



## The Influence of Leadership Innovation and Collaboration on the Performance of West Sumatra Provincial Health Service ASN

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### ABSTRACT

The performance of civil servants is needed in a government agency to improve performance. Therefore, to make it happen, skilled and reliable human resources are needed in their fields. Innovation in the field of public services is needed for the creation of comfortable public services. Collaborative leadership is needed to cope with rapid change. The purpose of this study is to determine the Influence of Innovation and Leadership Collaboration on the Performance of ASN of the West Sumatra Provincial Health Office. The qualitative research method uses a descriptive approach, where the data collected is in the form of interview manuscripts, field notes, and other official documents. The results of innovation show that the form of public service "Go to Heaven" and "Rasa Heaven" are two creative innovations applied in public services in the health sector that have received appreciation from the government and the community. The conclusion and implementation of the research results that the performance of civil servants can be improved through innovations born by leaders and in collaboration with their staff as well as collaboration with leaders in the City Regency area in replicating these innovations, so as to realize public services that satisfy the community and can reduce the number of pain in the community.

## **INTRODUCTION**

The most important factor in the progress of national development in every country in the world is the quality of human resources which must be improved all the time. Human resources must be optimal and able to be utilized so that they can add value to achieve the vision and mission of a company or government institution (Indrajita, 2021)

One of the ways in which public services can be improved is through human resources, namely the state civil apparatus itself. Apart from the support of internet media through the provision of services through the government website, every ASN as a human resource plays an important role as a driving force in the organization, human resources are needed who are able to answer and meet the needs of the community in fulfilling the services required by the community. Innovative ASN will encourage ASN performance and organizational performance. ASN as the spearhead of an organization to achieve the goals of a public organization, it is very important to form an ASN with a culture of innovation in making changes for the better (Zulfia, 2023).

Good innovation requires good organizational skills and is an important factor in producing innovative work. With reliable innovation, an organization can accept challenges from outside and can develop well. An innovative workforce is really needed for a company to come up with brilliant ideas. Innovation will emerge from an organization that is also supported by leaders who are capable of innovation. (Sudiyani, 2021).

Performance is an achievement from the implementation of work by workers or employees to achieve the vision and mission of an organization (Indrajati et al 2021). Performance is the result of efforts from good quality work from employees/employees who work according to the tasks and responsibilities given (Dewi&Wibaya , 2022). Another theory also states that performance is an achievement from the implementation of employee work or employees who have work quality in accordance with previously agreed work plans to meet organizational needs carried out professionally (Sayd et al 2016)

Interesting innovations in public services must be created by the government to be provided to the public. Employee performance in an organization is created from good and sustainable work management to achieve organizational goals. For this reason, employee performance requires innovation, so it can be concluded that employees in an organization in work management must have good quality and be able to innovate. Company performance is influenced by resource management factors, input from managers as well as organizational justice and the effectiveness of the organization (Zulfia, 2023)

In order to improve employee performance, innovative innovation is needed. Reliable innovation is a form of effort to generate interesting ideas and breakthroughs to produce quality work. (Bagehot%Innovation n.d). Regional governments can be able to develop reliable innovations so that they can be enjoyed by the wider community in public services. According to Schumpeter and OECD (in Mahardika, 2019) work to innovate is a directional frame of reference for advancing organizations in innovating, either through technology,

existing facilities or through anything that supports innovation so that the organization can function well.

Meanwhile, the innovation system/innovation policy is a system (continuum) consisting of a group of actors, institutions, networks, partnerships, interactions and production processes that influence the direction and speed of innovation development and the learning process. Therefore, innovation systems actually include science and technology infrastructure (e.g. educational activities, research and development activities, planning activities) and production infrastructure (e.g. value-added activities that serve the needs of organizations and society as a whole). Likewise with its use and distribution in society. The innovation policy issued by the government aims to support innovation in local organizations. Innovation in local agency organizations such as public institutions is one way to overcome stagnation and difficulties in supporting organizational work and performance. Innovations introduced by public institutions.

