

Public Service Innovation: A Comparative Study of Serang and Bogor Cities in Public Service Delivery

Saprudin^{1*}, Zulmasyhur²

¹Public Administration, Faculty of Social and Political Science, Universitas Juanda, Bogor

² Public Administration, Faculty of Social and Political Science, Universitas Nasional, Jakarta

*Correspondence Email: saprudin@unida.ac.id

Received: 9 June 2024; Revised: 29 November 2024; Accepted: 23 December 2024

Abstract: *The dissimilarities in public service innovation strategies between the Investment and Integrated One-Stop Service Offices of Serang City and Bogor City reveal critical implications for governance and policy research. The emphasis in Serang City on employee training to enhance service quality highlights the need for capacity-building initiatives in resource-constrained settings, while Bogor City's focus on leveraging advanced technology underscores the role of digital transformation in improving service accessibility. These differences indicate that tailored approaches to innovation are essential based on local context and resource availability. Moreover, Bogor City's effective budget management and stronger community participation emphasize the importance of participatory governance and fiscal discipline in driving successful public service delivery. The shared advancements in efficiency demonstrate that strategic reforms can reduce costs and improve productivity, even amid constraints. Based on these results, more research should be done on frameworks that combine maximizing resources, involving the community, and using new technologies to make public service innovation last and benefit everyone.*

Keywords: *Public Service Innovation; Organizational Strategy; Public Participation.*

How to Cite:

Saprudin, S., & Zulmasyhur, Z. (2024). Public Service Innovation: A Comparative Study of Serang and Bogor Cities in Public Service Delivery. *Journal of Governance*, 9(4), 847–860. <https://doi.org/http://dx.doi.org/10.31506/jog.v9i4.28624>



[This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.](https://creativecommons.org/licenses/by-sa/4.0/)

Introduction

Reassessing public services-related interests in society is not a part to be ignored, especially because public services are essential in bridging the wishes of society and the public (Gong & Li, 2023). This basis is based on Camilla Stivers' theory that public service-related needs in society can be achieved physically and how to show administration in the form of curves, which are highly dependent on existing variables and their effects (Stivers et al., 2023). The drift is that public services are necessary from their tiniest presence when such services are assembled and available to the community from birth. When the community is an adult, they increase. At the end of old age, they reduce or decrease again. Thus, this process will continue and form patterns related to the life of the public services provided by the state, even though sometimes they are obtained with minimum frequency, felt, or reversed (Hald et al., 2024). In addition, implementing public services in countries aims to meet the community's needs as a whole, both internally and externally, from the government. This system is constructed in the context of the services presented by government bureaucratic institutions. It focuses on meeting basic needs, such as order, calm, clothing, food, education, and other necessities (Karyana, 2021). All this has been done to accommodate the increase in population growth. Public services are, therefore, the result of the activities of public institutions that are explicitly felt by the entire community. Therefore, this service is a fundamental part of the government's primary functions, both in the internal and external structure of the government organization itself. The objective is to meet the community's needs, especially the citizens' basic needs.

On the other hand, the context of human dependence on government institutions becomes inevitable. This description, the view of Suriman & Mustaman (2024), strengthened the view that some government officials were not fully aware of the significance of existing services and that some government officials still believed that "if it was difficult, why not make it easy?" especially in the institutional environment of the government itself (Suriman, 2024). It reveals a gap in comprehending their roles as public servants and the philosophy of the service itself. Furthermore, the facts show that government officials' education and externship programs tend to be minimal in discussing aspects of public service management, such as technical dictations. In contrast, long-term education concentrates on administration and leadership, with little scientific material conveyed to public services (Luthfie et al., 2024).

