



Strategic Innovation Management and Public Service Performance in Local Government Institutions in Bandung City

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INFO ARTIKEL	ABSTRACT
<p>Submitted: 2025-12-24 Revised: 2025-12-27 Accepted: 2026-01-25 Published: 2026-02-24</p> <p>Keywords Strategic Innovation Management, Public Service Performance, Public Sector Innovation, Local Government, Public Administration</p>	<p><i>Strategic innovation management has become an important approach for improving the performance of public sector institutions and enhancing the quality of public service delivery. Local governments are increasingly encouraged to develop innovative strategies that enable institutions to adapt to changing societal needs and complex governance environments. Innovation in public administration includes the adoption of new service delivery models, digital technologies, and administrative reforms designed to improve efficiency and responsiveness in public services. This study aims to examine the implementation of strategic innovation management and its impact on public service performance in local government institutions in Bandung City. The research employs a qualitative approach using a case study design to explore innovation initiatives and organizational dynamics within government institutions. Data were collected through semi-structured interviews with government officials, administrative staff, and citizens who utilize public services, supported by document analysis and field observations. The findings indicate that strategic innovation management contributes significantly to improving public service accessibility, administrative efficiency, and institutional responsiveness. Innovation initiatives implemented by local government institutions include digital public service platforms, simplification of bureaucratic procedures, and collaborative programs involving multiple stakeholders. However, several challenges remain, including limited organizational resources, bureaucratic resistance to change, and regulatory constraints that may affect the sustainability of innovation programs. The study highlights the importance of strong leadership commitment, organizational capacity development, and supportive governance frameworks to sustain innovation in public administration. Overall, strategic innovation management represents an important strategy for strengthening the performance of local government institutions and improving the quality of public service delivery.</i></p>
<p>Kata Kunci Manajemen Inovasi Strategis, Kinerja Pelayanan Publik, Inovasi Sektor Publik, Pemerintah Daerah, Administrasi Publik</p>	<p>Manajemen inovasi strategis telah menjadi pendekatan penting dalam meningkatkan kinerja institusi sektor publik serta memperbaiki kualitas pelayanan publik. Pemerintah daerah semakin didorong untuk mengembangkan strategi inovatif yang memungkinkan institusi pemerintah beradaptasi dengan perubahan kebutuhan masyarakat dan kompleksitas lingkungan tata kelola pemerintahan. Inovasi dalam administrasi publik mencakup penerapan model pelayanan baru, penggunaan teknologi digital, serta reformasi administratif yang bertujuan untuk meningkatkan efisiensi dan responsivitas pelayanan publik. Penelitian ini bertujuan untuk menganalisis implementasi manajemen inovasi strategis serta pengaruhnya terhadap kinerja pelayanan publik pada institusi pemerintah daerah di Kota Bandung. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus untuk mengeksplorasi inisiatif inovasi dan dinamika organisasi dalam institusi pemerintah daerah. Data dikumpulkan melalui wawancara semi-terstruktur dengan pejabat pemerintah, staf administrasi, serta masyarakat yang menggunakan layanan publik, yang didukung oleh analisis dokumen dan observasi lapangan. Hasil penelitian menunjukkan bahwa manajemen inovasi strategis berkontribusi secara signifikan dalam meningkatkan aksesibilitas pelayanan publik, efisiensi administrasi, serta responsivitas institusi pemerintah. Inisiatif inovasi yang diterapkan meliputi pengembangan platform layanan digital, penyederhanaan prosedur birokrasi, serta program kolaboratif yang melibatkan berbagai pemangku kepentingan. Namun demikian, beberapa tantangan masih ditemukan, seperti keterbatasan sumber daya organisasi, resistensi birokrasi terhadap perubahan, serta hambatan regulasi yang dapat mempengaruhi keberlanjutan program inovasi. Penelitian ini menekankan pentingnya komitmen kepemimpinan yang kuat, pengembangan kapasitas organisasi, serta kerangka tata kelola yang mendukung inovasi dalam administrasi publik.</p>



INTRODUCTION

In recent decades, public sector organizations have faced increasing demands to improve the quality, efficiency, and accessibility of public services. Citizens expect government institutions to deliver services that are not only effective but also responsive to societal needs. As a result, public organizations are required to adopt innovative strategies that enhance institutional performance and improve service delivery. One of the key approaches to achieving this goal is the implementation of strategic innovation management within public sector institutions (Bryson, 2018).