Regulations or guidelines issued by the government regarding innovation include: 1. Government Regulation (PP) Number 38 of 2017 concerning Regional Innovation, 2. Minister of State Administration Regulation Number 91 of 2021 concerning Development of Public Service Innovation, Public Affairs in Ministries/Institutions, Government Regions, 3rd Government and Bureaucratic Regulations for State-Owned Enterprises and Regional Business Entities Number 7 of 2021 concerning Innovation Competition in the Service Sector. Based on Minister of Administrative and Bureaucratic Regulations Number 7 of 2021, regions are encouraged to take part in this competition. For this reason, innovation is an important policy in every region for the sake of regional development and improving organizational performance. You can also participate in a contest, and the contest winners will receive prizes according to the region where they won the innovation contest. In this regional innovation contest, the region challenges all regional organizations and their employees to achieve the title of Be Innovative regionally. According to Kusuma's research results, (2021) it was found that work innovation influences performance at PT. INKA (Railway Industry) Madiun and Dewi's research, (2020) found that innovation can influence employee performance in the printing industry in Tabanan Regency.

Kusuma's research (2021) shows that there is a significant influence between work innovation and performance improvement at PT. INKA (Railway Industry) Madiun. This is in line with research by Dewi (2020), which found that innovation has a positive impact on employee performance in the printing industry in Tabanan Regency. These two studies reinforce the concept that innovation plays an important role in increasing organizational effectiveness, in accordance with organizational innovation theory which states that the application of new ideas can increase work productivity and efficiency.

In the realm of health services, innovation also plays a vital role. For example, in West Sumatra, innovation in health services was introduced by drg. Afando Ekardo, MM, who serves as head of UPTD BKOM and PELKES West Sumatra Province. The innovation initiated, called "Enter Heaven", is designed

to provide easy and comprehensive access to eye health services for all levels of society. This program not only increases public awareness about the importance of eye health but also makes it easier for people to get basic eye examinations. Thanks to its comprehensive approach, the "Enter Heaven" innovation succeeded in winning an award as a superior innovation at the IGA 2023 event, which helped raise the profile of West Sumatra as the most innovative province.

The economic impact of the "Enter Heaven" innovation is also significant, with the West Sumatra Eye Hospital's revenue increasing from 25 million per month to 450 million per month. This success not only shows the effectiveness of the program in improving the quality of health services but also shows the importance of support and collaboration between various stakeholders, including regional heads and the Regent in West Sumatra, in implementing innovation. This is in accordance with innovation ecosystem theory which emphasizes that collaboration between stakeholders is an important factor in innovation success.

The "Taste of Heaven" innovation developed by Drg. Afando Ekardo, MM, is a holistic concept of "Achieve the Hope of Health and Body and Soul" which has received appreciation from the Deputy Governor of West Sumatra, Mr. Audy Joinaldy, and also from officials from the Regent of the Mentawai Islands. These two figures recognize the great potential of this innovation in improving the welfare of health workers in the area and hope that this innovation can lead to recognition in the 2024 Government Innovation Award (IGA).

Another important factor that influences the performance of the State Civil Apparatus (ASN) is leadership collaboration. According to collaborative leadership theory, this approach is very effective in addressing complex issues through collaboration that combines various expertise and perspectives to achieve common goals. In this dynamic and demanding environment for adaptation, collaborative leadership not only strengthens adaptive capacity but also encourages innovation in response to continuously changing needs.

Government support for innovative human resources is the key to improving the quality and capacity of employees. The training aims to increase knowledge, skills and creativity, as well as broaden employees' understanding of the importance of innovation in improving organizational performance and effectiveness. According to Zulfia H & Frinaldi (2023), innovation is an important requirement for achieving high performance, accountability, transparency and the principles of good governance.

In this case, improving ASN performance requires employees who are not only innovative but also support collaboration between various parties, including regional heads and leaders at the provincial level. In connection with this issue, there is a need for further research on the influence of leadership innovation and collaboration on ASN performance in the West Sumatra Provincial Health Service.