This assertion, therefore, implies that there are often several issues and liabilities in government institutions' carrying out public services in assorted countries. In this context, government institutions usually face criticism and dissatisfaction from communities as public service providers for community services. Although, while public services may be deemed sensible from a technical perspective, if the community is resentful, the services are deemed to be ineffective or ineffective (Uster & Cohen, 2023). In addition, government institutions must continue to seek to clean up public pridefulness with public services. After all, public pride is the primary indicator of the success of public service delivery (Zulmasyhur & Sugiyanto, 2024). So that, the government must presently try to dress up the quality of public services, whether citizens "want" or "don't want" or

“like” or “don’t want” refinements (Dickson et al., 2024). It is vital to ensure that the government remains relevant and is not retracted by the people. As a result, efforts to dress up quality must include internal and external services and adapt to changes in the needs of communities as society evolves (Haug et al., 2024).

Afterward, the Indonesian government, notably at the local level, introduced various changes to the concept of public services, including implementing the ideas of excellent service, one-stop service, and integrated service. For example, the Integrated Subdistrict Administration Services (*Pelayanan Administrasi Terpadu Kecamatan, PATEN*) concept (Kirana, 2023) is the latest innovation at the sub-district level introduced. This notion was regulated for Integrated Sub-district Administrative Services (*Pelayanan Administrasi Terpadu Kecamatan, PATEN*) in 2010 as a new initiative to improve subdistrict public services. In this regard, the government has taken severe measures to protect citizens’ rights by implementing public services through special laws. For instance, the Public Services statute was invented to meet community needs (*Undang-Undang, 2009*). This law primarily aims to protect communities’ rights to obtain better and more appropriate public services from the state, both existing and new services. In 2024, the government also issued service operations standards (*Standar Operasional Pelayanan, SOP*) for each government agency to enhance the rate of public services (Ramadhan, 2024). The aim is to have precise measurements and indicators in implementing public services, thus facilitating these services’ quality assessment and improvement process (Saprudin, 2022).

In this respect, Sudrajat (2023) explains that organizing public services creates an interactive relationship between government and social elements. Public services are the arena of state, intergovernmental interchange with non-governmental organizations, and the stage of intense struggle between government and citizens. However, similar practices still have gaps, namely the existence of bad practices in public service governance that are well-felt by citizens or the public (Sudrajat, 2023). The illustration shows that significant changes in implementing public services will directly impact citizens and society. The views and justifications, as mentioned earlier, clearly indicate that the public services carried out by government institutions are intermediaries attaching the public elements to citizens and forming customers of public services (Zulmasyhur & KS Wahyu Triono, 2022). In this context, the government feeds public services, and the community receives public services to meet its needs. The description implies that if the government does not adequately equip public services to the community, the community will feel the explicit blow of the enactment of public services for the community; the community will deem the straightforward leverage of the undertaking of public services, which nourishes public services, and the community receives them to meet its needs (Cahyarini, 2021). If the government does not meet the community’s diverse necessities, the public may be dissatisfied with public services. Thus, public services should be considered community rights and the obligation of government institutions to fundamentally sustain all forms of public services that align with the digitalization era (Zulmasyhur et al., 2024). Then, one-stop service must provide convenience and speed in fetching

public services but often faces various obstacles that affect its quality (Renaldhy et al., 2023). One aspect that can result in the low enactment is the lack of adequate infrastructure and information technology support; second, lack of specialized human resources and lack of understanding of service procedures are other obstacles. In addition, lack of transparency in the undertaking function of services is complex bureaucracy, and lack of active community participation also hurt the provision of community public services (Yanti et al., 2024).

Meanwhile, other elements linked to the context are high levels of corruption, which are illustrated by various efforts by public officials or subjectively revoked by numerous forms of corruption that damage public trust in the enactment of the services. Enforcing the one-stop integrated services is challenging due to uncertainty or unclear legal and regulatory aspects, unreliable data, lack of transparency, lack of private sector involvement, and resistance to change within the government (Destamara, 2024). Consequently, the study focuses on compiling existing research, focusing on comparative studies as baseline data analysis in the extent of public services coupled with the Department of Investment and Single-Stop Integration Services (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) in Serang and Bogor City, asking questions that will be answered in the study: How different is the strategy for public service innovation implemented by Serang and Bogor City, and how effective and efficient is public service innovation affecting public satisfaction in both cities? Furthermore, when comparing the one-stop incorporated service of Serang and Bogor City, particularly about the undertaking of innovation in public

services, the urgency is paramount. First, innovation in public services is the ground for the development of technology and the increasingly complex needs of society.

