

OPEN ACCESS

Citation: Savira, E. M., Savitri, R., Ahad, M. P. Y., Hutasoit, E., & Simanjuntak, A. W. (2022). Regional Legislative Council Service Performance Acceleration Through Innovation: Case Study of Medan Regional Legislative Council Secretariate. *Jurnal Bina Praja*, 14(1), 159–174. <https://doi.org/10.21787/jbp.14.2022.159-174>

Received: 31 January 2022

Accepted: 4 July 2022

Published: 29 April 2022

© The Author(s)



This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License.

ARTICLE

Regional Legislative Council Service Performance Acceleration Through Innovation

Case Study of Medan Regional Legislative Council Secretariate

Evi Maya Savira ¹, Renny Savitri ², Madya Putra Yaumil Ahad ³, Erisda Hutasoit ⁴, Andres Willy Simanjuntak ⁵

^{1,2,3}National Research and Innovation Agency of the Republic of Indonesia (BRIN)

^{4,5}Medan Regional Legislative Council Secretariate

evim001@brin.go.id

Abstract: Public organizations' outputs are services both inside and outside the organization. Medan Regional Legislative Council Secretariate is one of the regional apparatus organizations (OPD) whose performance output is service to the bureaucracy, which in this case is to members and leaders of the Regional Legislative Council. The service performance of the Medan Regional Legislative Council Secretariate is still considered dissatisfaction, and the Government Agency Performance Accountability Report (LAKIP) scores B. The purpose of this study is to provide an overview of the novelty of the Medan Regional Legislative Council Secretariate in accelerating its performance through a stakeholder satisfaction survey and innovation. This study uses a mixed method of both quantitative and qualitative research methods. The research questions are (1) What innovation acceleration does the Medan Regional Legislative Council Secretariate conduct to achieve organizational performance goals, and how? (2) How does the results of innovation development on the level of satisfaction of stakeholders on the performance of the Medan Regional Legislative Council Secretariate services in 2019-2021? (3) What lessons were learned from efforts to improve performance through surveys and innovations at the Secretariate? This study results from a stakeholder satisfaction survey followed up with four innovations to accelerate the performance of the Medan Regional Legislative Council Secretariate. The results of this study found that the development of these four innovations was not optimal; there was only one innovation that directly impacted organizational performance. Although technocratic studies have been carried out through stakeholder satisfaction surveys and innovation assistance, however, the innovation decisions made in the context of accelerating performance are highly dependent on the competence of human resources and priority activities.

Keywords: public sector innovation; Regional Legislative Council Innovation; stakeholder satisfaction survey; public service innovation; local government agency

1. Introduction

Regional Apparatus Organizations (OPD) are government organizations that also provide public services. OPD performance is assessed based on the services provided outside and into the bureaucracy. OPDs that provide direct services to the community are those who carry out basic service functions, whether they are included in the Minimum Service Standards (SPM) OPD group. In addition, there are also OPD whose job is to provide public services to the internal bureaucracy. The Regional Legislative Council Secretariate is one of the regional organizations that provide bureaucratic services, in this case, the leaders and members of the Regional Legislative Council.

The Medan Regional Legislative Council Secretariate, in accordance with Law Number 23 of 2014 concerning Regional Government, Article 204, is a supporting element for smoothly implementing the Regional Legislative Council's duties and authorities. In Article 31 of Government Regulation Number 18 of 2016 concerning Regional Apparatuses, it is stated that:

1. The Regional Legislative Council Secretariate is an element of administrative services and provides support for the duties and functions of the Regional Legislative Council;
2. The Regional Legislative Council Secretariate is led by someone who is technically operational under and responsible to the Mayor through the Regional Secretary;
3. The Regional Legislative Council Secretariate in carrying out its duties is to carry out secretarial and financial administrative tasks for The Regional Legislative Council, to facilitate the holding of The Regional Legislative Council meetings, and to provide and coordinate the experts required by The Regional Legislative Council.

In Medan Mayor Regulation Number 60 of 2017 concerning Details of Duties and Functions of The Medan Regional Legislative Council Secretariate, it is stated that their duties are:

1. Administration of the Regional Legislative Council Secretariate
2. Financial administration of the Regional Legislative Council
3. Facilitate the holding of Regional Legislative Council meetings
4. Provision and coordination of experts required by the Regional Legislative Council
5. Implementation of other functions assigned by the mayor related to their duties and functions.

The implementation of the duties and functions of The Medan Regional Legislative Council Secretariate is the Medan Clean Mission, which is to realize Smart, Clean, and Accountable Governance. The performance of The Medan Regional Legislative Council Secretariate is not only to fulfill public accountability but also contributes to the realization of quality regional policies through services and assistance in the preparation of academic manuscripts, facilitation of experts, and trial and recess activities. Based on the strategic planning of The Medan Regional Legislative Council for 2021–2026, it is stated that the service performance achievements of The Medan Regional Legislative Council Secretariate in 2016–2021 are as follows:

Table 1. Service Performance Achievement of The Medan Regional Legislative Council Secretariate 2016–2021

No.	Performance Indicators According to Duties and Functions	Other Indicator Targets	Regional Apparatus Strategic Planning Target (Year)					Actual Year Achievements				
			2016	2017	2018	2019	2020	2016	2017	2018	2019	2020
1	Satisfaction Index of Leaders and Members of the Medan Regional Research Council towards the Services of the Medan Regional Legislative Council Secretariate		-	-	2.5	2.6	2.7	-	-	2.87	2.67	2.72
2	Value of Performance Reports of Medan Government Agencies Regional Legislative Council Secretariate by the Inspectorate		C	C	C	B	B	-	-	C	C	B

Source: Sekretariat Daerah Kota Medan (2021)

Table 1 shows that the performance of the Medan Regional Legislative Council Secretariate is necessary because it was in the poor category (2.5) in 2018. However, in 2019 and 2020, it was 2.6 and 2.7, respectively, in fair category. Meanwhile, from the aspect of organizational performance accountability based on the value of the Government Agency Performance Report, the Medan Regional Legislative Council Secretariate was still in category C during 2016–2018 in a row and scored B from 2019–2020.

It is stated in the strategic planning of the Medan Regional Legislative Council Secretariate for 2021–2026 that service problems based on their duties and functions are:

Table 2. Service Problems for the Medan Regional Legislative Council Secretariate Based on Duties and Functions

Study Aspect	Current Achievements/ Conditions	The Standard Used	Influencing Factors		
			Internal (Authority of Regional Apparatus Work Unit)	External (Outside the Authority of Regional Apparatus Work Unit)	Regional Apparatus Work Unit Service Problems
(1)	(2)	(3)	(4)	(5)	(6)
Customer satisfaction	The level of satisfaction of Regional Legislative Council members is still at 2.6	People Satisfaction Index (IKM) Value=3	Competence of State Civil Apparatus of the Medan Regional Legislative Council Secretariate	Very high expectations from members of the Regional Legislative Council	The level of satisfaction of members of the Medan Regional Legislative Council is still low with the administrative services and facilitative support provided by the Medan Regional Legislative Council Secretariate
Human Resources	The Secretariate's State Civil Apparatus' performance has not been optimal	The average performance of the State Civil Apparatus of the DPRD Secretariate must be at least good	The quality of work coordination in the Medan Regional Legislative Council Secretariate with the equipment is still low	IT advancements that are very supportive of the convenience of administrative services to members of the Medan Regional Legislative Council	The low annual performance of the State Civil Apparatus of the Medan City Secretariate
Management	-	-	The competence of the State Civil Apparatus of the Medan DPRD Secretariate is still inadequate for carrying out the duties and functions of the agency	Lack of scholarship opportunities	Innovation is still underdeveloped at the DPRD Secretariate
	-	-	The level of commitment of the State Civil Apparatus of the Medan DPRD Secretariate in carrying out their duties and functions	-	The implementation of bureaucratic reform has not been maximized
Monitoring and evaluating	-	-	Availability of an organizational structure with a clear division of tasks and functions	-	The maturity of the Government's Internal Control System is still low