## **THEORETICAL REVIEW**

### ***Employee Performance***

Employee performance is a collection of work results from individuals or groups within the organization who have been given responsibility to achieve the organization's common goals, carried out openly and without violating the law and of course in accordance with morals and ethics. Achieving this common goal is of course accompanied by change actions and paying attention to factors that influence employee performance (Sedarmayanti, 2017)

Employee performance or achievement is the process of achieving goals by identifying certain targets through the process of selecting certain targets, within a certain time. One criterion can be used to determine whether a product or service is good or bad. The result of this process is where individuals experience tasks and are based on the decisions made as a business. Each person has a target for evaluating the work of the responsibilities carried out and the minimum number of goods is calculated and accounted for together (Saragih, 2022)

Another theory states that performance is a person's achievement as a result of carrying out tasks in accordance with the rules set by the Institution. Employees definitely have work targets from their place of work, if the employee can achieve the minimum performance targets assigned, then it can be said that the employee has good performance (Robbins, 2016).

### ***Innovation***

Innovation can be understood as a person's intrinsic drive to explore and learn broad and varied new concepts. According to Klein and Bhagat (2016), innovation stems from the desire to test and apply new ideas in areas of interest, without being limited by existing frameworks. In the process, innovation involves receiving ideas, forming new ideas, and implementing these designs into a product or service.

Risehtunang, as quoted by Kusuma (2023), mentions several main characteristics of innovation, including: first, it has special characteristics that differentiate it from existing products or services; second, contains an element of novelty; third, implemented based on careful planning; and fourth, clear and defined goals. In terms of innovation theory, there are two main types, namely radical innovation and incremental innovation. Radical innovation is often associated with research and development by specific institutions or researchers, while incremental innovation is incremental improvements to existing products or processes, usually on a smaller scale.

Additionally, Mohamad Ginanjar emphasized that innovation includes six aspects of change, namely: replacement, change, addition, rearrangement, deletion and strengthening. These aspects help in identifying and implementing innovations in various ways, enabling effective transformation in accordance with targeted needs and goals (Kusuma, 2023).

### ***Leadership Collaboration***

Kasmir (2016) articulated that leadership is a manifestation of the way a leader manages interactions and provides direction to his subordinates. The

success of a leader in mobilizing other people not only depends on their leadership talents, but also on their communication competence, especially in communicating orders. Effective communication skills are essential for leaders to ensure that duties and responsibilities can be carried out well. On the other hand, less effective communication can hinder the achievement of this goal. This concept can be strengthened by the Path-Goal theory which suggests that effective leaders are those who are able to adapt their leadership style to motivate subordinates, direct, support and provide feedback to achieve organizational goals (House, 1971).

In terms of teamwork, Lawasi & Triatmanto (2017) define that this involves collaboration between two or more individuals who work together in coordination to achieve specific goals. In a team, synergy between members allows work to be more efficient and effective, providing space for the birth of creative solutions to overcome problems that arise. Theories such as the Tuckman Model, which includes forming, storming, norming, and performing, emphasize the importance of dynamics within teams to achieve optimal performance. Forming a cooperative and mutually supportive team is the key to achieving high performance and overall organizational goals.

## **METHODOLOGY**

The methodology used in this research is a descriptive qualitative approach. Qualitative research focuses on in-depth understanding of social phenomena from the perspective of the subjects involved. This approach is suitable for exploring the natural conditions of research subjects or objects, where the researcher acts as the main instrument in data mining (Creswell, 2014). In this case, the data collected includes interview scripts, field notes, and official documents. A descriptive approach is used to systematically describe a situation or phenomenon, providing a clear and detailed picture of the state of the research subject, which can be an individual, group or institution (Zulfia, 2023).

The types of data used include primary data obtained directly from sources through interviews and observations, as well as secondary data obtained from relevant documentation sources. To ensure the validity of the data, source triangulation techniques were applied, where the researcher verified the veracity of the data collected by comparing various sources of information (Denzin, 1989).

The data analysis process in this research involves four main stages: data collection, data reduction, data presentation, and drawing conclusions. This stage allows researchers to organize and filter data efficiently, and present it in an interpretable form before concluding the findings (Miles, Huberman, & Saldaña, 2014). This entire process supports the creation of a deeper understanding of the phenomenon under study, in accordance with the principles of qualitative research.

