

What Makes Public Sector Innovation Sustainable?: A Case Study from Indonesia

Slamet Widodo, Zailani Surya Marpaung, Anang Dwi Santoso

Department of Public Administration, Faculty of Social and Political Sciences, Universitas Sriwijaya, Jalan Raya Palembang - Prabumulih Km. 32 Indralaya, Ogan Ilir, Sumatera Selatan 30662, Indonesia

Abstract – This study is motivated by two main factors, including: the limitations of previous studies on the sustainability of innovation in the public sector and the practical needs since the Indonesian government recently carried out a public sector innovation competition and generated thousands of new innovations. These practices will be dangerous if the government does not think about the sustainability of these innovations. Therefore, by taking the case of 2H2 Center of East Flores Regency, this study intended to explore the driving factors of the sustainability of innovation in the public sector. We have interviewed a number of informants and studied some of the documents obtained from them to achieve the objectives of this study. We found that the sustainability of innovation in the public sector was based on several factors such as organizational learning, financial sustainability, stakeholder engagement, data-driven innovation, open innovation: evolution and product development, and regulatory support. In practical terms, the results of this study can be used and considered by the government when the government intends to promote the sustainability of innovation in the public sector.

Keywords – innovation, public sector innovation, sustainability, Indonesia

1. Introduction

Research on public sector innovation continues to develop in line with the development of practices of innovation and the public encouragement to get better services [1], [2]. Initially, public sector innovation emerged from the need to answer the many failures of the government in providing services to the community and the development of increasingly advanced science and technology that demanded increasingly tighter global competition [3]. Innovation in the public sector can contribute to improving the quality of public services and increasing the capacity of organizations to overcome public problems in facing challenges from society and global competition [4].

Although research on public sector innovation has been broadly conducted, research that discusses why public sector innovation can be sustainable is rarely done. Much attention remains on topics such as driving factors of innovation [5], [6], typology of innovation [7], [8], and innovation barriers [9], [10]. Therefore, this study aimed to provide an empirical overview of the driving factors of the sustainability of public sector innovation. The sustainability stage is one of the most crucial phases [11], [12]. Before entering this stage, innovation has progressed through difficult stages. Some of them have failed in the design and development and implementation stages [9]. Few of them are able to survive at this stage. Innovations must be maintained so that the usefulness of these innovations can continue to be applied by the community.

Public sector innovation in Indonesia and other developing countries has actually progressed quite rapidly over the past decade, partly are related to democratization in general and more specifically decentralization. Regional autonomy has made the environment for government organizations increasingly complex [13]. The high demands of the community, limited organizational resources, and the emergence of innovative leaders encourage public

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Corresponding author: Anang Dwi Santoso,
Department of Public Administration, Faculty of Social and Political Sciences, Universitas Sriwijaya, Jalan Raya Palembang - Prabumulih Km. 32 Indralaya, Ogan Ilir, Sumatera Selatan 30662, Indonesia.

Email: anangdwi@fisip.unsri.ac.id

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organizations in Indonesia to continue to innovate. To some extent, it is associated with the development of innovative practices in Indonesia as a consequence of bureaucratic reform to create a professional government bureaucracy that has characteristics, integrated, high-performance, free and clean from Corruption, Collusion, and Nepotism, able to serve the public, neutral, prosperous, dedicated, and upholds basic values and code of ethics of the state apparatus [13], [14].

On the other side, the Government also enacts the One Agency One Innovation policy, which is a movement that requires one agency to create at least one innovation every year. To achieve healthy competition in the formation of public service innovations between agencies and regions and to fulfill the objective requirements of the assessment as innovation, competition is conducted. This program is also intended to accelerate the improvement of the quality of public services to achieve world-class public services. The expected outcomes in this program include: (a) an increase in the confidence of public service providers, and (b) an increase in public confidence in changes made by the government.

Several studies, although still limited, seek to obtain the determinants of innovation sustainability, such as van Acker & Bouckaert [11] who discovered the role of learning, feedback, and accountability. Besides, Cinar et al. [9] observed the crucial role of the availability of funding sources to ensure innovation sustainability. Unfortunately, these studies only focused on organizational aspects. Research that looks at innovation sustainability from a broader perspective is needed.

