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Submission date: 15-Sep-2021 09:45AM (UTC+0700)

Submission ID: 1648755755

File name: 921-Article_Text-4978-1-2-20210510_3.docx (203.26K)

Word count: 6237

Character count: 37909

Empirical Evidence Governance Innovation in Public Service

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Abstract

This study discusses public service innovation empirical evidence proves that implemented innovations cannot maximum results. The cause, governance innovation is not manifested in action innovation appears to be only a ceremonial act in government activities. A descriptive phenomenological analysis is used to describe experiences, perceptions, responses through facts found in informants' experiences. The results of this study provide information that governance innovation must be supported by policies that are decision-makers consequence, managers' expertise, developed through long-term evaluation, and innovation act as a basis for government services quality. That governance innovation focuses on innovative actions through various government instruments that lead to simplification of actions to quality public service.

Keywords: Governance Innovation, Civil Registration, Public Service

I. INTRODUCTION

The phenomenon of government innovation activity often aims at public services. Innovation is not correctly measured just as media change in delivering public services, but innovation is objective to improving to effective performance organization (McLaughlin & Kennedy, 2016). Innovation is not something simple with an idea and application, but how the integration process into the system and result in long-term monitoring (Klimentova, 2014). However, innovation is often viewed as a new way that is better than before (Arundel & Huber, 2013). Practitioners and academics have provided some arguments about innovation that can be learned. His ideal in government, innovation can problem-solve the issue of corruption, collusion, and nepotism, contributed to the organization's performance and effectiveness (Tohidi & Jabbari, 2012). Innovation in public service will enhance service quality (Vries, Bekkers, & Tummars, 2015), and improve the public's trust of the government (Cheung, 2013).

Government innovations often linked to the process of change between service providers and users. The change should also consider the process, impact, and results (Hartley, 2005). Besides governance innovation can be entered in the form of changes (Anttiroiko, Bailey, & Valkama, 2011). Therefore, governance innovation becomes one of how to manage government activity in the world ever-changing (Scupola & Zanfei, 2016). On the other hand, there is a skeptical view of public sector innovation that will spend the government budget. Recognized that we see there is a trend like that in local government in managing innovation. Although the new public management concept many uses the principle of private, the government does not have to replicate the principles of the private sector fully in innovating. Even though the last research has provided an important and vital study base on governance innovation, the result cannot specifically feedback to policymakers and government administrators. In addition, there are more studies to discuss governance innovations in developed countries, these findings cannot be explored extensively in a developing country like Indonesia. There is a difference that limits it to happen such as citizen participation that tends to not fully democratic in government activity. ⁵

At this time, public services in the field of population and civil registration are targets for accelerated public service innovation by *Kementrian Pendayagunaan Aparatur Sipil Negara dan Reformasi Birokrasi* in addition to hospitals and district offices. Although the publish form letter of *Menteri Dalam Negeri Nomor 471.13 / 5386 / SJ Tahun 2017* has been issued for regency/city to accelerate recording completion electronic ID card (KTP-el) and the ownership coverage of birth certificates. For example, since 2015 the population and civil registration record office of Aceh Tenggara Regency has carried out several innovations such as mobile cars aimed at making it easier for people to get services in 16 districts because they are far from the population and civil registration head office. The call center aims only to accept requests from the village through Short Message Service (SMS) and real-time calling for making the population administration document. Although they have carried out several innovation actions like other regions, in 2019 there were 4.168 people out of 232.089 people who had not recorded. Innovation should improve public services, improve recorded population data and documents, and diminish duplicate data. Equalizing the rights of every citizen to get services, and suppressing the occurrence of illegal levies. Therefore, in order for the innovation implementation to show more effective results, governance innovation is needed (Moore & Hartley, 2008; Anttiroiko, Bailey, & Valkama, 2011).