This research problem focuses on examining the factors that influence the effectiveness and efficiency of public service innovation in local governments. Specifically, it compares the strategies employed by the Investment and Integrated One-Stop Service Offices of Serang City and Bogor City. Despite efforts to improve service delivery, challenges such as budget constraints, disparities in community participation, and inconsistent adoption of innovative practices continue to impede optimal outcomes. The study investigates how different approaches, like Serang City's emphasis on employee training and Bogor City's focus on technological advancements, affect the quality and accessibility of public services. It also seeks to analyze the extent to which public service innovations can address specific community needs, accelerate service delivery, and enhance overall service quality.

By comparing the innovation practices of the two cities, the research aims to uncover the factors that drive or hinder innovation and evaluate their impact on public service performance. Ultimately, this study intends to provide actionable insights and practical recommendations for local governments and related agencies. The goal is to help refine strategies, optimize resource allocation, and foster innovation that effectively meets the needs and expectations of communities.

Method

This investigation adopted a qualitative method with a descriptive course focusing on a comparative analysis between the Investment and Integrated

One-Stop Service Office (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) of Serang City and Bogor City in their undertaking. Then, a qualitative technique was chosen to investigate the existing segments of interrelationship in depth to find relevant and specific comparisons (Salmona & Kaczynski, 2024). In addition, this study's main data analysis principle is to observe how the collected data or statement is presented as a description while supplying connotation or arrangement of the analysis found. It aims to ensure that the data has scientific or theoretical significance linked to the comparative analysis between Serang City and Bogor City in executing public services initiated by the two institutions.

Furthermore, the informants in this study refer to the resource persons who answer questions asked by the researcher, deeming the research title being studied. Then, the selection of informants is based on their knowledge of the conditions of the research object and is considered competent in providing valid and credible information, so this study adopts the technique of selecting informants from among the actors directly involved in the research location (Adeoye-Olatunde & Olenik, 2021).

In short, this study ensures that the title, objects and subjects that exist or are used as a basis for analysis have an accurate and actual composition regarding the research results to be described. Researchers can describe conditions more deeply by involving informants, which is essential to obtain comprehensive insights about the investigated research object.

Result and Discussion

Differences in Public Service Innovation Strategies

The observation of the Investment and Integrated One-Stop Service Offices

(*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) in Serang City and Bogor City reveals notable contrasts in their strategic primacy and tactics. Then, Serang City recognizes an intense emphasis on enhancing employee competencies through training and development programs, aiming to clean up service quality by investing in human capital. In contrast, Bogor City focuses on adopting innovative technologies to boost service accessibility and efficiency. This approach aligns with modern trends by leveraging digital tools to streamline rotations and adapt to evolving needs. These contrasting strategies reflect each institution's unique operational context, with Serang City prioritizing human resource development and Bogor City concentrating on technological advancements.

Second, regarding human resources, this section refers to the actions or initiatives of an organization in playing a role in tasks and functions to achieve the agreed efficiency or effectiveness. It indicates that Serang City is experiencing a lack of resources, which is undoubtedly based on the amount of budget managed to maximize the strategic approach, which does not have the potential to be optimal in implementing the initiated program. At the same time, Bogor City's Investment and One-Stop Integrated Service Office (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) is more directed towards optimization that is in line with the appropriate budget so that the practice of the managed program is optimal.

Third, related to community participation, referring to this description emphasizes the involvement of supporting elements, both government and community, to carry out each of their respective roles well in terms of technical

and operational aspects to realize the active role of a program or decision for that this section finds a tendency in the Investment and One-Stop Integrated Service Office (*Dinas Penanaman Modal dan Pelajaran Terpadu Satu Pintu, DPMPTSP*) of Serang City which so far has not been optimal in accelerating community participation in the undertaking of the program so that the actualized reference level is not fully implemented optimally, this is in contrast to Bogor City which is relatively good in actualizing community participation so that the existing role can run relatively according to the conditions observed and of course has connotations with the role of the community itself.

