 250 to 500 meters above sea level, with an area of 2,977.05 km2 whose position is separated by Malang City and Batu City. The total population of Malang regency in 2023 amounted to 2,711,102 people. The number consists of 1,363,765 men and 1,407,337 women. Based on its administrative division, Malang regency consists of 33 sub-districts which are divided into 12 kelurahan and 378 villages. This is a great potential for Malang regency to generate innovation.

Table 1. Value of Regional Innovation Index (IID) and IGA ranking Malang regency

Year	low Innovation Index value	IGA Rangking (Innovative Government Award)	Categories
2018	3500	19	Highly Innovative
2019	39.390	3	Highly Innovative
2020	8.565	9	Highly Innovative
2021	60,20	14	Highly Innovative
2022	64,83	15	Highly Innovative
2023	60,58	37	Highly Innovative
2024	67,20	39	Highly Innovative

Source: Ministry Of Internal Affairs 2018 - 2024

However, the innovations proposed by each regional device (Department/Agency/Section) , Sub-District, Puskesmas, schools and BUMD are not all registered in the data of the Malang regency Regional Research and Development Agency as the party that carries out assistance to the Regional Innovation Index. This means that the

movement of one regional device and one innovation goes well, even innovations made by more than one are practiced in each regional device, but not all of them are proposed so that it is considered that there is no innovation. This condition also shows the lack of commitment and consistency of local governments in complying with the regional innovation implementation guidelines. In the end, it affects the Regional Innovation Index of Malang regency.

1) **Implementation Of Malang Regent Regulation No. 211 Of 2023**

The researcher uses Van Meter and Van Horn's opinion as a reference in assessing the implementation of innovation in Malang regency which consists of 6 (six) variables in the Van Meter and Van Horn models, namely policy standards and goals/policy measures and objectives; resources; organizational characteristics of the implementers; the attitude of the implementers; communication between related activities and implementation activities; and the social, economic and political environment.

a. **Policy standards and goals/policy measures and objectives**

Van Meter and Van Horn (in Widodo, 2007) suggested to measure the performance of policy implementation certainly confirms certain standards and targets that must be achieved by policy implementers, policy performance is basically an assessment of the level of achievement of these standards and targets. The purpose of the policy is to improve the performance of local government administration, Foster and develop a culture of innovation, as well as the establishment of cooperation between regional devices in the framework of innovation development. The success of the development of innovation culture in local government can be measured through the achievement of the Regional Innovation Index (IID) assessed by the Ministry of Home Affairs nationally.

First, the standards and policy objectives of the Malang regency government in the implementation of regional innovation policies are strongly influenced by the level of understanding of the implementor. Data show that there are still differences in understanding of regional innovation :

a) The purpose of this policy is to increase the culture of innovation in the Malang regency government, in addition as a pressure to the regional apparatus to produce innovation. All regional devices must refer to Perbup 211 of 2023 in innovating, and innovation is not only created to defeat obligations but must also be applied and have a wide impact. But in fact, this Regent regulation has not fully become a reference for regional devices. So even though there is innovation, it is not accompanied by supporting data that can be filled in the Innovative Government Award.

b) Perbup innovation is quite effective and significant in increasing the maturity value of regional device innovation and improving IID. The policy on regional innovation through the preparation of Regent regulations is directed to provide an increase in the quantity and quality of regional innovation, as well as to meet the first indicator in reporting innovation to the Ministry of Home Affairs through the IGA (Innovative Government Award) application, namely regulatory indicators, which previous regulations were in the form of Regent decrees.

c) This policy is very helpful for regional devices to innovate more consistently, but the understanding of what has been done including innovation or not is still minimal. With the lack of understanding related to innovation, the regional devices that actually have innovated assume that what has been done is not innovation so it is not reported to Balitbangda.

Second, there is no consistency in innovation. After the innovation is created, the fulfillment of supporting data to assess its maturity cannot be fulfilled because the innovation is not carried out or is just an obligation. In addition, innovation created no renewal and no sustainability so that the innovation can not be measured impact or benefits.

b. **Resources**

In terms of resource aspects, it was found that Labor resources in the field of innovation are very limited in almost all regional devices. Apparatus assigned to the reporting of innovation concurrently with other tasks that are no less important so that often the task of innovation is ignored. In terms of budget resources, the majority of regional devices do not budget specifically for their innovations, due to budget constraints.. However, from the aspect of facilities and infrastructure resources, that most of the regional apparatus does not have adequate infrastructure in carrying out the entire process of innovation in government.