Some views have colored the discussion about governance innovation, several studies that have been conducted provide important information that innovation needs

to be managed in an innovative act. Hartley (2005) found in his study, public sector innovation can be improved by linking and being supported by innovation, improvement, role of policy-makers, role of public managers, and role of population. Norris (2014) in his study highlighted innovative, collaborative, or governance experimental modes, the results of which contribute to improving accountability and effective governance models. Scupola and Zanfei (2016) in their investigation found that governance innovation requires participatory users to achieve greater inclusiveness. In addition, they also found that public policy implications are a key factor for effective innovation in library services for the transition to network governance modes.

Although previous studies very important foundation for understanding governance innovation, this study provides a different nuance from previous studies to describe governance innovation. This study looks at the issue of governance innovation from the provider's perspective, users, and recipients of innovation that was not carried out by previous studies. On the other hand, governance innovation will have consequences for failure, success, and effectiveness of innovation implementation (Hartley, 2005; Moore & Hartley, 2008; Anttiroiko, Bailey, & Valkama, 2011; Scupola & Zanfei, 2016). At this point, the government as the provider provide good population administration services to the citizen as recipients. Also, the final result of the service is population data that can be used by users such as interest groups, students, and researchers. Governance innovation will aim at how the government can manage innovation with involve supporting factors. Therefore, it is very important to disclose governance innovation to avoid failure so that it has implications for good public services.

Main goal of this research is to provide additional qualitative evidence that governance innovation needs to manage in a way that is innovative. This study provides evidence that is obtained from the phenomenology analysis to explain, describe, and identify how governance innovation that occurs. Based on a detailed review of scientific literature analysis and synthesis of the governance innovation model will be developed. Therefore, we will first review the governance innovation model previously developed by Anttiroiko, Bailey, and Valkama (2011) and one of the models developed in this topic as a reference to approach governance innovation. Then we extend the approach by adapting the reference model to analyze the phenomenon empirically. Finally, we will assess and take a broader insight to implement governance innovation with innovative act in the sectors of civil registration records. On the other hand, this article will discuss research questions, how the model of governance innovation Anttiroiko, Bailey, and Valkama provides useful guidelines for analysis in describing civil registration records service. Also, the article will discuss the, research methods, results and discussion, and conclusion.

II. METHOD

4 Research methods this article is qualitative research, analysis of phenomenology is used to be able to explain and illustrate and identify how the phenomenon occurs. The specific to descriptive phenomenological analysis (Kahija, 2017). Descriptive phenomenological analysis is used to understand experiences, perceptions, and responses by describing the facts found in the original informant's experiences (Creswell, 2013; Kahija, 2017). The phenomenon is the stuff that can be observed by human senses, describe and assessed scientifically. Therefore, the phenomenology analysis is very effective to bring the experiences and perceptions of the administrator, manager and citizen to be able to describe or oppose structural and normative assumptions. This study uses a purposeful sampling technique in finding primary information that is people,

background, specific occurrence (unique, special, and strange) is really chosen or included to provide important information related to the research theme (Patton, 2002; Alwasilah, 2011).

This research was conducted at the Population and Civil Registration Record Office of Aceh Tenggara Regency, starting from September to November 2020. Even though it is a COVID-19 pandemic, Aceh Tenggara Regency is in the yellow area category so that research activities can be carried out. The analysis of this research we add dimension to descriptive and interpreting research data. The data collected through inductive, interview, discussion, observation participation. In-depth interviews conducted with informants of this research consisted of government or executive (10 informant), legislative (5 informant), related institutions (5 informant), and citizens (10 informant). This research also refers to several last studies that serve as evidence to build and strengthen previous arguments. We strive to allow the informant to talk alone with as much as information. Provide an opportunity for them to understand the phenomenon that we asked with a different perspective. Also, we direct them to give enough information about the interpretation, experience, and knowledge they have. We use this model with the utmost caution and avoid information that leads to the question of personal, religious, and tribal. We consider that question of personal, religious, and the tribe is sensitive issues in our country.

