PERCIPIENCE JOURNAL
Social, Administration, and Entrepreneurship Journal
Vol. 3, No. 1, September, 2023
DOI: 10.33474/percipience.v3i1.24840

Evaluation of Barriers to the Implementation of Public Service Innovation in the Government of Lumajang Regency

Fidhia Yuningtiyas[1]
[1]Universitas Islam Malang, Indonesia
E-mail: fidhiapipid@gmail.com

Article History:
Received: 1 June 2023
Revised: 20 July 2023
Accepted: 18 September 2023

Abstract: *This study aims to evaluate the barriers to the implementation of public service innovation within the Government of Lumajang Regency. Public service innovation is regarded as a strategic effort to enhance service effectiveness, quality, and public trust in government institutions. However, its implementation often encounters complex challenges originating from internal, external, and technological factors. Employing a descriptive qualitative method, data were collected through in-depth interviews, observation, and document analysis involving government officials and relevant local agencies. The findings reveal that internal constraints include limited human resource capacity, insufficient digital competencies, and resistance to organizational change. External barriers consist of inadequate innovation budgeting, regulatory misalignment, and unequal distribution of digital infrastructure, particularly in peripheral areas. Meanwhile, technological barriers are reflected in fragmented information systems and suboptimal integration of digital service platforms. The study concludes that successful innovation implementation requires a synergistic approach involving continuous human resource capacity building, stronger leadership commitment, policy and budget reforms, and modernization of integrated and interoperable government information systems. Strengthening these aspects is crucial to realizing more responsive, efficient, and inclusive public service delivery aligned with the goals of digital government transformation in Lumajang Regency.*

Keywords: *Public Service Innovation, Local Government, Implementation Barriers, Digital Transformation, Human Resource Capacity, Regulatory Constraints, Information System Integration*

INTRODUCTION

Innovation in public service delivery has become an urgent necessity in the era of digital transformation, growing public expectations, and increasingly complex social challenges faced by the government. Innovative public services are required to improve service quality, bureaucratic effectiveness, and public trust in government institutions (Mulgan & Albury, 2003). Furthermore, according to Osborne and Brown (2011), public sector innovation is not only related to the adoption of new technologies, but also involves the development of ideas, processes, and working methods that are capable of generating added value for society.

Local governments hold a strategic role as the front line of public service delivery, particularly within the framework of regional autonomy as mandated by Law Number 23 of 2014 on Regional Government. This regulation provides greater flexibility for districts and municipalities to develop policies and innovative public service models that suit local needs. However, the capacity of local governments to adopt and implement innovation does not always operate optimally due to differences in resource capabilities, infrastructure limitations, and bureaucratic culture (Dwiyanto, 2021).

Lumajang Regency, as one of the regions in East Java Province, has made various efforts to foster public service innovation, including the digitalization of population administration, integrated licensing services, and the development of community health services. Nevertheless, the implementation of such innovations still encounters significant barriers. These challenges include the limited availability of human resources competent in information technology, a less adaptive organizational structure, and a bureaucratic work culture that tends to resist change (Andrews, 2020). Additionally, budget constraints, limited political support, and weak inter-organizational collaboration are also inhibiting factors that require serious attention (Ministry of Administrative and Bureaucratic Reform, 2023).

Challenges surrounding innovation are not solely technical or related to digital systems, but also involve broader governance issues. Ineffective coordination among local government units, limited internal communication, and the absence of an innovation incentive system for civil servants hinder the creation of a sustainable innovation ecosystem (OECD, 2017). Moreover, regulatory inconsistencies between the central and local governments may lead to ambiguity in policy implementation. The limited involvement of citizens in the formulation and evaluation of public service innovation also results in outcomes that do not always align with actual community needs (Denhardt & Denhardt, 2015).

Considering these issues, this study aims to analyze the barriers faced by the Government of Lumajang Regency in implementing public service innovation in 2024. This analysis is expected to provide a comprehensive overview of the factors that hinder innovation success and to serve as a basis for formulating more effective and adaptive improvement strategies. Through an in-depth evaluation, the local government is expected to strengthen institutional capacity, enhance cross-sectoral collaboration, and build a more responsive bureaucracy aligned with the dynamic needs of society. Ultimately, the successful implementation of public service innovation is expected to improve the quality of government services and contribute to the sustainable well-being of the people of Lumajang Regency.