## **RESULTS**

Indonesia is known as a country with a high prevalence of blindness, ranking second after Ethiopia. These factors are rooted in socioeconomic

conditions, where visual impairment and blindness often correlate with levels of poverty and low work productivity. In this case, treating blindness disorders is crucial to support the achievement of the third Sustainable Development Goal (SDG), namely ensuring good health and promoting well-being for all at all ages.

Research by Hello Health in 2021 shows that around 45% of Indonesians have never had a professional eye examination. Furthermore, only one in ten people regularly visits an ophthalmologist. This condition indicates a lack of awareness and access to adequate eye health services in Indonesia.

From a medical perspective, some eye disorders such as diabetic retinopathy and glaucoma can be prevented through early detection and timely intervention. Meanwhile, cataracts are still the main cause of visual impairment which can be treated through surgery. Therefore, increasing access to adequate health services, especially for cataract surgery, is an important strategy in reducing the level of blindness and visual impairment in Indonesia.

The theoretical framework that can be used to understand this phenomenon includes the theory of health service accessibility, which suggests the importance of the availability, affordability and quality of health services. In addition, the theory of social determinants of health is also relevant to explain how social and economic factors contribute to health problems such as blindness. Thus, a multi-sectoral approach involving collaboration between government, the private sector and communities is essential to holistically address the problem of blindness in Indonesia.

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The Regional Technical Services Unit (UPTD) of the Community Sensory Health Center (BKIM) of West Sumatra Province, as the government entity responsible for providing public health services, emphasizes the importance of excellent service in early detection of visual impairment and providing accessibility for cataract surgery. In an effort to meet community needs, UPTD BKIM has initiated activities such as patient screening in various districts/cities and setting up eye examination stands during vehicle-free day events. However, human resource, time and budget constraints hinder the sustainability of these activities.

According to Dr. Lila Yanwar, MARS, Head of the West Sumatra Provincial Health Service, the strategy for dealing with visual impairment at the national level involves a promotive and preventive approach which includes early detection and treatment of visual impairment and blindness. This is done by increasing community access to comprehensive, quality and affordable health services.

In response to this situation, another innovative idea emerged, namely providing free basic eye examinations for patient companions and free pick-up and drop-off services for patients undergoing cataract surgery. This initiative not only facilitates early detection of people's eye health, but also eliminates patients' worries about transportation to and from BKIM, creating comfort and convenience for patients and their families, ultimately realizing excellent service.

In this case, UPTD chose to make this activity a regional innovation with the names "Enter Heaven" and "Taste of Heaven", which aims to provide easy and comprehensive access for all residents. Drg. Afando Ekardo, MM, head of BKIM SUMBAR, emphasized that this innovation not only makes it easier for the public to get basic eye examinations, but also shows the obligations of government officials as public servants in providing excellent services that are time and cost efficient.

The "Enter Heaven" and "Taste of Heaven" innovations also play an important role in increasing public awareness of the importance of eye health, strengthening UPTD's capacity to handle more cases of visual impairment, increasing public satisfaction with the services provided, as well as supporting superior health initiatives from the Governor and Deputy Governor of West Sumatra in terms of public services.



Figure 1. Cover of the "Enter Heaven" UPTD Community Sensory Health Center, West Sumatra Provincial Government

The highest appreciation was also given by the Mayor of Solok, namely Mr. H. Solok area. Appreciation was also given by the Mayor of Padang Panjang, namely Mr. Fadhly Amran, BBA, who expressed his appreciation for what had been carried out by the Indra Health Center, West Sumatra and of course this will be a motivation for employees in Padang Panjang to replicate and adopt this program and hopefully it will be useful for all .

Further appreciation was also given by the Regent of the Mentawai Islands who expressed his appreciation for the innovation that had been carried out by the West Sumatra Province Public Health and Health Training Center

with the title "Taste of Heaven" namely "Achieve Healthy Hope Body and Soul." Hopefully this Rasa Surga innovation is useful and can make health a reality. and the fitness of the people of West Sumatra which is a superior and sustainable human resource, I appreciate and replicate and adopt this innovation in the Mentawai Islands, hopefully it will be useful for us all.