However, we use the technique of hermeneutics to interpret various views that we can learn to look at the subject from every angle knowledge (public administration, management, politics, innovation, and technology) to fully understand and we also the focus of reading to do a critical analysis. Therefore, figures, tables, and numbers are used to strengthen the research results, besides triangulation is also applied as a basis for validating data. So that we can compare and check the credibility level of information obtained through different time and tools so that perfection is found that expected data.

III. RESULT AND DISCUSSION

3.1. Literature Review

The word 'governance' is a common word revealed to assess good governance. The use of the word governance has spread widely in various disciplines (Bevir, 2012). We do not discuss the various definitions of governance from the various studies, but we will focus on finding a variety of coherence between governance and public sector innovation. The theory of governance innovation are very rare in the innovation and governance literature (Moore & Hartley, 2008), but we can learn to conceptualize the governance innovation and approach of innovation and governance contextually (Anttiroiko, Bailey, & Valkama, 2011).

In general, governance is an overall pattern of rules (Anttiroiko, Bailey, & Valkama, 2011), this is the basic principle that applied in the organization of any kind. For example, governance in government will open up and undermine the concept of the state as a monolithic entity. The modern government requires governance to implement policies in various sectors, involving stakeholders, public participation, and collaboration to create public service. After the administrative reform in various countries happen, reform is considered a way to increase attention to the causes and consequences of social change continued mainly through the bureaucracy. This initiation occurs because of severe problems in activities of public administration (Farazman, 2002). In conditions that are always left behind to provide public services, boost the aspirations and expectations change gives a sign reform will always exist.

Therefore, the administrative reform is likely to have an impact on public sector innovation (Scupola & Zanfei, 2016). Even the administrative reform has given special priority to track changes in various ways including the intensity of the use of information technology (Gobble, 2016). Changes in public policy (Osborne & Brown, 2013), and governance innovation (Anttiroiko, Bailey, & Valkama, 2011; Scupola & Zanfei, 2016). Finally, we focus on governance innovation as one priority of those changes (see also (Klimentova, 2014; Torfing & Triantafillou, 2016). Anttiroiko, Bailey, and Valkama (2011) mention there are also concepts that refer to the application areas of governance innovation, such as democratic, managerial, development and service functions of government. Further, we will show the results of empirical investigations related to governance innovation in the sector of civil registration records. We will start by discussing the analysis of phenomenology of civil registration records with the added dimension of interpretive that we specify in Aceh Tenggara regency.

Caiden (2009) mentions a push these changes caused by (a) the changing relationships with the environment, (b) new ideas and innovations, (c) powerful drives to progress by eradicating observable social ills, and (d) the natural inclinations to compare and evaluate social activities. Innovation in public governance is a new mechanism or institutional arrangement which is successfully implemented to solve governance problems or to gain better governance outcomes (Anttiroiko, Bailey, & Valkama, 2011). Currently, innovation needs to be well managed, developed, evaluated and utilized continuously (Ven de Ven & Pole, 2000; Agger & Sorensen, 2016). Innovation does not just focus on concrete changes in a specific thing that is produced through the process of innovation, but also on how to manage innovation activities used as normative standards.

Therefore, innovation represents novelty of doing things in a way that is better than ever before in public administration (Bovaird & Löffler, 2009; Anttiroiko, Bailey, & Valkama, 2011). Further innovations in the government will revitalize the role of leadership in making policies and elaborate new ideas and adoption in action. A variety of arguments says that governance innovation at least discusses elements of policy-makers, managers, citizens (Hartley, 2005), democratic, managerial, development, and service function of government (Anttiroiko, Bailey, & Valkama, 2011). Other elements, more discuss governance innovation in the form of government policy support. Simply put governance innovation will lead to how the government can manage innovation with innovative ways involve various elements; its purpose is only to deliver good public services.