METHOD

This study employs a descriptive qualitative approach aimed at exploring in depth the various barriers encountered in the implementation of public service innovation within the Government of Lumajang Regency. This approach was selected to enable the researcher to obtain a comprehensive understanding of the phenomena occurring in the field, particularly in terms of the meanings, perceptions, and experiences of actors directly involved in the innovation process of public service delivery (Creswell, 2018). The research was conducted within the Government of Lumajang Regency, focusing on local government agencies and units that are directly responsible for or engaged in public service delivery. The fieldwork for this study is scheduled to take place during the year 2022.

FINDINGS AND DISCUSSION

Findings

This study aims to evaluate the barriers to the implementation of public service innovation within the Government of Lumajang Regency in 2022. Based on data obtained through in-depth interviews, observations, and document analysis, several key obstacles were identified that influence the effectiveness of public service innovation. These barriers are categorized into three groups: internal barriers, external barriers, and technological barriers.

1. Internal Barriers

a. Limited Human Resources (HR)

The findings indicate that limitations in the competencies and skills of government personnel constitute one of the primary obstacles to implementing innovation. A number of employees have not yet mastered the use of technology and digital systems applied in public services, resulting in a relatively lengthy adaptation process. This condition highlights a capacity gap between existing human resources and the demands of digital transformation in the public sector.

b. Resistance to Change

In addition to skills limitations, resistance to change is also identified as a significant challenge. Apparatus reluctance or discomfort toward new work patterns is caused by insufficient socialization and training regarding the benefits and procedures of innovation. This situation demonstrates that the success of innovation depends not only on technological aspects, but also on organizational culture readiness and effective change management.

2. External Barriers

a. Budget Constraints

The study reveals that the local government's capacity to allocate sufficient budget to support innovation remains limited. The implementation of innovation, particularly technology-based innovation, requires funding for equipment procurement, application development, HR training, and system maintenance. Budget constraints have resulted in delays in several strategic innovation initiatives.

b. Regulatory Limitations

Several regulations and administrative procedures are perceived as not fully accommodating sufficient flexibility for innovation. Rigid policies restrict the local government's ability to adopt more efficient service systems. Policy misalignment between national and local governments also contributes to implementation challenges in the field.

c. Regional Infrastructure Limitations

In several areas, particularly peripheral and rural regions, access to internet networks and technological infrastructure is still insufficient. Geographic conditions and uneven digital infrastructure distribution have impacted the speed and quality of technology-driven public services.

3. Technological Barriers

a. Limited Technological Infrastructure

Although the Government of Lumajang Regency has taken steps to improve technological infrastructure, some supporting facilities are still unable to meet the requirements of integrated public service systems. This condition leads to inefficiencies in service processing within several administrative units.

b. Suboptimal Information System Integration

The study also finds that various applications and platforms used in public service delivery are not yet fully integrated. Information system fragmentation hampers service flow, increases data duplication, and prolongs service processing time.

Discussion

Overall, the findings of this study indicate that the implementation of public service innovation in Lumajang Regency continues to face multidimensional and complex challenges. These barriers do not exist in isolation; rather, they are interrelated and jointly influence the effectiveness of innovation both at the operational and strategic levels. At the internal level, the results of the study emphasize that the success of public service innovation is not determined solely by the availability of adequate technology, but also by the readiness of human resources and the organizational culture of the bureaucracy. In other words, innovation cannot operate optimally without competent personnel, an adaptive mindset, and a willingness to move away from traditional bureaucratic practices that tend to be procedural and less responsive to change.

In this context, systematic and sustainable capacity-building strategies for government personnel are required. Measures may include competency-based training, innovation coaching and mentoring programs, enhancement of digital literacy, and the application of change management approaches that can minimize bureaucratic resistance. Strengthening these capabilities is essential, as public sector innovation in the digital era demands more collaborative, data-driven, and performance-oriented work processes to ensure effective and efficient public services.

Externally, limited budget allocation and a regulatory framework that remains insufficiently adaptive signal the urgency for the Government of Lumajang Regency to undertake policy reforms that support the long-term development of innovation. The lack of funding for technological investment and service infrastructure development has caused delays in implementing digital transformation agendas, particularly those requiring integrated information systems. Therefore, formulating regional fiscal policies that position public service innovation as a strategic priority becomes necessary, including through potential collaboration with the private sector or the use of alternative funding mechanisms.