## DISCUSSION

### *The Influence of Innovation on ASN Performance*

Innovation for the public sector is very important in realizing government governance in order to provide excellent service to the community and create a government that is responsive, dynamic and efficient. Public sector innovation begins with first forming an innovative ASN. Once ASN has an innovative spirit, public sector organizations will automatically be able to innovate. In terms of carrying out public sector innovation, the government has a role, among others, as policy innovation, innovation in the policy making process and policy as a tool in developing innovation and its dissemination (Bagehot & Innovation, n.d.). Innovation for the public sector is in line with the bureaucratic reform program in making improvements in terms of aspects

1. Arrangement of organizational structure,
2. Arranging the number, quality and distribution of civil servants,
3. Open selection and promotion system,
4. Professionalization of civil servants,
5. Development of government electronic systems,
6. Simplification of business licensing,
7. Increased transparency and accountability of the apparatus,
8. Improving the welfare of civil servants, and
9. Efficient use of civil servant work facilities and infrastructure

Of the 9 (Nine) bureaucratic reform programs, Innovation for public sector organizations has the following characteristics (Bagehot & Innovation, n.d.):

1. In terms of organizing principles, public organizations enforce new policies because they change according to the political cycle.
2. In terms of organizational structure, innovation is adapted to complex situations, including social and economic issues
3. In terms of innovation performance measures, the public sector has targets and performance measures
4. In terms of management issues, public organizations require political approval
5. In terms of the relationship with the subject (society), a harmonious relationship is needed to achieve public service innovation.
6. From a supply chain perspective, the public sector is the standard setter
7. From a human resources perspective, innovation is seen as a threat to improving public services.
8. In terms of knowledge sources, public sector innovation is relatively rigid.
9. In terms of time, public organizations tend to take longer to innovate

Of these nine characteristics, to realize innovation for public organizations, the role of professional and innovative ASN resources, organizational

management, quality and structure of public organizations greatly influences the realization of innovation. One assessment of the performance of a public organization is its ability to provide optimal services and satisfy the community. If a culture of innovation has been embedded in ASN then of course there will be many updates and findings in making improvements to produce high ASN performance and organizational performance. So organizational performance cannot be separated from the performance of ASN within the organization itself. The most basic reason for public sector organizations needing to innovate is because of demands for accountability, transparency and the principles of good governance, so public organizations must open up sufficient space to foster innovation in the public sector. It is with this innovation that very important changes are made by the public sector to produce better organizational performance and improve employee performance in order to produce added value and competitive advantages that benefit society (Innovation et al., 2016).

The strength of an organization in improving organizational performance is that innovation within the organization is able to internalize a culture of innovation so as to form a true innovation agent who is always ready to make changes even without reward. Public sector organizations with all their problems and bureaucratic dynamics must be able to cultivate innovation in their daily work. If a culture of innovation is embedded within ASN and the organization, it will certainly result in better employee performance and organizational performance (Innovation et al., 2016).

Improving organizational performance requires innovation management that will create an advantage for an organization that is able to face global competition. The stages required are dissatisfaction with a fixed situation, inspiration from various sources, invention, internal and external validity, creating breakthroughs, creating management knowledge, creating new business models, developing services, creative knowledge and competence and innovation needing encouragement from needs. community on policies and processes. The implementation of innovation for ASN and public organizations is in line with Government Regulation Number 38 of 2017 concerning Regional Innovation where article 2 explains that regional innovation aims to improve the performance of regional government administration. Regional innovation targets are directed at accelerating the realization of community welfare through improving public services, empowerment and community participation and increasing regional competitiveness. This is also regulated in Permenpan RB Number 91 of 2021 concerning fostering public service innovation. This regulation states that in order to realize improvements in people's welfare and global competitiveness through bureaucratic reform, it is necessary to accelerate the improvement of the quality and performance of public services, it is necessary to accelerate the improvement of the quality and performance of public services through public service innovation to meet public expectations.