Effectiveness and Efficiency of Public Service Innovation

The results obtained by the researcher show that in the practice of implementing public service innovations from these two institutions, namely the Investment and One-Stop Integrated Service Office (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) of Serang City and Bogor City, there are factors of effectiveness and efficiency that are actualized, namely:

First, the increase in effectiveness and efficiency of both institutions is indicated to be quite good, where this is supported by various efforts such as reducing processing time and costs and increasing the productivity of existing employees. Although not optimal, the focus is always appropriately attempted.

Second, regarding perception and hope, the meaning here refers to the innovation initiated by these two institutions more towards its implementation to the community whose connotation is headed by the government as the authorized authority, so that the

interaction between the community and the government implies the perception or hope that the existence of public service innovation is truly concretized so that the government as the authority that runs it pays attention to the benefits to the community through the innovation provided. Based on the analyzed findings, the following is a systematic and theoretical explanation that can be understood.

Approach and Priorities

In this section, the researcher sees the differences between the two institutions: the Investment and One-Stop Integrated Service Office (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) of Serang City and Bogor City. To understand the differences, here are the results of an interview with the Head of Serang City:

"For the technical aspects of implementing existing public service innovations, we focus on employee development efforts to improve existing services so that this can be implemented because, for us, employees here are the ones who play a role in public service innovation itself, especially in the Investment and One-Stop Integrated Service Office (Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP) of Serang City."

Then, on the one hand, the researcher also paid attention to what was implemented by the head of the Bogor City Investment and One-Stop Integrated Service Office as follows from the interview:

"For us, if we pay attention to the context of public service innovation, the content is how to optimize what was initiated, especially the Bogor City Investment and One-Stop Integrated Service Office (Dinas Penanaman Modal dan

Pelayanan Terpadu Satu Pintu, DPMPTSP) in increasing accessibility by utilizing the latest technology so that the existing services are very compatible with the current era.”

The findings from the interviews with the heads of the DPMPTSP offices in Serang City and Bogor City reveal distinct strategic priorities that align with Colin White’s (2017) theoretical perspective on strategy. White conceptualizes strategy not merely as a guiding roadmap but as a dynamic effort to translate operational tactics into actionable and context-specific approaches.

In Serang City, the strategic emphasis on employee development highlights the organization’s belief in human resources as the driving force behind public service innovation. By investing in skill enhancement and capacity building, the city prioritizes the foundational role of personnel in ensuring the successful implementation of innovative practices. This approach reflects a human-centric perspective on service improvement, where employee competency is seen as essential to achieving operational excellence and fostering sustainable innovation. Conversely, Bogor City’s strategy centers on leveraging technology to enhance accessibility and align services with contemporary demands. The focus on technological optimization indicates a forward-looking approach, where digital tools and systems are positioned as catalysts for efficiency and modernization. This strategy underscores the city’s recognition of the evolving expectations of the public and the necessity of adapting services to meet those expectations effectively. By embracing the latest technological advancements, Bogor City aims to ensure that its public services remain relevant, accessible, and aligned

with the pace of societal and technological change.

The divergence in strategies also points to the importance of tailoring approaches to specific organizational contexts and community needs. Serang City’s focus on workforce development may address challenges related to capacity and service delivery at a fundamental level, while Bogor City’s technology-driven strategy prioritizes scalability and rapid adaptability. These differences align with White’s assertion that strategy must be adaptable and contextually grounded, translating broad objectives into operational tactics that reflect the unique characteristics of each institution.

However, the findings also suggest that the effectiveness of these strategies depends on several supporting factors, including organizational readiness, budgetary constraints, and community engagement. Both approaches must be flexible enough to accommodate adjustments based on evolving circumstances and stakeholder feedback. The relevance of the strategic content—whether it is focused on human resources or technological innovation—lies in its ability to address specific challenges and deliver measurable improvements in public service outcomes. By analyzing these findings through a theoretical lens, it becomes evident that the success of public service innovation relies not only on the chosen strategy but also on the alignment of that strategy with the institution’s operational capabilities and the community’s expectations.