This study provided more comprehensive findings to see why an innovation is sustainable. By presenting the perspective of the organization, the organizational environment, and the behavior of the implementer, this study answered this question. From an organizational perspective, this study provided a series of factors that reflect the cultural and structural elements of an organization. Furthermore, at the environmental level, this study presented aspects of the organizational environment. This study also looked at the attributes attached to an innovative product that can promote the product to continue to be used. Finally, from the point of view of the implementer, this study presented the behaviors of street-level bureaucrats in carrying out innovation which then drives these innovations to be used continuously.

2. Literature Review

Determinants of Sustainability in Public Sector Innovation

van Acker & Bouckaert [11] tried to find a sustainable innovation in the public sector by proposing three factors, including feedback, accountability, and learning. Feedback from users enables an organization to correct mistakes in the product of innovation [15]. In more detail, an innovation system must have the ability to receive feedback from the environment about the outcomes and effectiveness of an information product to improve the useful aspects of the innovation product.

Another aspect that is no less important for sustaining innovation is accountability. In this case, accountability is a mechanism that allows for the imposition of sanctions on those who do not implement the innovation, and vice versa, those who implement them will get a reward [11], [16]. van Acker & Bouckaert [11] included the concept of accountability as one of the determining factors for the sustainability of innovation because innovation will work in an accountable environment so that the organization and employees are able to work maximally by allocating various resources to optimize innovation performance.

The last aspect to be explained is the learning aspect. Organizations with a learning culture have an open and receptive attitude towards various kinds of criticism and suggestions as well as tolerance for mistakes and risk-taking [17]. Then, the organization can process the information as the foundation for changing the product innovation. In short, organizations that have a learning culture will interpret information from the environment to improve the quality of innovative products.

Innovation must also be adaptive to be sustainable in the midst of competition with other programs to obtain resources from the government [1], [18]. Innovation products must be able to adapt to technological developments so that users can continue to use them. Therefore, innovation must continue to be developed by adjusting to the times. Ezzamel et al. [16] found that the technical problems of an innovative product will make users leave the innovation product.

Finally, Cinar et al., [9] in their literature review study, found that in the sustainability stage of an innovative product in the public sector, financial resources are the main obstacle to the sustainability of an innovation. Thus, the certainty of funding of the innovation is one of the determining factors for the success of public sector innovation. Funding problems at this stage usually arise because an innovation loses its source of funds as the previous source of funds is from subsidies from international projects.

3. Research Methods

This study used a qualitative case study design. The case study design was chosen because this design is the proper one to answer the why and how questions, particularly when the phenomenon under study (the innovation product) is a related part of the setting [19]. This design allowed the researchers to get an in-depth exploration of the innovation and how the innovation product related to the organizational context, the environment, and the behavior of the implementer.

This study focused on one case, which was the 2H2 Center of East Flores Regency. This case was selected because this innovation has substantively proven to be able to solve public problems and received an award from the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia as the best innovation. Besides, the more important part is that the innovation was able to survive despite various kinds of pressures, one of which was the change of heads of offices and regents.

The data source in this study was obtained from various forms to carry out the triangulation of the information obtained. The primary data in this study were obtained from in-depth interviews with the research informants consisting of initiators, implementers, facilitators, policymakers, and innovation beneficiaries. These informants consisted of the former Head of Office of the East Flores Regency, the Deputy Regent of East Flores, 2H2 Center Coordinators, religious leaders, doctors, midwives, nurses, and several beneficiaries of this program. The informants were asked questions according to their capacity in encouraging the sustainability of the innovation. In more detail, the questions asked included: The history of the establishment of the innovation; The implementation of the public sector innovation; The product design of the innovation and how the design changes with the times; The local government commitment; The actors involved in public sector innovation; The identification of organizational capacities and capabilities in encouraging the sustainability of the innovation; and The resources allocated for public sector innovation.

Meanwhile, the secondary data in the study were obtained from various kinds of government and non-government documents containing descriptions of the innovation being studied. The secondary data consisted of government reports, regulations, and planning documents. Moreover, the researchers also collected data from various kinds of news from both local and national research. The secondary data allowed the researchers to look at the historical aspects of the product being studied. In addition, the researchers also observed how innovation works to

get a more complete overview of why innovation can be sustainable. The data analysis in this study was carried out to identify the determinants of the sustainability of public sector innovation. The data sourced from interviews, documents, and observations were coded and grouped into specific themes such as product innovation, environment, organization, and implementer behavior.