3.2. Civil Registration Record in Indonesia Experience

Indonesian experienced a transformation of civil registration records as a record-keeping effort continue to evolve. From the colonial period until 2011's called National ID cards, and in that period still using civil registration records manually. Change of paper, colors, different sizes used as an attempt at transformation. However, data recorded often causes inaccurate data because the record-keeping system was still concentrating on the local level and not yet integrated nationally. In February 2011 the government of Indonesia created uniformity nationwide by utilizing electronic (e-ID) which is considered anti-manipulation data.

e-ID Cards applied by Indonesia has an advantage compared to countries such as China and India. China uses only the chip data of individuals is limited without biometric data, India using system UID (Unique Identification Data) for data management is done through a hotspot service is limited. However, e-ID cards (*KTP-el*) Indonesia combines

the excess other, i.e., chip as individual data, biometric (fingerprint and iris eyes) and UID (UID, the unique of number family registration) and the recording process is more 6.214 sub-district at Indonesian. Because the e-ID Card has several advantages as a single identity and anti-manipulation, its use has also spread as a condition for a variety of things in other institution such as banks, social security, and election.

3.3. Empirical Investigation

Further, we will show the results of empirical investigations related to governance innovation in the sector of civil registration records. We will start by discussing the analysis of phenomenology of civil registration records with the added dimension of interpretive that we specify in Aceh Tenggara regency. This paper refers to the framework of governance innovation concepts from Anttiroiko, Bailey, and Valkama, because we consider this concept can describe governance innovation comprehensively and its implications for some other sectors. Anttiroiko, Bailey, and Valkama (2011) identifies four factors of governance innovation concepts because of a relation between democratic, managerial, development, and service functions of government. Innovation governance factor to reflect the above visualized in Figure 1:

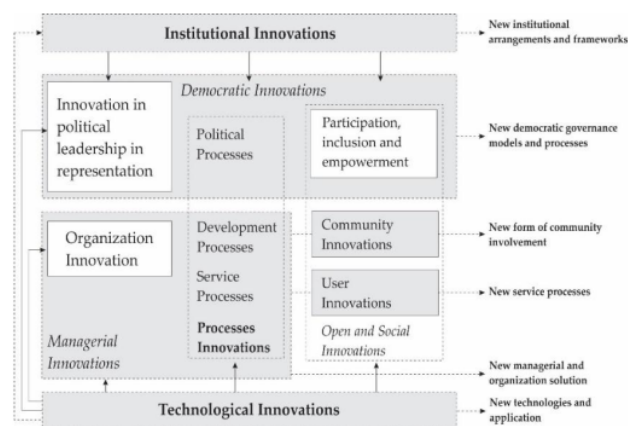


Figure 1. Innovation Concepts in the field of Public Governance (Source: Anttiroiko, Bailey, & Valkama (2011))

In Figure 1, we try to find responses to the informant about the factor it with notice at the pattern of coherence, an indicator of some subject on public administration, management, politics, innovation, and technology science.

1) Democratic

Democratic in view Anttiroiko, Bailey, and Valkama (2011) refer to the mechanism of the political process to result in the policy. Local government leadership will be instrumental in building relational politics to execute programs that have designed before, but in the conception of innovation, leadership must be a transformational leader. Further citizen participation is needed because they are the objects of all the government activities. The results of our research analysis illustrated in Table 1.

Table 1.

Factor	Pattern	Executive	Legislative	Civil Society	Citizen
Democratic	Political processes, political leadership, citizen participation	Policy, material human resources	Policy, or financing	Public policy feasibility test	Participation
<i>New Democratic Governance Model and Processes; New Form Community Involvement</i>					

Source: Anttiroiko, Bailey, & Valkama (2011); Analysis of Research Result (2020)

Table 1. shows that political processes, political leadership, and citizen participation provide implications to the new democratic governance models and processes. However, in our investigation of the patterns that exist are not fully able to demonstrate a new process model in governance innovation. For example, a political process not good shows political intervention in bureaucracy will give rise to various problems such as increasingly widespread bureaucracy pathology (Alvesson & Thompson, 2009; Asatryan, Heinemann, & Pitlik, 2016). Maybe has caused by the pattern of patronage and clientelism in the regional head election.