Source: Sekretariat Daerah Kota Medan (2021)

Apart from the performance problems of the Council Secretariat, as mentioned above, Medan City's innovation is also included in the fair category. Public organizations face many challenges that force them to innovate in existing processes, policies, programs, and products (van der Wal & Demircioglu, 2020). The not-yet optimal implementation of innovation in the regions is caused by several factors such

Table 3. Comparison of the Regional Innovation Index of Medan, Surabaya, and Bekasi in 2020 and 2021

No.	Year	Medan			Surabaya			Bekasi		
		Score	Ranking	Category	Score	Ranking	Category	Score	Ranking	Category
1	2020	15	87 of 93 cities	Less innovative	529	53 of 93 cities	Innovative	4,669	10 of 93 cities	Very innovative
2	2021	27.98	73 of 93 cities	Less innovative	64.70	2 of 93 cities	Very innovative	51.74	37 of 93 cities	Innovative

Source: Sekretariat Daerah Kota Medan (2021)

as regulations, institutions, culture, and leadership (Aminah & Wardani, 2018). This is in line with what Ansell and Torfing stated that efforts to improve public sector performance are carried out through strengthening leadership capacity, developing learning, experimentation, implementation, and risk management (Ansell & Torfing, 2014).

Based on some of the problems mentioned above, in 2019, the Writing Team conducted a stakeholder satisfaction survey (SSS) at the Medan City DPRD Secretariate. The survey results were followed up through performance acceleration through innovation at the Medan City DPRD Secretariate. Innovation is one way to develop performance achievements, and innovation acceleration is carried out through the innovation laboratory method developed by the State Administration Institute. This survey was conducted following the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Compiling a Community Satisfaction Survey for Public Service Providers.

This paper aims to provide an overview of the novelty in accelerating the performance of the Medan City DPRD Secretariate through stakeholder satisfaction surveys and innovations. The theory referred to in this study is the theory of public sector innovation because the main output of public sector innovation is public services into and out of the bureaucracy. As stated by the OECD, public service is one of the main activities of government agencies whose performance can be directly felt by the public. The OECD states that the Government has recognized that innovation can help improve the performance of public services in terms of output, efficiency, effectiveness, equity, and responsiveness to user needs (OECD, 2011).

In order to improve public services, innovation is needed, namely innovation in the public sector as a means to improve the efficiency and quality of government services (Torugsa & Arundel, 2016). The OECD further says that Public sector innovation does not happen by itself: problems need to be identified and ideas translated into projects that can be piloted on a small scale. Then it is implemented and disseminated because the true public sector innovation uses a new approach to create public value for individuals and society (OECD, 2017a).

Innovation is a key determinant of organizational performance, and its types and levels vary across industries (Wayne Gould, 2012). Therefore, every company that wants competitiveness and performance improvement must consider the inclusion of the right innovation strategy for the realization of the desired results (Odumeru, 2013). Because basically, public sector innovations are new ideas that work to create public value, with the following characteristics: novelty: innovations introduce new approaches relative to the context in which they are introduced; implementation: innovations must be implemented, not just ideas; and impact of innovation aimed at better public outcomes including efficiency, effectiveness, and the user or employee satisfaction (OECD, 2017b). Therefore, opportunities for innovation in the public sector can be applied in all aspects to add value to public services (Wahyudi, 2016).

Therefore, accelerating the quality of public services is a fundamental thing that needs to be done immediately (Kurniawan, 2016). The quality of public services can be accelerated through innovation. The State Administration Institute defines public sector innovation as the process by which public institutions implement policies for the public interest that are characterized by originality and results-based (Pratama, 2019).

The results of a survey conducted in 2019 showed that the leadership and members of the DPRD assessed that the performance of the Medan City DPRD Secretariate was still not optimal. In terms of index, it falls into the category of less good and not good. The following is an overview of the results of a stakeholder satisfaction survey on four types of secretariate services for the Medan City DPRD in 2019:

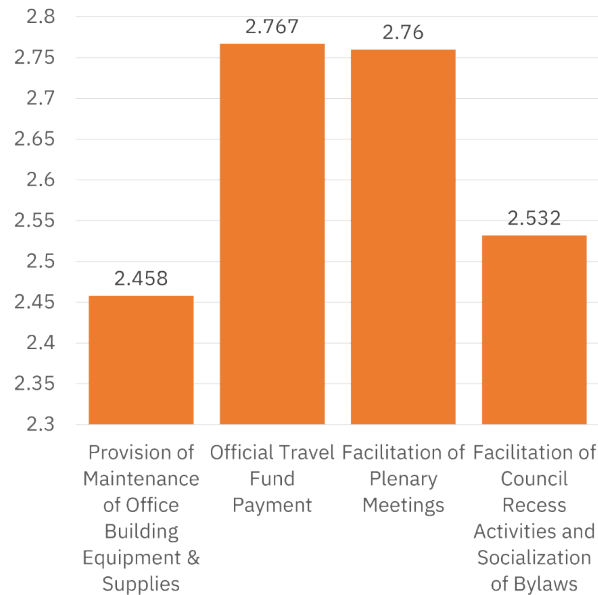


Figure 1. Stakeholders Satisfaction Index (SSI) Value of 4 Types of Medan City DPRD Secretariate Services in 2019

Source: Data Processed, 2021

Qualitative results based on interviews and observations also found several problems, such as service procedures that were not standardized, lack of professionalism, and facilities and infrastructure that were still not optimal. The survey findings are used to make improvements through service delivery innovations. As stated by Denhardt and Denhardt (2015) that public service should focus on creating solutions.

Thus, the novelty aspect of this paper is:

1. In the context of studies on regional governance, the performance of the DPRD Secretariate is rarely discussed, even though their role is very important in ensuring that the activities of regional people's representatives are carried out properly, but it is also through the DPRD Secretariate that regional policies are discussed and finalized. The aspect of good governance in carrying out the duties of the DPRD Secretariate is very important, considering that the budget managed is very large compared to other non-Minimum Service Standards Regional Apparatus Organizations, and the political aspect also greatly colors the implementation of the duties of the state servants at the Medan DPRD Secretariate.
2. Studies related to the acceleration of the performance of DPRD secretariate services through innovation have not been widely carried out by other researchers. In addition, studies related to innovation in local governments are more dominated by Regional Apparatus Organizations related to Minimum Service Standards such as Health, Education, Social Affairs, etc. Meanwhile, the innovation of the City DPRD Secretariate has an impact not only on improving governance but also on the constituents of the people's representatives. So, what has been done by the Medan City DPRD Secretariate is unique as a novelty.
3. The innovations carried out at the Medan DPRD Secretariate were formulated as a result of mapping performance problems through a stakeholder satisfaction survey so that the need for innovation is more accurate and related to organizational

performance and is part of the DPRD Secretariate's bureaucratic reform program. Innovation is not only based on external services but can be directed to internal activities to achieve the organization's goals by creating infrastructure and programs (Chen et al., 2020).