Human Resources

The core of human resources in the framework of public administration is certainly not only as a supporter but also a mandatory reference in its implementation because its role here is as

an implementer in organising public service innovation so that it fundamentally supports various existing activities, on this basis the researcher obtained the results of interviews with administrative staff of the Investment and One-Stop Integrated Service Office (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) of Serang City which are described as follows:

"For our part as a driver in organizing public service innovation itself, it is still not optimal because the existing budget is also not managed based on the main task items, so efforts to maximize the initiated program are not optimal."

On the one hand, the researcher saw a very critical difference from what was initiated by the Bogor City through interviews with the administrative staff, namely:

"So far, we from the administrative staff have been quite optimal in organizing public service innovations based on the Bogor City Investment and One-Stop Integrated Service Office (Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP), where the budget provided by our institution leads to optimization that is in line with the practices we work on so that this becomes our reference in organizing public service innovations themselves."

The findings highlight the critical role of human resources as both drivers and implementers of public service innovation within the administrative framework. The interviews underscore significant differences in the effectiveness of public service innovation efforts in Serang City and Bogor City, driven largely by how budgetary allocations align with the operational needs of human resources.

In Serang City, the administrative staff expressed challenges stemming from suboptimal budget management, which

hinders their ability to fully execute their tasks and maximize the potential of initiated programs. This misalignment reflects a broader issue in public administration where inadequate resource allocation can compromise the capacity of human resources to effectively implement innovation, thereby limiting the desired outcomes. On the other hand, the administrative staff in Bogor City reported a more favorable scenario, where budgetary provisions are better aligned with their operational practices. This alignment facilitates a more effective execution of public service innovation, demonstrating the importance of strategic budget planning in empowering human resources to fulfill their roles optimally.

Next move, the distinction illustrates a key theoretical principle in public administration: the integration of resource management with human resource capabilities is essential for achieving the goals of innovation. As Colin White (2017) suggests, strategy is not merely a directive but a framework that requires the translation of operational needs into actionable and context-sensitive approaches. Then, the comparative analysis indicates that while both cities recognize the importance of human resources in public service innovation, the degree of alignment between resource allocation and task execution significantly influences outcomes. For Serang City, the lack of targeted budgetary support highlights the need for a more structured configuration of financial resources to avoid program distortions and ensure that human resources can effectively implement innovation strategies. Conversely, Bogor City demonstrates that aligning budgets with operational priorities enables administrative staff to act as pivotal agents in driving innovation.

Theoretically, these findings reaffirm the necessity of treating human resources not merely as supporters but as central agents within the framework of public service innovation. The strategic design of funding and task alignment must reflect the operational realities faced by administrative staff. Ensuring that human resources are adequately empowered with the necessary tools and resources is not only fundamental to the success of public service innovation but also reinforces their role as critical stakeholders in achieving institutional goals.

Our implication underscores the importance of a holistic approach that integrates human resource development, resource management, and strategic planning in public administration to mitigate distortions and maximize the impact of innovative initiatives.

Community Participation

Active community participation is the footing for building an inclusive and sustainable social order. In every government policy, community participation is the key to creating applicable and practical solutions for the entire community. Based on this description of the function of the community in organizing public service innovation in both institutions, namely the Investment and One-Stop Integrated Service Office (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) of Serang City and Bogor City, to see the results of the analysis, here is a discussion with a service applicant of Serang City, namely:

"I see that the service here is a little better, but there are still obstacles, especially in terms of employees who are still minimal in administrative matters, and for me, it is not so good, especially for applicants for matters here, so the

existing tendency is not optimal, but there are efforts that have been improved little by little so far."

However, this basis does not necessarily become a reference. The researcher also sees what the Bogor City Investment and One-Stop Integrated Service Office (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) implements in the community. The following is an interview with the service applicant, which is described as follows:

"We as applicants see that in terms of the services provided, they are quite optimal, where there is a match between what is contained by the service provider to us, and also this is part of what we want so that our role as a community is quite involved so that this is good for us and also the provider."