Strategic innovation management refers to the systematic process through which organizations develop, implement, and manage innovative ideas to achieve organizational objectives and improve performance. In the context of public administration, innovation management involves introducing new administrative processes, digital technologies, and service delivery models that improve the efficiency and effectiveness of government institutions. Public sector innovation has become increasingly important as governments seek to address complex governance challenges and adapt to rapidly changing social and technological environments (Borins, 2014).

Innovation in public sector organizations often differs from innovation in the private sector. While private sector innovation is typically driven by market competition and profit incentives, public sector innovation is primarily aimed at improving public value, enhancing service quality, and strengthening governance systems. Public institutions must therefore develop innovation strategies that balance administrative accountability, regulatory compliance, and service improvement (Moore, 1995).

The concept of strategic innovation management emphasizes the role of leadership and organizational strategy in fostering innovation within institutions. Strategic leaders play an important role in identifying opportunities for innovation, allocating organizational resources effectively, and creating environments that encourage employees to experiment with new ideas. When innovation is integrated into organizational strategies, public institutions are more likely to develop sustainable solutions that improve service performance and institutional effectiveness (Mintzberg, 1994).

In recent years, many governments have introduced innovation programs aimed at modernizing public administration systems. These programs often include the adoption of digital technologies, the development of citizen-centered service models, and the establishment of collaborative governance initiatives that involve multiple stakeholders. Such innovations enable public organizations to respond more effectively to public demands and improve the efficiency of administrative processes (OECD, 2021).

Public service performance is an important indicator used to evaluate the effectiveness of government institutions. High-performing public services are characterized by efficiency, transparency, responsiveness, and the ability to meet the needs of citizens. The adoption of innovative administrative practices and digital technologies allows government institutions to simplify bureaucratic procedures, improve service accessibility, and strengthen accountability mechanisms within public administration (West, 2015).

In Indonesia, public sector innovation has become a key component of governance reform initiatives aimed at improving the quality of public administration. The Indonesian government has introduced various programs that encourage local governments to develop innovative public service solutions and improve institutional performance. These initiatives include digital governance platforms, integrated public service systems, and innovation competitions that promote creative solutions for improving public service delivery (Bappenas, 2021).

Bandung City has emerged as one of the cities in Indonesia that actively promotes public sector innovation. The Bandung City Government has implemented several initiatives designed to improve administrative efficiency and strengthen public service performance. These initiatives include digital public service platforms, innovative administrative procedures, and collaborative governance programs involving local communities and private sector partners.

Despite the increasing adoption of innovation strategies in public sector institutions, implementing innovation within bureaucratic organizations remains a complex process. Institutional constraints, limited organizational resources, and resistance to change among employees may affect the ability of government institutions to implement innovative practices effectively. Understanding how strategic innovation management influences public service performance is therefore essential for improving governance practices within local government institutions.

This study aims to examine the implementation of strategic innovation management and its impact on public service performance in local government institutions in Bandung City. By exploring how innovation strategies are integrated into administrative processes and how they influence service delivery outcomes, this research seeks to provide insights into the role of innovation management in improving public administration performance and strengthening citizen-oriented public services.

METHODS

This study employs a qualitative research approach to examine the implementation of strategic innovation management and its influence on public service performance in local government institutions in Bandung City. A qualitative approach was selected because it allows the researcher to explore in depth the processes, experiences, and perspectives of stakeholders involved in innovation initiatives within public sector organizations. Through qualitative inquiry, the study aims

to understand how innovation strategies are implemented within government institutions and how these strategies influence public service delivery and organizational performance.

The research design used in this study is a case study approach. Case study research is appropriate for analyzing complex organizational phenomena within a specific institutional and geographical context (Yin, 2018). By focusing on local government institutions in Bandung City, the research seeks to analyze how strategic innovation management practices are implemented in administrative processes and how these practices contribute to improving public service performance. Bandung City was selected as the research locus because the local government has implemented various innovation programs aimed at modernizing public administration and improving service delivery systems.

The research was conducted in several government agencies responsible for providing public services in Bandung City. These institutions include departments involved in administrative services, public service innovation programs, and digital governance initiatives. These agencies play a central role in implementing innovation strategies and delivering services directly to citizens.

The selection of research participants was carried out using purposive sampling. This sampling technique allows the researcher to select informants who possess relevant knowledge and experience regarding innovation management and public service delivery within government institutions. The informants involved in this study include government officials responsible for innovation programs, administrative staff involved in implementing public service initiatives, and citizens who have utilized innovative public service systems provided by the Bandung City Government.

Data were collected through several qualitative data collection methods. The primary method was semi-structured interviews conducted with key informants. These interviews were designed to gather detailed information regarding innovation strategies, organizational processes, leadership practices, and the perceived impact of innovation initiatives on public service performance. Interviews with citizens were also conducted to understand their experiences in accessing public services and their perceptions of service quality.