Based on the background above, the research problem in this study were:

1. What innovation acceleration does conduct by the Medan Regional Legislative Council Secretariate to achieve organizational performance goals and how?
2. How does the results of innovation development on the level of satisfaction of stakeholders on the performance of the Medan Regional Legislative Council Secretariate services in 2019–2021?
3. What are the lessons learned from efforts to improve performance through surveys and innovations at the Secretariate?

2. Methods

This study uses a mixed methods research (MMR) approach, which involves collecting data and integrating quantitative and qualitative approaches in one activity whose analysis results will be more comprehensive (Aramo-Immonen, 2013). Mixed methods research is an investigative approach that involves collecting quantitative and qualitative data, integrating two forms of data, and using a different design that may involve philosophical assumptions and theoretical frameworks (Creswell & Creswell, 2018). The research design used in this study is explanatory sequential mixed methods in which the researcher will first conduct quantitative research, analyze the results and then explain them in more detail with qualitative research (Creswell & Creswell, 2018). For more details, the following is an overview of the research process:

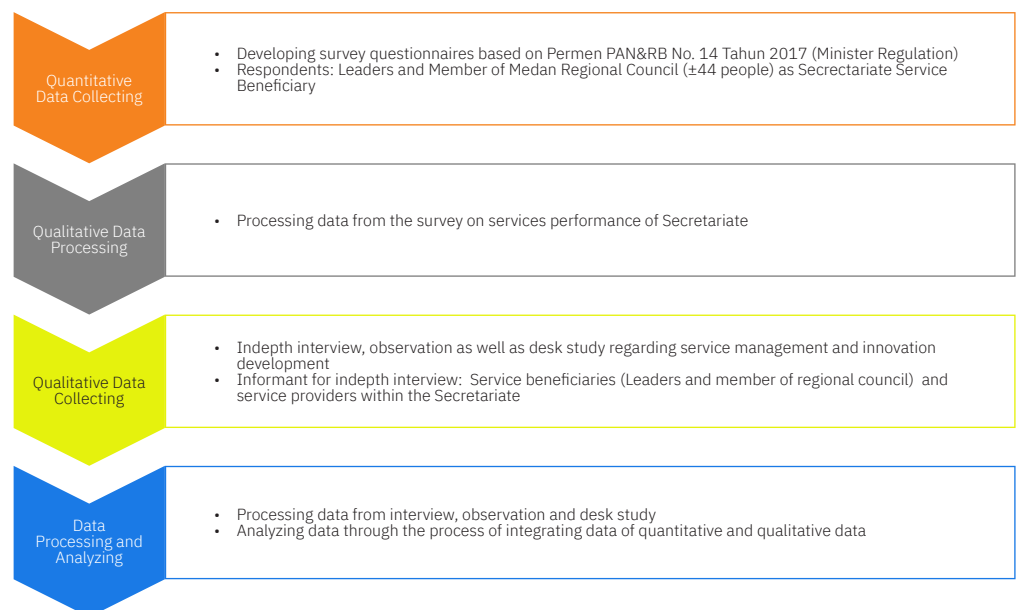


Figure 2. The Research Process

Source: Data Processed, 2021

In addition to primary data, the author also complements this research data with secondary data obtained from various scientific journals, books, regulations, information on the internet, and other relevant sources. The research was conducted at the Medan DPRD Secretariate from December 2019–December 2021. The research was not conducted throughout the year but was conducted periodically at the end of each year to evaluate service delivery for the past year. The criteria for the

evaluation of the satisfaction index are based on the Regulation of the Minister for Administrative and Bureaucratic Reform Number 14 of 2017, namely:

Table 4. Criteria for Service Recipient Stakeholders Satisfaction Index Score

Perception Value	Interval Value	Conversion Interval Value	Service Quality	Unit Performance
1	1.00–2.5996	25–64.99	D	Poor
2	2.6–3.064	65–76.60	C	Fair
3	3.0644–3.532	76.61–88.30	B	Good
4	3.5324–4.0	88.31–100.00	A	Very good

Source: The Regulation of the Minister for Administrative and Bureaucratic Reform Number 14 of 2017

In this paper, the author only discusses 4 (four) services. The basis for choosing this service is because these 4 (four) services are considered the most crucial based on the findings of problems that are always recurring and related to accountability for financial performance and organizational performance, as stated by sources from the Medan City DPRD Secretariate, namely: (1) Arrangement of Regional Property which has not been good; (2) There are repeated findings of The Audit Board of The Republic of Indonesia, especially in terms of accountability for official travel; (3) very long mail administration services; (4) Improved Meeting Minutes.

Table 5. List of Medan DPRD Secretariate Services by Organizing Work Unit

No.	Type of Service	Service Provider
1	Provision of Maintenance of Office Building Equipment & Supplies	General Affair
2	Official Travel Fund Payment	Program and Finance Section
3	Plenary Meeting Facilities	Court and Legislation Section
4	Facilitation of Recess Activities and Dissemination of Regional Regulations	Budgeting Facilitation and Monitoring Section

Source: Data Processed, 2021

3. Results and Discussion

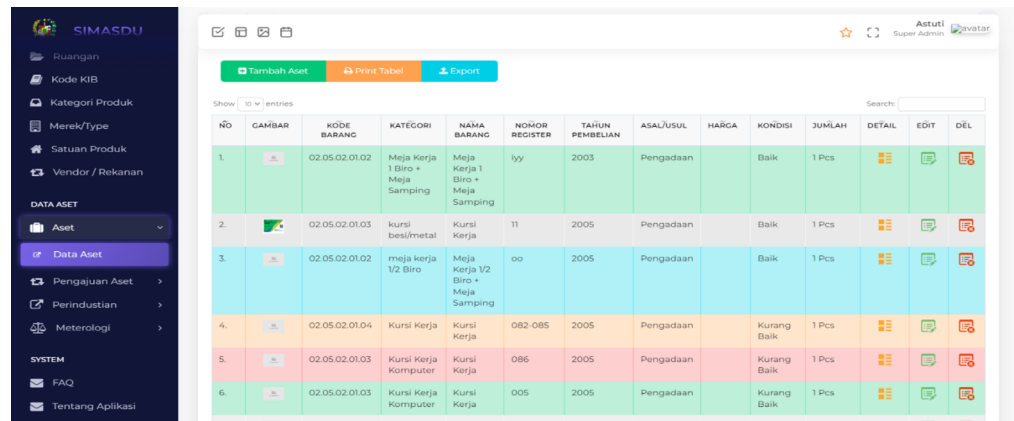
3.1. Innovation and Performance Improvement of the Medan City DPRD Secretariate

3.1.1. Integrated Asset Management System

The general department carries out the Integrated Asset Management System innovation to improve services for providing maintenance for office building equipment and supplies. This innovation was initiated because, previously, the administration and management of assets at the Medan DPRD office had not been carried out orderly. The General Section has difficulty knowing the whereabouts of all assets because, so far, asset recording has been done manually. Hence, the idea arose to administer assets through an electronic-based system called the Integrated Asset Management System (SIMASDU). The specific objectives of the Integrated Asset Management System innovation are to:

- Preventing the findings of the Audit Board of The Republic of Indonesia (BPK) regarding the assets of the Medan DPRD secretariate
- Inventorying the need for goods and assets within the Medan DPRD secretariate
- Ease of managing and reporting asset data

With this SIMASDU, it is hoped that the handling of asset problems in the Medan DPRD office will be more sustainable in the sense that it can be done by anyone in that position. Here's the SIMASDU application display:



The screenshot shows the SIMASDU application interface. On the left is a dark sidebar menu with options like 'Ruang', 'Kode KIB', 'Kategori Produk', 'Merek/Type', 'Satuan Produk', 'Vendor / Rekanan', 'DATA ASET', 'Ases', 'Data Aset', 'Pengajuan Aset', 'Perindustrian', 'Meterologi', 'SYSTEM', 'FAQ', and 'Tentang Aplikasi'. The main area displays a table of assets with columns: NO, GAMBAR, KODE BARANG, KATEGORI, NAMA BARANG, NOMOR REGISTER, TAHUN PEMBELIAN, ASAL/USUL, HARGA, KONDISI, JUMLAH, DETAIL, EDIT, and DEL. The table contains 6 rows of asset data.

NO	GAMBAR	KODE BARANG	KATEGORI	NAMA BARANG	NOMOR REGISTER	TAHUN PEMBELIAN	ASAL/USUL	HARGA	KONDISI	JUMLAH	DETAIL	EDIT	DEL
1.		02.05.02.01.02	Meja Kerja 1 Biro + Meja Sampling	Meja Kerja 1 Biro + Meja Sampling	lyy	2003	Pengadaan		Baik	1 Pcs			
2.		02.05.02.01.03	kursi besi/metal	Kursi Kerja	11	2005	Pengadaan		Baik	1 Pcs			
3.		02.05.02.01.02	meja kerja 1/2 Biro	Meja Kerja 1/2 Biro + Meja Sampling	oo	2005	Pengadaan		Baik	1 Pcs			
4.		02.05.02.01.04	Kursi Kerja	Kursi Kerja	082-085	2005	Pengadaan		Kurang Baik	1 Pcs			
5.		02.05.02.01.03	Kursi Kerja Komputer	Kursi Kerja	086	2005	Pengadaan		Baik	1 Pcs			
6.		02.05.02.01.03	Kursi Kerja Komputer	Kursi Kerja	005	2005	Pengadaan		Kurang Baik	1 Pcs			

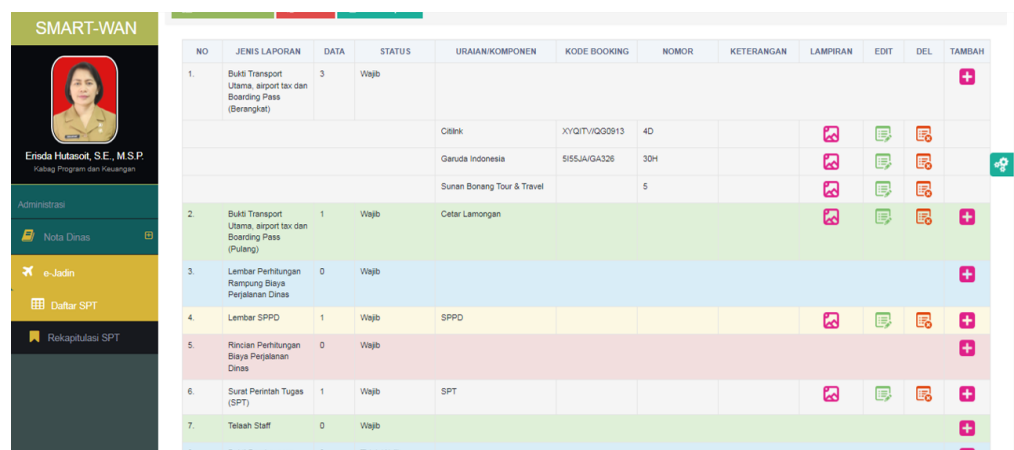
Figure 3. SIMASDU Application Display

3.1.2.e-Business Travel

Innovation of e-business travel or e-Jadin to carry out the implementation of payment services for official travel funds. Previously, paying for official travel funds at the Medan DPRD was done manually. As a result, many documents are lost/scattered, affecting the payment process for official travel funds, which is getting longer. So, from year to year, there are always findings of The Audit Board of The Republic of Indonesia related to this service. Therefore, the goal of e-Jadin innovation is:

- Facilitate the administration of business traveler
- Facilitate the process of official travel in fulfilling the completeness of the documents that have been standardized in the regulations
- Ease of sending accountability documents

So, the features in the e-Jadin application make it easier for Board members to reimburse official travel funds. Various accountability documents can be uploaded directly by Council members through this system, and Council members can monitor the payment process for official travel funds until there is a notification on the council member's gadget when the official travel money has been transferred. This innovation is expected to be useful for service providers; this innovation facilitates and reduces the risk of loss of accountability documents. As for service recipients can monitor the disbursement process of their official travel funds without having to deal with or meet face-to-face with service providers, thereby reducing the potential for extortion. The following is an example of the E-Jadin application:



The screenshot shows the SMART-WAN application interface. On the left is a sidebar menu with options like 'Administrasi', 'Nota Dinas', 'e-Jadin', 'Daftar SPT', and 'Rekapitulasi SPT'. The main area displays a table of travel reports with columns: NO, JENIS LAPORAN, DATA, STATUS, URAIAN/KOMPONEN, KODE BOOKING, NOMOR, KETERANGAN, LAMPIRAN, EDIT, DEL, and TAMBAH. The table contains 8 rows of report data.

NO	JENIS LAPORAN	DATA	STATUS	URAIAN/KOMPONEN	KODE BOOKING	NOMOR	KETERANGAN	LAMPIRAN	EDIT	DEL	TAMBAH
1.	Bukti Transport Utama, airport tax dan Boarding Pass (Berangkat)	3	Wajib								
				Citlik	XYQITVIGQ0913	4D					
				Garuda Indonesia	5H5JA/GA326	30H					
				Sunan Bonang Tour & Travel		5					
2.	Bukti Transport Utama, airport tax dan Boarding Pass (Pulang)	1	Wajib	Citar Lamongan							
3.	Lembar Perhitungan Ramping Biaya Perjalanan Dinas	0	Wajib								
4.	Lembar SPPO	1	Wajib	SPPO							
5.	Rincian Perhitungan Biaya Perjalanan Dinas	0	Wajib								
6.	Surat Perintah Tugas (SPT)	1	Wajib	SPT							
7.	Telaah Staff	0	Wajib								
8.	Bukti Pembayaran	2	Tidak Wajib								

Figure 4. Display of the E-Jadin Application

3.1.3.Voice to Text

Minutes or a summary of the results of the meeting become an important note in a meeting. The Judiciary and Legislation Section have developed an innovation for meeting minutes, voice to text. The voice-to-text innovation is in the form of using an application that can convert the voices of Council members into minutes and display them in real-time. This innovation was developed to support the implementation of plenary meeting facilitation services.

This innovation is a response to the complaints of council members because, so far, the minute of the resulting meeting is considered incomplete and cannot even capture the substance discussed in a meeting, especially the plenary meeting.