In addition to policy and funding issues, the study also shows that equitable access to digital infrastructure is a key factor in achieving inclusive public service innovation. Unequal internet connectivity across areas of Lumajang Regency, especially rural and remote regions, risks creating disparities in service quality and widening inequality in public service outcomes. Accordingly, strengthening information and communication technology (ICT) infrastructure must be aligned with regional digital transformation programs to ensure equitable and just access to public services.

Meanwhile, the technological challenges reinforce the need to modernize the information system architecture of the regional government. Integrated and interoperable systems are essential to ensure that public service data can be managed accurately, efficiently, and securely. The current fragmentation among public service applications highlights the need for a technology governance design oriented toward standardized, accessible government digital platforms that support administrative processes and data-driven decision-making. Additionally, the sustainability of technological management is equally important, considering that digital innovation requires continuous system maintenance, equipment upgrades, and enhanced cybersecurity.

In conclusion, the successful implementation of public service innovation in

Lumajang Regency depends on the synergy between human resource readiness, consistent policy and budget support, equitable digital infrastructure development, and strengthened information system governance. With strong commitment and well-planned strategies, the regional government has the potential to realize public services that are more responsive, efficient, inclusive, and aligned with the demands of modern digital government transformation.

Conclusion

Based on the findings and discussion regarding the barriers to the implementation of public service innovation in the Government of Lumajang Regency in 2022, this study concludes that the implementation of innovation still faces multidimensional and interrelated challenges. The primary obstacles originate from internal, external, and technological factors that influence the effectiveness of innovation at both strategic and operational levels.

From the internal aspect, the limitations in human resource capacity and competence, accompanied by resistance to change, indicate that public service transformation cannot rely solely on technology. Instead, it requires organizational cultural readiness and strengthened change management. This condition demonstrates the need for continuous investment in enhancing digital literacy, competency-based training, and the establishment of a capacity-building system that supports innovative behavior among government personnel.

From the external aspect, limited budget allocation, regulatory misalignment, and disparities in digital infrastructure in rural and peripheral areas are identified as major inhibiting factors. These challenges underscore the urgency for more adaptive policy reforms, prioritization of financial support for innovation, and a stronger commitment to accelerating the expansion of information and communication technology infrastructure to ensure inclusive and equitable access to public services.

Meanwhile, from the technological aspect, the limited integration of information systems and the suboptimal performance of digital service infrastructure highlight the importance of modernizing the regional government's information system architecture into one that is standardized, interoperable, and secure. Strengthened technology governance is required to support the implementation of data-driven government practices that promote efficiency and accountability.

In conclusion, the future success of public service innovation implementation in Lumajang Regency relies heavily on the synergy between human resource capacity development, consistent policy and budgetary support, equitable ICT infrastructure distribution, and the modernization of government information systems. A strong strategic commitment from the regional government to address these barriers is expected to accelerate the realization of public services that are more responsive, effective, inclusive, and aligned with the agenda of modern digital bureaucratic transformation.

References

Andrews, R. (2020). Organizational Capacity and Public Service Innovation. *Public Management Review*, 22(3), 1–20.

Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and Mixed Methods Approaches* (5th ed.). SAGE Publications.

Denhardt, J. V., & Denhardt, R. B. (2015). *The New Public Service: Serving, Not Steering* (4th ed.). Routledge.

Dwiyanto, A. (2021). *Reformasi Birokrasi dan Good Governance: Membangun Birokrasi Berkelas Dunia*. Gadjah Mada University Press.

Ministry of Administrative and Bureaucratic Reform. (2023). *Laporan kinerja reformasi birokrasi dan* inovasi *pelayanan publik di Indonesia*. Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia.

Mulgan, G., & Albury, D. (2003). *Innovation in the Public Sector*. Cabinet Office Strategy Unit.

OECD. (2017). *Fostering innovation in the public sector*. OECD Publishing.

Osborne, S. P., & Brown, L. (2011). Innovation, Public Policy and Public Services: Theoretical and Empirical Explorations. *Public Management Review*, 13(3), 1–20.

Republic of Indonesia. (2014). *Law Number 23 of 2014 on Regional Government*.