Similarly, with leadership that still retains the traditional values, and consider themselves as people who should be served and not serve. Political leadership is not only a leader who serves as the ruler or understands the political process. Leadership in this domain considers the complexities of environmental adaptation with relational politics (Morrell & Hartley, 2006). Further, the general role performs by political leaders in the form of an executive role, supervision, and regulation (Elcock, 2001; Morrell & Hartley, 2006). We see such circumstances will inhibit the policy production, budget allocation, and the planning of the innovation program has compiled because the policy is a hint to do every government activity. Leadership is a manifestation of how much the leader will side with the citizen, and the taking values sides for the welfare of society, and how much politics will show him to the people's proximity. A leader can mobilize all the attributes attached to himself. Authority makes it easier for a leader to find the problem root that has been identified or not in government activities.

Furthermore, a leader must encourage himself to take transformational steps. Therefore, the conception of innovation says that transformational leadership will enhance creativity, innovation, citizen participation, and culture across traditional organizational boundaries by managing knowledge to increase with creative ideas (Borins, 2002; Kim & Yoon, 2015). Also implicates citizen participation and seems to be a tendency that will inhibit citizen participation involvement because the form does not represent the citizen majority. The conception of public administration mentioned citizen participation in the interaction between citizen and administrative decisions, public policy, and public service (Fung, 2008; Bryson et al., 2012). For that government and citizen will achieve the polycentric decision-making model, citizen participation is often expressed through various government policies but rarely implemented. Further citizen participation indirectly will promote acceptance rates against various forms of government innovation.

2) Managerial

Managerial activities involve the ability of knowledge management. Managerial functions include planning and involves setting goals to achieve them. Further planning

is considered the main management functions, covering all things done and contribute to other management functions. Therefore, we search and focus on the managerial ability of a leader to manage cross-border cooperation, innovation development, and service process. The results of our research analysis illustrated in Table 2.

Table 2.

Factor	Pattern	Executive	Legislative	Civil Society	Citizen
Managerial	Cross-border cooperation, innovation development, service processes	Delegation of authority	Controlling	Based research policy	Bottom-up boundaries

New Managerial and Organization Solution

Source: Anttiroiko, Bailey, & Valkama (2011); Analysis of Research Result (2020)

The results analysis of managerial factor, we found that managerial ability not only plans but also manage interpersonal skills, conceptual ability, cooperation, and political. For example, cross-border cooperation implicitly and explicitly is cooperating with others to achieve organizational goals. Not only in cooperation with government institutions but the private sector can be involved and manager cooperation. Some efforts focus on the needs in cooperation with other sectors in action and resources from different sources. Advertising on local television, local radio, local news portal will provide benefits of education and information dissemination will be evenly distributed. When governments innovate to meet the provision of the services efficient, collaboration among institutions as well as public-private partnerships occur. Therefore, cross-border cooperation will enhance achievement objectives together (Shier & Handy, 2016). Meanwhile, the influence of various policies, political processes, budget, human resources, leadership join contributes to the innovation implementation development further. Usually, innovations that are contrary to work and intricate culture will be difficult to develop (Vigoda-Gadot et al., 2005).

Another example of the service process, the results of our analysis show that the innovation process in service refers to new products, even though the service process can have technology elements, technique, or skill. The development of new public services is closely related to design and service development. This diversity means that generalizations about service and innovation must be qualification by the many exceptions. At this point, the manager should focus on surveillance, creating opportunities between government and society with a relationship of mutual trust across borders, develop and implement alternative solutions (Hartley, 2005; Denhardt & Denhardt, 2015). The conception of the new public service mentioned employees could not be accurately described only in response to the demands of "customers" as a fast and efficient solution (Denhardt & Denhardt, 2015).