3.1.4.e-Reses

The e-Reses innovation is a feature developed by the budgeting and oversight facilitation section for documenting community aspirations to council members during recess. If previously the documentation of community aspirations in reses was done manually, then with e-Reses the documentation of community aspirations was done digitally. The goal of e-Reses innovation:

- The implementation of the reses is more organized and in accordance with the needs at the reses location;
- Facilitate the Regional Legislative Council Secretariate in documenting activities to be published on social media;
- Avoiding irregularities in reses activities.

3.2. Results of Innovation Development on Stakeholders' Satisfaction Levels With the Performance of Medan Regional Legislative Council Secretariate Services in 2019–2021

Mapping problems and stakeholder needs is an urgency to accelerate performance through innovation. Boon and Edler said that needs and demands are the basis for determining how to articulate needs into demands that must be met (Boon & Edler, 2018). To prevent innovation failure, Torfing says never to treat innovation as a fixed structure that cannot be changed (Torfing, 2019). For this reason, it is necessary to evaluate through a stakeholder satisfaction survey the service performance of the Medan Regional Legislative Council Secretariate. The results of a study of 4 types of services for the last 3 (three) years are as follows:

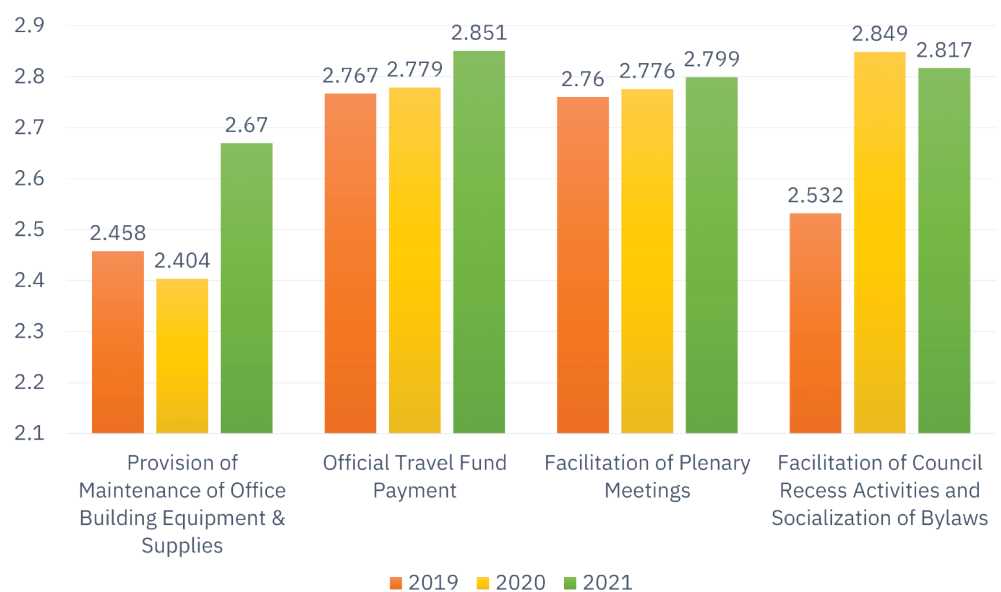


Figure 5. Value of Stakeholders Satisfaction Index 4 Types of Secretariate Services for Medan City DPRD 2019–2021

Source: Data Processed, 2021

From Figure 5, it can be seen that 2 (two) services have consistently increased in the last two years, namely payment services for official travel funds and plenary meeting facilitation services. Analysis of fluctuations in the value of SSI 4 (four) types of these services during 2019–2021 will be discussed one by one in the following description.

3.2.1. Office Building Equipment & Supplies Maintenance Service

The SSI value for this service has fluctuated quite significantly over the last three years, namely 2.458 (2019), then decreased to 2.404 (2020) and increased to 2.670 (2021). The following is the average value of 8 variables for the service of providing maintenance of office building equipment & supplies.

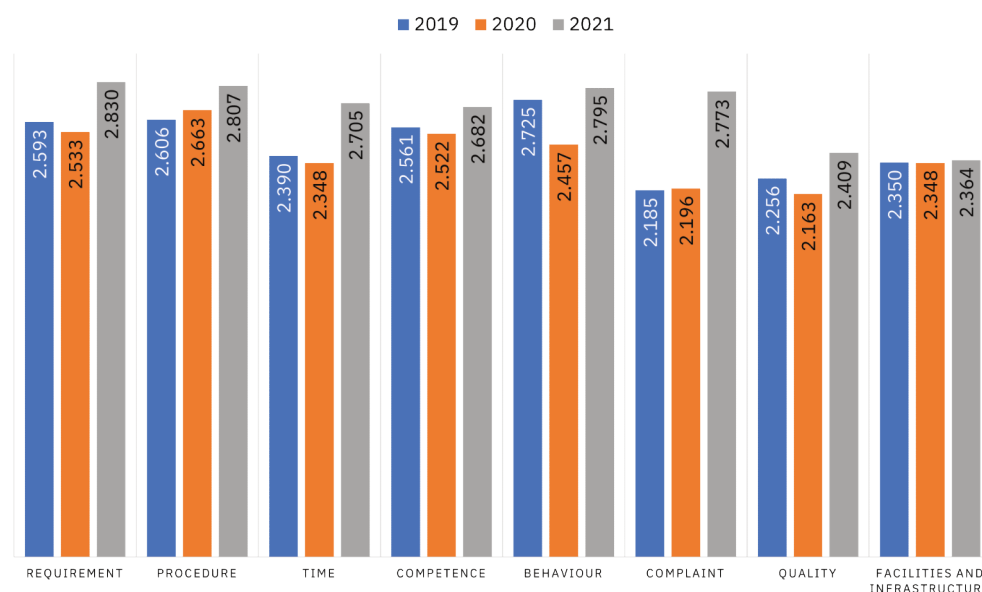


Figure 6. Average Value of Each Variable for Service Provision for Office Building Equipment & Supplies Maintenance in 2019–2021

Source: Data Processed, 2021

Based on the results of questionnaires and interviews in 2019, it is known that the most problematic variables in this service are related to complaints, product quality, and service specifications. In addition, the organizers are also considered unable to see the priority scale in the procurement of goods, so sometimes the organizers procure goods that are not needed. On the one hand, some goods are more needed.