To support efforts, the urgency of innovation for ASN and public organizations is also strengthened by Minister of Home Affairs Regulation Number 104 of 2018 concerning Assessment and giving awards and/or incentives for regional innovation in article 1 that regional innovation assessment

is the process of assessing all forms of regional innovation using the regional innovation index. Regional innovation is a set of variables and indicators used to measure the level of regional innovation based on a certain period. In article 7, regional innovation proposals can come from regional heads, DPRD members, ASN, regional officials and the community. In order to generate creative ideas in encouraging innovations in the OPD known as "One Innovation One Agency", a regional innovation development work team was formed to collect innovation data needed to provide regional innovation development budgets, such as holding innovation seminars, dissemination, replication and holding innovation competitions. area. Regarding improving public services, the government also issued Permenpan RB Number 7 of 2021 concerning public service innovation competitions within ministries/agencies, regional governments, state-owned enterprises and regional-owned enterprises stating that for the formation of public service innovation through the implementation of 1 mandatory movement per agency to encourage quality of public services.

Regions that have implemented a culture of innovation are Pare-pare, Gorontalo and Sragen, which according to (Culture & Reform, 2009) must have the ability to implement innovation which includes:

1. Innovation Vision and Strategy is positioned as achieving the goals of the vision and mission of government administration.
2. Strengthening basic competencies. Increasing the creativity of the apparatus is the main thing so that the apparatus is more innovative in providing services and increases mastery of e-government. To increase employee creativity through learning assignments, educational design, skills-based training, performance allowances and strengthening local competencies and performance assessments
3. Strengthening information and organizational intelligence Facilitating organizations with technological capabilities by transforming processes so that information can flow quickly and smoothly.
4. Market and customer orientation: Satisfying customers where the public organization's customers are the community. With this, the apparatus must have the concept that community satisfaction is the main thing.
5. Management of ideas and creativity. There is freedom in developing ideas and creativity for the apparatus.
6. Organizational systems and structures Utilization of information technology to support organizational systems and structures.
7. Technology management Building technology-based work networks. In this way, implementing innovation for ASN and the public sector is one of the steps in overcoming the deadlock of public organizations and realizing a bureaucratic reform program where up to now public organizations that have been rigid, rigid and tend to the status quo must be able to be thawed through the transmission of a culture of innovation.

This cannot be separated from external dynamics and demands for very rapid changes occurring outside public organizations. The importance of innovation for ASN and public organization innovation is so important, with the support of central and regional government regulations to support innovation for

ASN and public organizations with the hope of improving the performance and performance of public organizations in the eyes of the public.

### ***The Influence of Leadership Collaboration on ASN Performance***

This research examines the influence of collaborative leadership on improving the performance of State Civil Apparatus (ASN) in implementing innovation. Based on the concept of collaborative leadership, which is defined as an approach that allows leaders to work together to achieve organizational goals, this research explores how the appreciation and implementation of innovation by leaders in various regions influences ASN performance. Previous studies such as those conducted by Hsieh and Liou (2018) have identified that collaborative leadership involves the activation of resources, the establishment of a conducive work environment, and the synthesis of collaborative processes that have an impact on organizational performance. Similar research by Maalouf (2019) and Sulaiman (2020) also shows that collaboration in leadership increases organizational cohesiveness and overall performance.

Theories relevant to this phenomenon are strengthened by Raelin (2006), who suggests four perspectives in building collaborative leadership practices: first, understanding that leadership can be carried out simultaneously by more than one individual; second, recognition that leadership is a collective effort; third, the principle of mutual benefit in leadership; and fourth, a compassionate leadership approach. The implications of this theory indicate that collaborative leadership is not only about managing and distributing power but also about how to maintain and manage collaborative processes through resource activation, shaping the work environment, mobilizing stakeholder support, and synthesizing work processes.

The novelty of this research lies in integrating collaborative leadership theory with the specific context of innovation implementation by ASN in Indonesia, which differentiates it from previous studies which focused more on organizational performance in general. By examining the impact of collaborative leadership in a unique cultural and administrative context, this research provides new insights into the dynamics of leadership and innovation in local government.

## **CONCLUSIONS AND RECOMMENDATIONS**

The conclusion and implementation of the research results is that ASN performance can be improved through innovations created by leaders and in collaboration with their staff as well as collaboration with leaders in the City Regency area in replicating these innovations, so that public services that satisfy the community can be achieved and can reduce morbidity rates in the community.

## **FURTHER RESEARCH**

Suggestions for further research could be to carry out quantitative research, so that you have broader information regarding the title raised.

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