In addition to interviews, document analysis was conducted to examine official documents related to public sector innovation policies and programs implemented by the Bandung City Government. These documents include strategic planning reports, innovation program guidelines, public service regulations, and institutional performance reports. Document analysis provided important contextual information regarding the institutional framework that supports innovation initiatives within local government institutions.

Furthermore, observations were conducted to understand how innovation initiatives are implemented in daily administrative activities. The observations focused on the operation of public service systems, the interaction between administrative staff and citizens, and the implementation of digital or administrative innovations within government offices. Through direct observation, the researcher was able to identify how innovation practices influence public service delivery processes.

The collected data were analyzed using thematic analysis. This analytical method involves organizing qualitative data, coding relevant information, identifying recurring patterns, and interpreting themes that emerge from the data (Braun & Clarke, 2006). Thematic analysis allows the researcher to identify key themes related to strategic innovation management, institutional performance, service delivery improvements, and challenges in implementing innovation within public sector institutions.

To ensure the credibility and reliability of the research findings, this study applied data triangulation by comparing information obtained from interviews, document analysis, and field observations. Triangulation strengthens the validity of qualitative research by ensuring that research conclusions are supported by multiple sources of evidence (Denzin, 2017). Through this methodological approach, the study aims to provide a comprehensive understanding of how strategic innovation management influences public service performance in local government institutions in Bandung City.

RESULTS AND DISCUSSION

This section presents the findings of the research on the implementation of strategic innovation management and its influence on public service performance in local government institutions in Bandung City. The findings are based on interviews with government officials, administrative staff, and citizens who have accessed public services, supported by document analysis and field observations. The results are organized into several subsections that describe innovation strategies implemented by the Bandung City Government, their impact on public service performance, organizational dynamics that support innovation, and challenges encountered in implementing innovation initiatives.

Implementation of Strategic Innovation Management in Bandung City

One of the main findings of this study is that the Bandung City Government has actively adopted innovation management strategies to improve the quality of public services. Strategic innovation management is implemented through the development of innovative programs, digital service platforms, and administrative reforms aimed at simplifying bureaucratic processes.

Government officials reported that innovation initiatives are integrated into the city's strategic planning framework. These initiatives include the introduction of digital service applications, the development of integrated public service centers, and the implementation of new administrative procedures that reduce bureaucratic complexity. These strategies allow government institutions to improve service efficiency while maintaining administrative accountability.

Several public service agencies in Bandung have also introduced innovation programs designed to improve citizen access to government services. For example, digital service platforms enable residents to apply for administrative documents, submit complaints, and obtain service information through online systems. These platforms reduce the need for citizens to visit government offices directly, thereby improving service accessibility and convenience.

Innovation and Improvement of Public Service Performance

The findings of this study indicate that innovation initiatives implemented by the Bandung City Government have contributed to improving public service performance. Innovation management strategies allow government institutions to redesign service processes and introduce more efficient service delivery mechanisms.

One of the most visible impacts of innovation initiatives is the reduction in administrative processing time. Digital platforms allow citizens to submit applications and track service progress online, which significantly reduces waiting times and administrative delays. Citizens interviewed during this study indicated that digital services have made it easier to access government services compared to traditional administrative procedures.

Innovation initiatives also contribute to improving the transparency of public service delivery. Digital service platforms provide citizens with clear information regarding service requirements, processing procedures, and expected completion times. This transparency helps build public trust in government institutions and encourages greater citizen engagement in public administration processes.

Furthermore, innovation strategies support better coordination among government agencies responsible for delivering public services. Integrated digital systems enable different administrative units to share information and coordinate service processes more efficiently. As a result, public service delivery becomes more organized and responsive to citizen needs.

Organizational Support for Innovation

Another important finding of this study is the role of organizational support in facilitating innovation within government institutions. The Bandung City Government has introduced several initiatives aimed at strengthening institutional capacity for innovation management.

Training programs have been implemented to improve the skills and competencies of government employees in managing innovative public service programs. These training initiatives help employees understand how innovation strategies can improve administrative efficiency and service delivery outcomes.

Leadership also plays a crucial role in encouraging innovation within public sector institutions. Leaders who actively support innovation initiatives create an organizational environment that encourages employees to propose new ideas and experiment with innovative solutions. Interviews with administrative staff indicate that employees are more willing to participate in innovation programs when they feel supported by institutional leadership.