The findings from the interviews with service applicants in both Serang City and Bogor City reveal significant differences in the role and effectiveness of community participation in public service innovation. In Serang City, a service applicant highlighted that while improvements in service delivery were evident, there were still challenges, particularly in terms of the adequacy of administrative staff. Then, it indicates that despite some efforts to enhance services, the level of community participation and service satisfaction remains somewhat limited due to operational constraints, such as insufficient staffing.

Moreover, the applicant's perspective underscores the importance of a robust administrative framework that supports effective community engagement in public service innovation, where the role of employees is pivotal in shaping the quality of service delivery. In contrast, the service applicant from Bogor City expressed greater satisfaction with the

services provided, noting that there was a clear alignment between the services offered and the needs of the community. The applicant emphasized the active involvement of the community in the process, highlighting a more engaged and responsive approach to public service innovation. This feedback suggests that in Bogor City, community participation is better integrated into the service delivery process, allowing for a more tailored and effective approach to meeting the needs of service users. The difference in these experiences points to the varying degrees of success in involving the community in shaping public service innovation and the outcomes that result from such involvement.

Theoretically, these findings resonate with the concept of community participation as an essential component in the success of public service innovation. Marshall and Abresch (2023) argue that effective community participation must be grounded in clear intentions and meaningful engagement, ensuring that the services provided align with citizens' rights and the state's accountability as the service provider. In the case of Serang City, while there is recognition of the need for improvement, the limited administrative capacity and ongoing obstacles prevent the realization of a fully inclusive and effective participatory process. This highlights the challenge of scaling community involvement in contexts where institutional resources are constrained. Conversely, Bogor City's higher level of community satisfaction suggests that when there is a clearer alignment between the services offered and the expectations of the community, and when the community is actively involved in the process, public service innovation is more likely to achieve its intended outcomes. This indicates that public service

innovation, when coupled with meaningful community participation, can lead to more responsive and inclusive service delivery.

The analysis points to the importance of ensuring that community participation is not only encouraged but is integrated into the strategic framework of public service innovation, ensuring that citizens' rights are adequately met and that state accountability is maintained. In essence, the role of the community in public service innovation is crucial, and its impact is determined by how effectively the local government integrates participatory practices into the planning and execution of service delivery.

Effectiveness and Efficiency of Public Service Innovation

If understood from the existing problems, researchers found that there were efforts initiated by the two institutions, namely the Investment and One-Stop Integrated Service Office (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) of Serang City and Bogor City in the context of the effectiveness and efficiency of public services themselves. The following is an interview with the Head of Serang City, namely:

"On the service side, what we are trying to do has improved a little, and we continue to fix it so that the scale of the service, both procedural and estimated, must still be fixed so that the existing services are truly targeted and what the community hopes for can have a positive impact and also be true."

Based on that, the researcher also reviewed what was described by the Head of the Bogor City as follows:

"We understand that efforts made towards effectiveness, efficiency, and also public expectations are critical because this is a fundamental thing for the

government as an authority that carries out public services to the community in terms of innovation so that its impact can be felt and must continue in the future. Of course, we continue to encourage basic things to be optimal even though there are unavoidable shortcomings, but we continue to strive optimally and do not forget that we always try to hear the perceptions and expectations of the community so that they can be used as evaluation material for us”.

The findings from the interviews with the heads of the Investment and One-Stop Integrated Service Offices (*Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu, DPMPTSP*) of Serang City and Bogor City reveal important insights into the ongoing efforts to improve the effectiveness and efficiency of public service innovation, despite the challenges faced by both institutions.

The head of Serang City acknowledged incremental improvements in service delivery but emphasized the continued need to refine procedural and estimated aspects to ensure that services are truly targeted and meet community expectations. This reflects an understanding that while progress has been made, there are still technical and operational hurdles that need to be addressed for public services to effectively fulfill their purpose. In contrast, the head of Bogor City emphasized the importance of aligning public service innovation with both effectiveness and efficiency while maintaining responsiveness to community perceptions and expectations. This approach recognizes that government institutions are continuously evaluated by the public, and their success is measured not only by the services they provide but also by how well they adapt to the needs and concerns of the community.