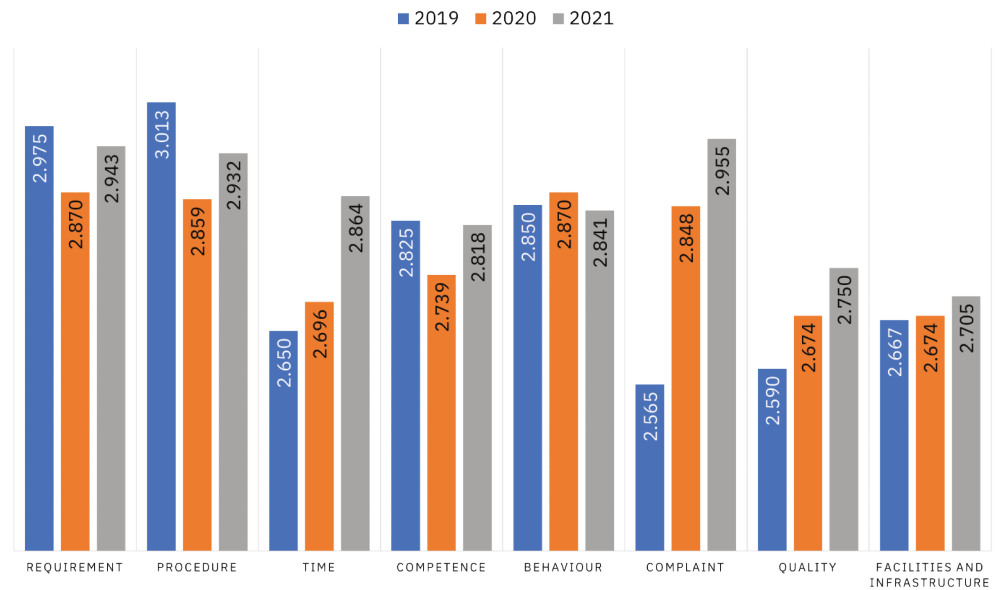
In 2020 the equipment sub-section initiated the innovation of “SIMASDU,” or an integrated asset management system. This innovation is in the form of features included in the SMART-WAN application that accommodates asset recording, asset coding, KIP, and KIR, as well as asset labeling in the form of barcodes. This innovation aims to create accurate and comprehensive asset management. In the 4th quarter of 2021, efforts to improve services began by opening communications and complaints from leaders and members of the DPRD regarding this service. As an implication, the SSI value of this service will also increase significantly to 2.670 in 2021.

3.2.2. Business Travel Fund Payment Service

The SSI value of this service has consistently increased, namely 2.767 (2019), 2.779 (2020), and 2.851 (2021). Although it always increases, it turns out that in terms of criteria, the SSI value for the last three years is still in the fair category. Figure 7 is the average value of 8 variables for official travel fund payment services.

From the graph above, it can be seen that in 2019, some of the variables that received the lowest scores were complaints, service quality, and completion time. Because of these three things, service providers have initiated the innovation of “E-

Figure 7. Average Value of Each Variable for the Implementation of Business Travel Fund Payment Services for 2019–2021



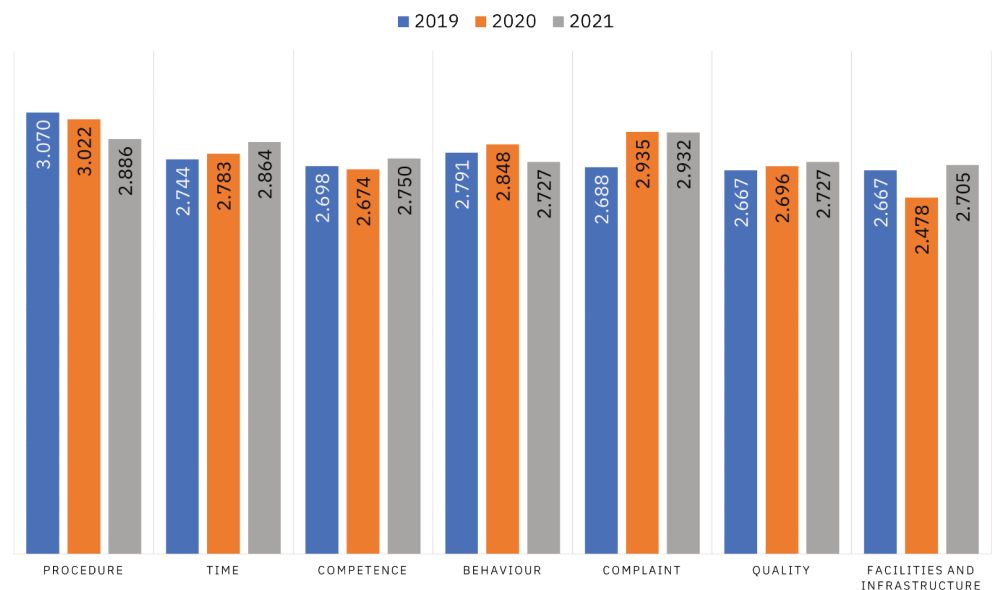
Source: Data Processed, 2021

JADIN,” or business travel electronics. This innovation is an electronic system for submitting payments for official travel funds. This system provides features for uploading various documents for payment of business travel (Perjadin) funds, features for tracking the process of payment for Perjadin funds, and notifications if funds have been transferred. This innovation has provided significant benefits; for example, this electronic system avoids extortion, shortening service time to 2–4 working days. As an implication, the SSI value will increase again to 2.851 in 2021.

3.2.3. Plenary Meeting Facility Services

In facilitating the activities of this plenary meeting, service providers provide meeting facilitation starting from the preparation stage to the implementation stage. The SSI value of this service, in general, has also increased over the last three years, namely 2.760 (2019), 2.776 (2020), and 2.799 (2021). The value for the last three years is still in the poor performance criteria. The following is the average value of 7 variables for plenary meeting facilitation services for the last three years.

Figure 8. Average Value per Variable in the Implementation of Facilitation Services for the 2019–2021 Plenary Meeting



Source: Data Processed, 2021

Based on Figure 8, it can be seen that in 2019, some of the variables that received the lowest scores were the quality-of-service results and infrastructure. Based on the results of interviews with service recipients, it is known that, in general, this plenary meeting facilitation service has been running well. In the process of preparation and implementation of the meeting, the organizers have done their job quite well. Complaints in this service are related to the results of meeting minutes which are considered incomplete.

Departing from these problems, in 2020, the service provider brought up the innovation "E-RISALAH," or electronic treatise, or the last one was renamed to voice to text (VTT). VTT is a minutes of meeting application that can take real-time and comprehensive notes. But unfortunately, until the end of 2021, this VTT application has not been used. This is because the number of human resources who master IT in the Legislative Study Sub-section is also very limited, so it is not optimal. Minutes are still made manually. So, it can be said that the implementation of this service has not been touched by innovation, so although the SSI value has increased, it is not too significant.

3.2.4. Reses Activity Service and Dissemination of Regional Regulations

This service is organized by the Cooperation and Aspirations Sub-Section to support the achievement of activity performance indicators targets in the program to support the implementation of the tasks and functions of the Medan Regional Legislative Council. The implementation of reses by members of the Regional Legislative Council is carried out 3 (three) times each year in the electoral district. Meanwhile, the socialization of regional regulations is carried out as a form of implementing the supervisory function, which is carried out every month.