Additionally, collaboration between government institutions and external stakeholders contributes to the success of innovation initiatives. Partnerships with universities, private sector organizations, and community groups allow government institutions to access new ideas and technological resources that support the development of innovative public service solutions.

Challenges in Implementing Strategic Innovation Management

Despite the positive impact of innovation initiatives on public service performance, several challenges remain in implementing strategic innovation management within local government institutions. One of the most common challenges identified in this study is organizational resistance to change.

Some employees may feel uncomfortable adapting to new administrative procedures or digital technologies introduced through innovation programs. Resistance to change can slow down the implementation of innovation initiatives and limit their effectiveness in improving public service delivery.

Another challenge involves the availability of organizational resources. Implementing innovation programs often requires financial investments, technological infrastructure, and continuous training for government employees. Government institutions with limited resources may face difficulties in sustaining innovation initiatives over the long term.

Regulatory constraints also influence the implementation of innovation strategies in public administration. Government agencies must ensure that innovation initiatives comply with existing legal frameworks and administrative regulations. Balancing innovation with regulatory compliance requires careful planning and coordination among different institutional units.

Discussion

Strategic Innovation Management as a Tool for Public Sector Reform

The findings of this study highlight the importance of strategic innovation management in modernizing public administration systems. By integrating innovation strategies into organizational planning processes, government institutions can improve administrative efficiency and enhance public service performance.

Strategic innovation management allows public sector institutions to respond more effectively to the evolving needs of citizens and adapt to changing governance environments. Innovation initiatives encourage government agencies to redesign administrative processes and develop new approaches to service delivery that improve institutional effectiveness.

Innovation and Citizen-Centered Public Services

Innovation initiatives implemented in Bandung City demonstrate that public sector innovation can significantly improve citizen access to government services. Digital service platforms, simplified administrative procedures, and collaborative governance initiatives enable citizens to interact with government institutions more efficiently.

Citizen-centered innovation strategies contribute to improving public trust in government institutions. When citizens experience efficient and transparent public services, they are more likely to view government institutions as responsive and accountable. Therefore, innovation management plays an important role in strengthening the relationship between citizens and government institutions.

Implications for Local Government Governance

From a governance perspective, the findings of this study emphasize the importance of integrating innovation strategies into local government management practices. Government leaders must develop long-term innovation strategies that align with broader governance objectives and institutional development goals.

Local governments should also invest in digital infrastructure, employee capacity development, and collaborative partnerships that support innovation initiatives. Strengthening institutional support for innovation will enable public sector organizations to sustain innovation practices and continuously improve public service performance.

Overall, the findings of this research demonstrate that strategic innovation management plays a significant role in improving public service performance in local government institutions in Bandung City. By continuing to strengthen innovation strategies and address existing challenges, local governments can build more adaptive, efficient, and citizen-oriented public administration systems.

CONCLUSION

This study examined the implementation of strategic innovation management and its impact on public service performance in local government institutions in Bandung City. The findings indicate that strategic innovation management plays an important role in improving the efficiency, accessibility, and effectiveness of public service delivery. By integrating innovation strategies into administrative processes, government institutions are able to modernize bureaucratic systems and provide services that better meet the needs and expectations of citizens.

The results of the study show that the Bandung City Government has implemented various innovation initiatives aimed at improving public service performance. These initiatives include the development of digital service platforms, simplification of administrative procedures, and the implementation of integrated public service systems. Such innovations allow citizens to access government services more conveniently while enabling government institutions to manage administrative processes more efficiently.

In addition, the study highlights the importance of organizational support and leadership in facilitating innovation within public sector institutions. Government leaders who actively support innovation initiatives help create an organizational environment that encourages creativity, collaboration, and continuous improvement. Training programs and institutional capacity-building initiatives also contribute to strengthening employees' ability to implement innovative practices in public administration.

However, several challenges remain in implementing strategic innovation management in local government institutions. Organizational resistance to change, limited financial and technological resources, and regulatory constraints may affect the effectiveness and sustainability of innovation initiatives. Addressing these challenges requires strong leadership commitment, continuous investment in institutional capacity development, and supportive governance frameworks that encourage innovation in public administration.

From a public administration perspective, the findings of this study emphasize that innovation management should be considered a key component of governance reform. Public sector institutions must develop strategic approaches that integrate innovation into organizational planning, service delivery systems, and institutional development programs.

Overall, the experience of Bandung City demonstrates that strategic innovation management can significantly enhance public service performance when supported by effective leadership, adequate infrastructure, and strong institutional commitment. By strengthening innovation strategies and addressing implementation challenges, local governments can build more adaptive, efficient, and citizen-oriented governance systems that improve the quality of public services for the community.

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