In fact, heterogeneity of managers in government institutions a bit less concerned about many governance innovation aspects. Some literature mentions related positive managerial ability against the quantity and quality of innovation (Damanpour & Aravind, 2011; Cooper & Reinagel, 2015). The Manager will be the internal change agent, specifically a role changes to adopt various innovations in an organization that will increase efficiency. Managers have a greater influence to improve the capacity for structure innovation, processes, and contextual factors that drive innovation (Lewis, Ricard, & Klijn, 2017).

3) Development

The development also can be done by citizen involvement, but the existing literature reveals a mixed view about the uncertainty effects of technology and citizen engagement in the developing new services process. Tools used in general to develop innovation by leveraging technology and see the extent innovation process can to development. The results of our research analysis illustrated in Table 3.

Table 3.

Factor	Pattern	Executive	Legislative	Civil Society	Citizen
Development	Technology, innovation processes	Material or human resources	Policy diffusion	Based research policy and research collaboration	Response to innovation

New Technology and Application

Source: Anttiroiko, Bailey, & Valkama (2011); Analysis of Research Result (2020)

Utilization technology in government activities not only a necessity but the utilization of technology will give to efficiency. The technology system which interacts in a particular area and is supported by infrastructure and diffusion efforts. Many examples where governments make use of technology such as e-government, and mobile government. At the same time, the use of technology must be support by human resources and policies. The results of our research found that utilization of technology will create a system integration easier among several sections in the organization and distribute knowledge almost inevitable from the change organization environment. When compared with the technology advancement, then technology becomes government transformation tool between users and service providers, and innovation has opportunities for that.

Some of the reasons why the institutions make use of technology is: *First*, direct the institutions to more easily take on challenges and demands of an increasingly complex society. *Second*, as a means of interaction between government and citizen. Every new thing adopted the most difficult is to implement it (Wiredu, 2016). However, the use of technology within the organization indicated a new way to develop, implement, maintain, and overall use of technology will improve product quality and productivity. Thus, the technologies utilization that can either be adopted from an external source or transferred from internal resources with learning from past experiences or diffusion practice to get best practices adopted from various places.

On the other hand, the innovation process involves several elements in an organization that will develop into innovation and is the innovation cycle process. Innovation requires the organization collaborative process to abandon the old paradigm and move on to a new paradigm. The innovation process also covers imaginative idea conjures to stage evaluation. Results of the study we find in general that creative ideas are often not used because of some reasons such as just maybe the negative impact idea, it does not provide many advantages, and the idea was deemed impossible. Further, innovative ideas cannot be helping organizations, but rather the innovation should test and implemented an innovative act to know its benefits. In this case, we see that the lack of collaboration between various authorities can stop innovation adoption. However, the same policy that does not exist, limitation knowledge also contributes to why process innovation is difficult to implement.

Suárez-Barraza (2013) in his study reveals that the innovation process is done gradually in the Spanish local government by growing desire and leadership commitment of the region, legislators (politicians), and the bureaucratic apparatus to do innovation. Other arguments also reveal that the innovation process will affect management and organization (Walker, 2013). On the other hand, the innovation process is also a means of actions, processing or producing products (Alekseevna, 2014; McLaughlin & Kennedy, 2016). The most rational thing about innovation can actualize an idea to become a successful concept. It is necessary for a good understanding of the process and supports this will distinguish successful innovation processes with innovations that fail.

4) *Service Function of Government*

One main functions of government were to remain in power, but the government will not relinquish its obligations, will attempt to improve legitimacy in various ways, and recognizing the principle that the public should be protected and catered. Our focus is on the administrative service design of civil registration records. It is hoped to give an idea that various models adopted. The results of our research analysis illustrated in Table 4.

Table 4.