The acknowledgment of unavoidable shortcomings, paired with the commitment to striving for optimization and incorporating community feedback into decision-making processes, illustrates a more dynamic approach to public service innovation. This reflects the idea that the government's role is not static but involves ongoing adaptation and responsiveness to the ever-changing demands of society. Theoretically, these findings align with Tan et al. (2023), who argue that the effectiveness and efficiency of public service innovation must be sensitive and responsive to the dynamic nature of public services. Both Serang and Bogor cities show a recognition that public service delivery cannot be rigid or fixed but must instead evolve in line with shifting societal needs and expectations. The barriers—both technical and non-technical—that were identified in Serang City and Bogor City further emphasize the need for continuous improvement and a flexible approach to service delivery.

While both cities are taking steps to improve their services, their recognition of the existing challenges suggests that the process of public service innovation is ongoing and requires continuous adaptation to meet both procedural goals and community expectations. From a theoretical standpoint, these findings underscore the paramount importance of a comprehensive approach to public service innovation that takes into account both the internal capacities of government institutions and the external dynamics of public demand. Public services must be designed not only to be efficient and effective but also to be agile enough to accommodate changing public needs and expectations. The analysis suggests that for public service innovation to truly succeed, both technical and non-technical barriers must be actively addressed, and

strategies must be continuously revised based on community feedback and evolving circumstances. This reinforces the importance of a feedback-driven, adaptive approach in public administration, where government actions are constantly aligned with public expectations and where innovation is a continual process aimed at improving service delivery.

Conclusion

This study reveals key differences in the public service innovation strategies of Serang City and Bogor City, with implications for both theory and practice. Serang City's focus on employee training underscores the importance of human capital in driving innovation, although resource limitations hinder full optimization. Then, it aligns with resource-based theory, which emphasizes the critical role of resource management in successful innovation. In contrast, Bogor City's emphasis on technological innovation and effective resource allocation demonstrates the relevance of strategic management theory, highlighting how aligning resources with goals can drive efficiency.

Moreover, the study also stresses the importance of community participation, with Bogor City achieving more success in involving the community to sustain innovation, reflecting the principles of participatory governance. Overall, the study underscores the need for continuous improvement in resource management, community involvement, and technological integration to achieve sustainable and responsive public service innovation.

Acknowledgement

The Authors would like to extend their gratitude towards every party for

their assistance during the publication process.

References

- Adeoye-Olatunde, O. A., & Olenik, N. L. (2021). Research and scholarly methods: Semi-structured interviews. *Journal of the American College of Clinical Pharmacy*, 4(10), 1358–1367.
- Cahyarini, F. D. (2021). Implementasi Digital Leadership dalam Pengembangan Kompetensi Digital pada Pelayanan Publik. *Jurnal Studi Komunikasi Dan Media*, 25(1), 47–60. <https://doi.org/10.31445/jskm.2021.3780>
- Destamara, A. S. (2024). Optimalisasi Pelayanan Publik dan Pemberantasan Korupsi Melalui Peningkatan Penerapan Sistem PTSP. *Proceedings Series on Social Sciences & Humanities*, 17, 1–7.
- Dickson, Z. P., Hobolt, S. B., De Vries, C. E., & Cremaschi, S. (2024). Public Service Delivery and Support for the Populist Right. Working Paper.
- Gong, Y., & Li, X. (2023). Designing boundary resources in digital government platforms for collaborative service innovation. *Government Information Quarterly*, 40(1), 101777.
- Hald, E. J., Gillespie, A., & Reader, T. W. (2024). Problems in dealing with problems: how breakdowns in corrective culture lead to institutional failure. *British Journal of Management*.
- Haug, N., Dan, S., & Mergel, I. (2024). Digitally-induced change in the public sector: a systematic review and research agenda. *Public Management Review*, 26(7), 1963–1987.