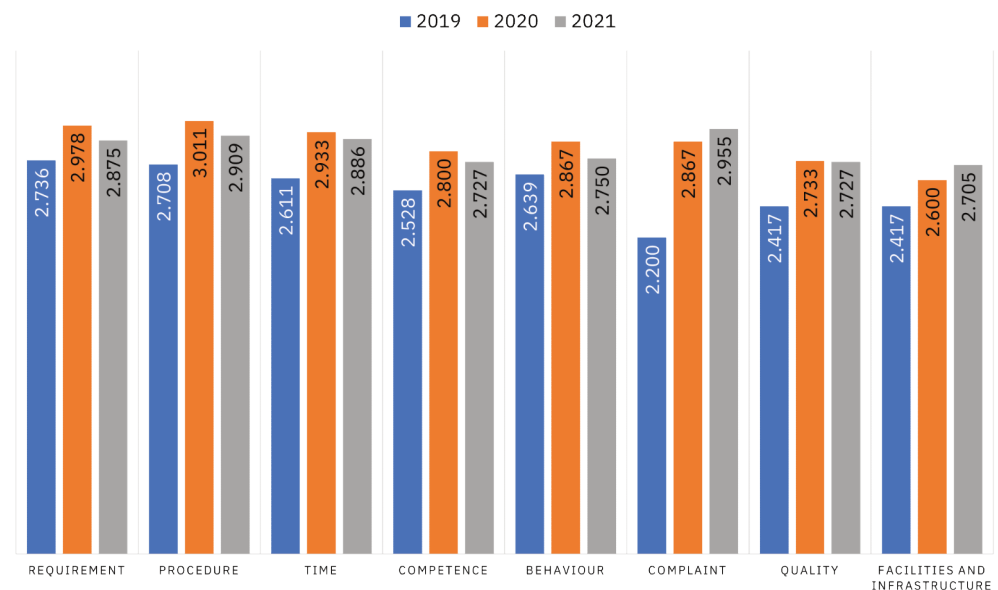


Figure 9. Average Value of Each Variable for Provision of Reses Facility Services and Dissemination of Regional Regulations for 2019–2021

Source: Data Processed, 2021

From Figure 9, it can be seen that the SSI value of this service fluctuated, namely 2.532 (2019), then rose to 2.849 (2020) and decreased to 2.817 (2021).

Figure 9 shows that in 2019 there are still several variables that fall into the bad category: complaints, quality of service results, infrastructure, and human resource competencies. Based on the results of interviews with both recipients and service providers, it is known that in this service, the organizers only facilitate the payment of the reses budget and the dissemination of the local regulations.

In 2020, the Cooperation and Aspirations Sub-Section will make the innovation "E-RESES" or electronic reses. E-Reses is a feature that is used to accommodate the main ideas during a recess. From the results of interviews in 2020, it is known that service providers have begun to include a recess facilitation team for some leaders and members of the DPRD. However, not all service recipients claim to have received the same treatment regarding the participation of the recess facilitation team in this field.

3.3. Lessons Learned From Medan Regional Legislative Council Secretariate in Efforts to Improve Service Performance

From the previous description, it is known that the development of innovation by the Medan Regional Legislative Council Secretariate has not overall increased, but there have been significant improvements, for example, in the administration of official travel. Prior to the acceleration of performance through innovation, official travel services were very manual, with long procedures, no document checking was decentralized, and everything was centralized in the Program and Finance Section. With innovation, the supply chain of the official travel administration process becomes more efficient and effective, easier and more accountable. Meanwhile, other innovations still require strategy and development so that the effectiveness of their performance can be immediately identified.

3.3.1. Innovation Must Be Directly Related to the Root of the Service Problem

Prior to the innovation activities and stakeholder satisfaction surveys, there were many complaints from members of the Regional Legislative Council against the services of the secretariat. Service providers use these various stakeholder complaints as the basis to find solutions and design innovations to improve their services. Of the 4 (four) types of innovation, it is known that innovation is considered to touch the root of service problems perceived by stakeholders. This happens because innovation in the internal public sector occurs through the application of sanctions and rewards as part of the leadership performance contract (Lægreid et al., 2011). For this reason, the content of the innovation must be carefully considered and designed according to the needs of the organization and citizens (Cinar et al., 2019).

3.3.2. Innovation Must Be Massively Disseminated to Stakeholders

Often innovation activities are proprietary, so not everyone in the organization is well informed. Without massive socialization, the implementation of innovation will not be optimal. As a result, the implementation of innovation is also hampered. However, after socialization was carried out to all members of the Medan Regional Legislative Council, it turned out that the implementation of the innovation was getting better, especially for e-Jadin innovation. In addition, service providers also provide coaching to staff who often accompany the Regional Legislative Council members in conducting events. This is in line with the OECD statement that training can be the first step to ensure that the concept of innovation is spread across the public sector and is not confined to a small group of experts (OECD, 2017b).

3.3.3. The Implementation of Innovation Must Be Accompanied by Adequate Human Resource Competencies

Innovation must be implemented, not just echoed (OECD, 2017b). McGann et al. said that to accelerate the innovation competence of human resources, it was carried out through an innovation laboratory as a means of rapid trials (McGann et al., 2018). So according to Shanker et al., employees who have innovative and creative potential are most likely to practice innovation when they feel strong organizational support (Shanker et al., 2017).

Let's look at the innovation development at the Medan City DPRD Secretariate. It can be seen that there are innovations that cannot work due to the limited

competence of their human resources. An example is Voice to Text. This innovation is quite simple. However, the Judiciary and Legislation Section still lacks human resources who have these competencies. So, in the end, this innovation cannot be implemented properly.

3.3.4. Leader's Commitment

Innovation does not only change something for the better and look new but what is important is the improvement and sustainability of the innovation if the innovator is no longer there. To be able to guarantee this, leadership commitment is needed, including risk management that may occur with the innovation. Therefore, leadership commitment is often described as an innovative competency by the OECD, namely directing the organization, carrying out strategic planning, and deeply managing resources (OECD, 2017b). Leadership commitment is also a form of positive response attitude in order to increase organizational performance (Gonçalves et al., 2021).

The leader's commitment in the Medan Regional Legislative Council Secretariate also greatly influences the success of innovation implementation. In terms of commitment, the Secretary of the Regional Legislative Council can be said to be quite good. In addition, the commitment of the heads of departments to developing their innovations also greatly influences the success of innovation implementation. Because the attitude and commitment of a transformative leader spur employees to help and work innovatively (Iqbal & Piwowar-Sulej, 2021). The commitment of the leadership of this organization is the most influential element in creating public service innovations (Kusumasari et al., 2019).

3.3.5. Budget Support

Lack of human resources and budget is one of the biggest barriers to innovation (Borins, 2014). Medan Regional Legislative Council Secretariate is one of the few Regional Apparatus Organizations with a large enough budget. With this budget support, the Regional Legislative Council Secretariate can easily create and implement various innovative ideas. Most of the Medan Regional Legislative Council Secretariate innovations are IT-based, so they require a large budget. In addition, the Regional Legislative Council also easily develops the capacity of its human resources to innovate by participating in training or inviting resource persons to provide training. This, of course, can be adopted by other similar Regional Apparatus Organizations in Indonesia because the Regional Legislative Council has the authority to determine budget allocations for each Regional Apparatus Organization in their region.

4. Conclusion

The low Stakeholders Satisfaction Survey results of the DPRD Secretariate's service performance in several indicators and the LAKIP score in category B, as well as several problems related to HR competence, management, and monitoring and evaluation, have become levers for conducting a stakeholder satisfaction survey which is followed up with performance acceleration through innovation. 2 of the four types of services surveyed are services that have been the findings of The Audit Board of The Republic of Indonesia examination over the years, for example, asset management (SIMASDU) and business travel administration management (E- Jadin). Meanwhile, the other two services are innovations based on the routine needs of activities at DPRD meetings. However, even though it seems routine, in its implementation, the HR that handles it still needs a lot of development, namely Voice to Text and Electronic Reses (E-Reses).