Factor	Pattern	Executive	Legislative	Civil Society	Citizen
Service Function of Government	Design of innovation, users innovation	Model design implementation	Monitoring	Response to innovation	Response to innovation
New Service Processes					

Source: Anttiroiko, Bailey, & Valkama (2011); Analysis of Research Result (2020)

The substance service function of government is how to the government through the bureaucracy in providing services. Results of this study we found that public service will consider designing user services as core values within public service. Furthermore, in government activity, public service model designing actions are inseparable from equal budgetary policies and also the support of the legislative especially executives. We found that designing product services can be done in some ways exploit regional innovation agency and research with educational institutions. Further our findings from some literature teach that to design innovative services can be done by involving citizen participation (Sinni, 2017), experience the giver as well as the service users (Trischler & Scott, 2015), and collaboration with various parties including the private sector (Yu & Sangiorgi, 2017).

From the executive side of the balance between soft skill and hard skill should be used as a valuable instrument in bringing up someone's creativity. Innovation culture in an organization will appear when all individuals are giving the same opportunity to seek new ways effectively on a consistent basis that goes beyond the limits of ability they have (Zennouche, Zhang, & Wang, 2014). The object government services are a citizen but in the good governance concept, citizen participation as a user and the recipient becomes the important thing, how the citizen is giving feedback on that service model on its own. Citizens conditioned as users and recipients of government services. They do not have the option to get a quality choice, type, quantity, and how to acquire it because it has been government regulated. Therefore, the concept of public service often equated with the service provided by the government with monopoly rules, organizing, products, distribution, and monitoring.

3.4. Managing Innovation

From the results of our research, policy analysis, leadership, process innovation, development, and design of service models did not show the real support for performing various innovations. Citizen participation is often considered to be less useful in government activities due to the limited knowledge required or less democratic societies. Another thing with some other local governments such as the city of *Padang Pariaman*, and *Surakarta*, *Klungkung* Regency, *Badung* Regency, *Situbondo* Regency, *Tanah Datar* Regency, these areas have their special way to improve support for innovation. Start of building trust between legislative and executive branch to produce policies, improving the capacity of knowledge leaders about innovation through education, training in collaboration with university, forming research together, and collaboration with private sector. Besides the most important points in our opinion is how innovation manage in a way that is innovative.

Previous studies provide a broad description of how innovation operation such as utilization of information technology (see also Hartley, 2005; Scupola & Zanfei, 2016). For local governments that minimal budget cannot use advance of information technology. However, for some local government in Indonesia using the different instrument on the way which is considered to be a new option that objective, it is supported by arguments from Roger (1995) which indicated that innovation is an idea or new way considered.

For example, motorcycles and cars are used to reach certain points. In addition to the continuous change, movement informed through the media become a way government to promote innovation. Innovations like two opposite directions, innovations arise often caused by events such as public pressure, the private sector and government competition, and encouraging economic investment (Moore & Hartley, 2008; Agger & Sorensen, 2016). However, in the other direction of innovations may give rise to advantage both in individual, group, organization or the wider community. Thus, the balance between the different governance paradigm will increase the production of public innovation and bring new solutions that will have outperform existing one (Torfing & Triantafillou, 2016).

IV. CONCLUSION

We have shown that governments, innovation, and how to manage are a set of modes that continue to exist at administrative reform in government institutions with governance innovation mutually influence each other. Policy, leadership, knowledge, and cross-border cooperation will enhance the innovation ability to operate. What extent the framework provides useful guidelines for governance innovation analysis in innovative act, such as the service of civil registration records, we have been expressing more concern toward innovative act. The innovation management is not always using advanced new information technology. In fact, by making use of the available instruments and modified into a new way can increase the benefits of innovation itself.

Furthermore, our analysis has made it possible to identify extension frameworks Anttiroiko, Bailey, and Valkama. First, we argue that because this concept operates in western countries expectations of this framework are much lower when applied to the condition of local governments was less concerned with the public services quality. Second, the concept of Anttiroiko, Bailey, and Valkama very helpful to know how to manage innovation by various government instruments. We are aware that this research can be increased again the better. Therefore, we suggest to future researchers to investigate various instruments governance innovation in government activity because

we believe that innovation with implementing the management procedure will improve the public services quality.

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