- Karyana, A. (2021). Pengantar Manajemen Publik. Depok: Khalifah Mediatama.
- Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023). Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. *Human Resource Management*, 62(3), 331–353.
- Luthfie, M., Sastrawan, B., Saprudin, S., & Hamka, H. (2024). PARADOKS PROMOSI JABATAN APARATUR SIPIL NEGARA DALAM MERIT SYSTEM: STUDI KASUS: PROMOSI JABATAN DI LINGKUNGAN PEMPROV KALIMANTAN TENGAH. *ADMINISTRATIE: Jurnal Administrasi Publik*, 6(1), 1–16. <https://ojs.unida.ac.id/AJAP/article/view/9985>
- Marshall, G. S., & Abresch, C. (2023). New public management. In *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. 8525–8533). Springer.
- Ramadhan, R. (2024). In Konsep Good Governance dalam Perspektif Pelayanan Publik: Sebuah Tinjauan Literatur. Saraq Opat: *Jurnal Administrasi Publik*, 6(1), 55–67.
- Renaldhy, D. A. S., Rostyaningsih, D., & Lestari, H. (2023). Penerapan Sistem Layanan Pengaduan Pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Semarang. *Journal of Public Policy and Management Review*, 12(2), 428–491.
- Salmona, M., & Kaczynski, D. (2024). Qualitative data analysis strategies. In *How to Conduct Qualitative Research in Finance* (pp. 80–96). Edward Elgar Publishing.
- Saprudin, S. (2022). IMPLEMENTASI PENGEMBANGAN MUTU ORGANISASI (SUATU PENDEKATAN KAJIAN TOTAL QUALITY MANAJEMEN DAN PENDEKATAN ISO 9002. ELMARKAZI.
- Stivers, C., Pandey, S. K., DeHart-Davis, L., Hall, J. L., Newcomer, K., Portillo, S., Sabharwal, M., Strader, E., & Wright, J. (2023). Beyond social equity: Talking social justice in public administration. In *Public Administration Review* (Vol. 83, Issue 2, pp. 229–240). Wiley Online Library.
- Sudrajat, A. R. (2023). Analysis of Indonesian Public Service Issues in The New Era Based on Public Administration Perspective. *International Journal of Social Service and Research*, 3(1), 22–29.
- Tan, A. B. C., van Dun, D. H., & Wilderom, C. P. M. (2023). Lean innovation training and transformational leadership for employee creative role identity and innovative work behaviour in a public service organisation. *International Journal of Lean Six Sigma*, 15(8), 1–31.
- Uster, A., & Cohen, N. (2023). Local government's response to dissatisfaction with centralised policies: the “do-it-yourself” approach. *International Review of Administrative Sciences*, 89(3), 825–841.
- White, C. (2017). *Strategic Management*. Bloomsbury Publishing. <https://books.google.co.id/books?id=V5IGEAAAQBAJ>
- Yanti, F. D., Winarti, N., & Pratama, R. A. (2024). EFEKTIVITAS PELAYANAN PERIZINAN BERBASIS ONLINE DI DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU (DPMPTSP) KOTA BATAM TAHUN

2022. Multidisciplinary Indonesian Center Journal (MICJO), 1(1), 420–430.

Zulmasyhur; KS Wahyu Triono. (2022). CATATAN PRAKTIK DESENTRALISASI DAN DEMOKRASI (1st ed., Vol. 1). https://scholar.google.co.id/citations?view_op=view_citation&hl=id&user=nL6NMYkAAAAJ&citation_for_view=nL6NMYkAAAAJ:_FxGoFyzp5QC

Zulmasyhur, Z., Setiawan, H. D., & L. W., N. P. (2024). ENHANCING GOVERNANCE THROUGH DIGITAL TRANSFORMATION. Jurnal Governance, 10(1), 127–136. <https://doi.org/10.30997/jgs.v10i1.11544>

ZULMASYHUR, Z., & SUGIYANTO, E. (2024). TOWARD EQUAL ACCESS TO PUBLIC SERVICES THROUGH ENHANCED E-GOVERNMENT IN SEMARANG CITY. Theoretical and Empirical Researches in Urban Management, 19(1), 89–109.