However, the development of these various innovations has not yielded maximum results. The only innovation positively correlated to the satisfaction of Regional Legislative Council members is the E-JADIN innovation. This innovation has been running well and in accordance with its service recipients' needs to provide quite encouraging results. Meanwhile, the SIMASDU innovation has not yet been implemented. It has increased the perception of stakeholder satisfaction because it is

not following the root cause of the problems that have been complained of so far. Likewise, the Voice to Text innovation cannot be implemented due to the lack of HR competence in the court and legislation section. Finally, the e-reses innovation has also not run optimally and is not following the root problems that stakeholders have complained about in reses facilitation services. However, the level of satisfaction of these service stakeholders has increased because the organizers have made other efforts to improve their services.

From the experience of the Medan Regional Legislative Council Secretariate in developing this innovation, there are several lessons learned that can be adopted and modified by similar Regional Apparatus Organizations in Indonesia, namely, innovation must be directly related to the root cause of service problems, innovation must be disseminated massively to stakeholders, implementation of innovation must be accompanied by resource competence, adequate human resources, innovation requires leadership commitment and budget support. Even though a technocratic survey of stakeholder satisfaction has been carried out and mapping of performance problems, the decision regarding the type of innovation produced to improve the performance of the Regional Legislative Council Secretariate is highly dependent on the innovator's understanding of the urgency of work and what things can be leveraged in their work.

Acknowledgment

The author would like to thank the leaders and staff at the Medan Regional Legislative Council Secretariate who have given the author the trust and opportunity to carry out this research. In addition, the authors also express gratitude to the Head of PIMBANGKOM ASN LAN-RI and colleagues from PIMBANGKOM ASN LAN-RI who have collected the data needed in this study.

References

- Aminah, S., & Wardani, D. K. (2018). Readiness Analysis of Regional Innovation Implementation. *Jurnal Bina Praja*, 10(1), 13–26. <https://doi.org/10.21787/jbp.10.2018.13-26>
- Ansell, C. K., & Torfing, J. (Eds.). (2014). *Public Innovation Through Collaboration and Design*. Routledge.
- Aramo-Immonen, H. (2013). Mixed Methods Research Design. In M. D. Lytras, D. Ruan, R. D. Tennyson, P. Ordonez De Pablos, F. J. García Peñalvo, & L. Rusu (Eds.), *Information Systems, E-learning, and Knowledge Management Research* (Vol. 278, pp. 32–43). Springer Berlin Heidelberg. https://doi.org/10.1007/978-3-642-35879-1_5
- Boon, W., & Edler, J. (2018). Demand, Challenges, and Innovation. Making Sense of New Trends in Innovation Policy. *Science and Public Policy*, 45(4), 435–447. <https://doi.org/10.1093/scipol/scy014>
- Borins, S. (2014). *The Persistence of Innovation in Government: A Guide for Innovative Public Servants*. IBM Center for The Business of Government.
- Chen, J., Walker, R. M., & Sawhney, M. (2020). Public Service Innovation: A Typology. *Public Management Review*, 22(11), 1674–1695. <https://doi.org/10.1080/14719037.2019.1645874>
- Cinar, E., Trott, P., & Simms, C. (2019). A Systematic Review of Barriers to Public Sector Innovation Process. *Public Management Review*, 21(2), 264–290. <https://doi.org/10.1080/14719037.2018.1473477>
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). SAGE Publications.
- Denhardt, J. V., & Denhardt, R. B. (2015). The New Public Service Revisited. *Public Administration Review*, 75(5), 664–672. <https://doi.org/10.1111/puar.12347>
- Gonçalves, T., Teixeira, M. S., Dias, J. G., Gouveia, S., & Correia, R. J. (2021). Commitment to Exporting as an Antecedent of Organizational Skills and Firm Performance. *Journal of Business Economics*, 91(7), 1063–1084. <https://doi.org/10.1007/s11573-021-01028-x>
- Iqbal, Q., & Piwowar-Sulej, K. (2021). Sustainable Leadership in Higher Education Institutions: Social Innovation as a Mechanism. *International Journal of Sustainability in Higher Education*, 23(8), 1–20. <https://doi.org/10.1108/IJSHE-04-2021-0162>
- Kurniawan, R. C. (2016). Inovasi Kualitas Pelayanan Publik Pemerintah Daerah. *Fiat Justisia: Jurnal Ilmu Hukum*, 10(3), 569–586. <https://doi.org/10.25041/fiatjustisia.v10no3.794>
- Kusumasari, B., Pramusinto, A., Santoso, A. D., & Fathin, C. A. (2019). What Shapes Public Sector Innovation? *Public Policy and Administration*, 18(4), 430–446. <https://doi.org/10.13165/VPA-19-18-4-05>
- Læg Reid, P., Roness, P. G., & Verhoest, K. (2011). Explaining the Innovative Culture and Activities of State Agencies. *Organization Studies*, 32(10), 1321–1347. <https://doi.org/10.1177/0170840611416744>
- McGann, M., Blomkamp, E., & Lewis, J. M. (2018). The Rise of Public Sector Innovation Labs: Experiments in Design Thinking for Policy. *Policy Sciences*, 51(3), 249–267. <https://doi.org/10.1007/s11077-018-9315-7>
- Odumeru, J. A. (2013). Innovation and Organisational Performance. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 2(12), 18–22.

- OECD. (2011). *Together for Better Public Services: Partnering with Citizens and Civil Society*. OECD. <https://doi.org/10.1787/9789264118843-en>
- OECD. (2017a). *Fostering Innovation in the Public Sector*. OECD. <https://doi.org/10.1787/9789264270879-en>
- OECD. (2017b). *Government at a Glance 2017*. OECD. https://doi.org/10.1787/gov_glance-2017-en
- Pratama, A. B. (2019). The Landscape of Public Service Innovation in Indonesia: A Comprehensive Analysis of Its Characteristic and Trend. *Innovation & Management Review*, 17(1), 25–40. <https://doi.org/10.1108/INMR-11-2018-0080>
- Shanker, R., Bhanugopan, R., van der Heijden, B. I. J. M., & Farrell, M. (2017). Organizational Climate for Innovation and Organizational Performance: The Mediating Effect of Innovative Work Behavior. *Journal of Vocational Behavior*, 100, 67–77. <https://doi.org/10.1016/j.jvb.2017.02.004>
- Torring, J. (2019). Collaborative Innovation in the Public Sector: The Argument. *Public Management Review*, 21(1), 1–11. <https://doi.org/10.1080/14719037.2018.1430248>
- Torugsa, N. (Ann), & Arundel, A. (2016). Complexity of Innovation in the Public Sector: A Workgroup-Level Analysis of Related Factors and Outcomes. *Public Management Review*, 18(3), 392–416. <https://doi.org/10.1080/14719037.2014.984626>
- van der Wal, Z., & Demircioglu, M. A. (2020). Public Sector Innovation in the Asia-Pacific Trends, Challenges, and Opportunities. *Australian Journal of Public Administration*, 79(3), 271–278. <https://doi.org/10.1111/1467-8500.12435>
- Wahyudi, A. (2016). Value-added in Public Service Innovation: The Practice at Integrated Service Units in Pontianak Municipality and Tanah Bumbu District. *Jurnal Bina Praja*, 08(01), 49–58. <https://doi.org/10.21787/JBP.08.2016.49-58>
- Wayne Gould, R. (2012). Open Innovation and Stakeholder Engagement. *Journal of Technology Management & Innovation*, 7(3), 1–11. <https://doi.org/10.4067/S0718-27242012000300001>