c. Characteristics Of Implementing Organizations

Description of duties and responsibilities of the implementing organization, namely the Regional Research and Development Agency as the leading sector in implementing assistance to the Regional Innovation Index has been clearly regulated that the person in charge at Balitbangda is the field of innovation and technology (Inotek), assisted by teams from outside the field of Inotek. This task is reinforced by the decree of the head of Balitbangda. Team members are given roles to accompany regional devices and are responsible for having sufficient maturity values, although there are some personnel who are less than optimal in carrying out their duties. Meanwhile, supervision and evaluation is carried out by Balitbangda as the regional device responsible for reporting innovations to the Ministry of Home Affairs. Balitbangda routinely provides training and skills development every year, both for the internal team of Balitbangda and for the Innovation team of Malang regency by organizing socialization, technical guidance on inputting innovations into IGA applications, assistant/desk innovation data for regional devices verified by the Balitbangda team. However, there is still a need for technical guidance related to how innovations are made, implemented, maintained, and have a positive impact on governance.

d. Attitude Of The Executors

Based on interviews, the findings of the level of commitment of implementers to policy vary widely. High commitment to policy implementation is found in those who feel that the policy is relevant to their duties and responsibilities, especially in regional devices that are responsible for the results of the Regional Innovation Index. But there are also a number of other implementers who are less committed to innovation. This is related to the motivation of the apparatus as the implementor. There are implementers who receive support from the leadership and supported by an adequate budget showed higher motivation compared to those who received less support. There are also implementors who have a high competitive spirit have more motivation than those who have a sense of security and comfort in the current zone.

e. Communication

Although socialization and technical guidance have been carried out every year related to the implementation of the Regional Innovation Index, some implementers stated that the communication received so far was still biased. Many do not understand what innovation and its indicators are. This is due to the turnover of personnel who handle regional innovation, because for implementers who have held the same task from year to year the communication received can be understood and executed. Actually, there are many communication media that are used as communication and information channels, either through whatsapp groups, personal or group consultations, and come directly to Balibangda Malang regency. Of course, it requires initiative and good cooperation between regional devices.

f. Social, Economic, Political Sphere

Based on interviews, it is known that political stability and support from political stakeholders greatly influence policy implementation. The change of leadership has an impact on the focus of innovation implementation, such as the findings described by the informant that innovations that have been inputted in the IGA, as the change of innovation leaders is no longer used. Thus, the socio-economic conditions of the community such as the level of education and experience and income/economic level have an impact on insight and knowledge about the importance of innovation in governance.

2) Supporting and inhibiting factors of policy implementation in Malang

The supporting factors for the implementation of Malang Regent regulation number 211 of 2023, namely : the existence of targets determined by leaders in the implementation of innovation policies; competition and rewards are still the main supporting factors for innovation; motivation from leaders both regional heads and regional apparatus leaders to provide space for the State Civil apparatus to think out of the box; The intense communication established by the regional device responsible for IID to all innovators/regional devices to report their innovations, always encourage and remind each other; there is assistance from the central government in this case the Ministry of Home Affairs and the provincial government which is supervised by the Innovation Research Agency (BRIDA) of East Java province.

While the inhibiting factors, namely: not seen the commitment of the leadership to provide decisive intervention, evaluation and control on the implementation of impactful innovations; limited resources both Labor, budget, and

adequate infrastructure; culture that does not like risk (risk aversion). This is related to the nature of innovation that has all the risks, including the risk of failure. The public sector, especially employees tend to be reluctant to deal with risk, and choose to carry out work in a procedural-administrative manner with minimal risk, and sometimes things that are out of the ordinary will cause pros and cons because people are not accustomed to change and something new; limitations for expression and fear to do things out of the box; Although communication is often carried out but still limited to reporting innovation and supporting data, for socialization or training activities related to the process of creating innovation is still very little and not widely known by the regional apparatus; there is no consistency of officers who handle innovation, often the regional apparatus sends different people to follow socialization, technical guidance and assistance, so that the results of activities become ineffective and efficient. This is not only based on the orders of the leadership who do not keep assigning personnel, but also influenced by employee mutations; different understanding of the concept of innovation, so that there is a need for standards on regional innovation.

6. CONCLUSION

Malang regency until 2024 is included in the highly innovative category based on the assessment of the Innovative Government Award (IGA) even though the number of values and the order of ranking fluctuates. However, there are limitations related to the understanding of standards and policy objectives, limited resources, both Labor, budget and infrastructure; the absence of innovation teams specifically in Malang regency that design / accompany innovation planning to evaluation related to continuity and impact; the commitment and motivation of various implementers; there is communication in the form of socialization/technical guidance / assistance on a regular basis, also using various media as communication and information channels, either through whatsapp groups, personal or group consultations, and coming directly to Balibangda Malang regency. This requires initiative, commitment and good cooperation between regional devices. Thus, the Regional Innovation Index as a system of measurement and assessment of innovation carried out by local governments can encourage innovation and creativity in local governance, change mindset, governance, and public services. All levels of Malang regency government move together to create a new work culture, namely working effectively, totality, and creative thinking in solving problems, providing services that are faster, easier, smarter, more convenient, better, and cheaper. This requires commitment and consistency as well as the intervention of local governments (regional leaders) in the implementation of innovation, monitoring and evaluation on a regular basis.

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