To ensure the quality of the data, the researchers also conducted data triangulation. As stated in the data source, the data in this study consisted of various forms (interviews, government reports, news articles) and sources (government from various offices and communities). The data from various sources and forms were then processed to the data triangulation. The data triangulation process was carried out by comparing information or data in different ways [20]. To obtain the correctness of reliable information and a complete overview of particular information, the researchers used the interview method and observations to check the truth.

Furthermore, this study also applied triangulation of data sources by exploring the truth of certain information through different methods and sources of data collection. In this case, the activities carried out by the researchers were conducting interviews and observations. The researchers used participant observation, written documents, archives, historical documents, official records, personal notes or writing and pictures or photos. Each of these methods produced different evidence or data, which in turn provided insights into how public sector innovation was sustainable.

4. Findings and Discussion

Organizational Learning

The results of the study showed that to be sustainable, an organization implementing innovation must have an organizational learning system. As obtained in interviews with 2H2 Center managers in East Flores Regency, the organizational learning process was carried out by monitoring the results of work in accordance with the cases handled. If there is a case of maternal/infant death, the evaluation is carried out a maximum of a day after the incident occurs. The evaluation was attended by the head of the community health center, the midwife coordinator, the community health center staff, the 2H2 Center team, and the head of the health office. Then, the 2H2 Center team also has an internal evaluation system which is carried out every morning before starting work. This evaluation is intended to discuss the referral case that occurred on the previous day. Besides, monthly evaluations are also held to review the performance of health services for

pregnant women. This evaluation is attended by midwife coordinators at each community health center in East Flores Regency to discuss target data, referral issues, and feedback as well as monthly reports on maternal and child health outcomes. Every year, an annual evaluation is also held to provide direction on health service policies to reduce maternal and infant mortality. An annual evaluation is also held together with the referral main actors to notify problems and receive input from team members. Finally, the annual evaluation is also carried out together with the mother and child care network consisting of the district head, village head, Family Welfare Movement team leader, and community leaders. Overall, the results of the daily, monthly, and yearly evaluations are valuable inputs for the 2H2 Center team to improve the quality of services to mothers and children.

Financial Sustainability

Funding certainty is an important aspect to maintain innovation as found in this study. The 2H2 Center innovation in East Flores Regency is designed to be an innovation implemented with devotion values to build commitment to stakeholders. These values are carried out consistently and are followed by a commitment to correct deficiencies and solve any problems faced. In short, financial support is a crucial aspect of this innovation but it is not the main driving force in service activities for mothers and children. Despite receiving funding support from the regency government, the largest source of funding for this innovation comes from the community. The source of funding that comes from the East Flores Regency Government budget consists of employee salaries, spending on phone credit for communication, and transportation costs. For the rest, the 2H2 Center team received funding from the community. In more detail, 91% of the budget spent on program operations is from community organizations.

Stakeholder Engagement

Sustainable innovation must get support from stakeholders. The support and participation of stakeholders will encourage the creation of a sense of belonging to the resulting innovative products so that stakeholders will jointly struggle to maintain the innovation. In the case of 2H2 Center, the head of the regional apparatus organization held an important role in ensuring the purpose of public services, which is that no pregnant woman died without getting adequate treatment and no pregnant woman is assisted by a traditional midwife. In addition, 2H2 Center also involves religious figures such as mosque imams, parish pastors, and priests. Religious leaders

play an equally important role in East Flores Regency because most of the people are religious.

At the initial period of the program, a meeting was held with all the main actors to ensure the active role of each actor. The Health Office built a strong commitment from every element of both the officers and the community to care more for every pregnant woman who will give birth so that the mother is safe and the baby is healthy, by taking time and effort and funds. The Health Office also ensured that each health worker and other related elements understand the 2H2 Center work system. This can be found in the following interview:

The Head of the Health Office of Larantuka Regency held a meeting which was attended by doctors, village midwives, midwife coordinators, community health center ambulance drivers, 2H2 Center ambulance drivers. The meeting was intended to inform the 2H2 Center work system (An interview with the former Head of the Health Office, 2018).

On another occasion, the Head of the Health Office also attended a meeting with religious leaders to invite them to participate in reducing the maternal and infant mortality rate in East Flores Regency. This is described in the following interview:

By looking at the characteristics of the East Flores community who practice worship, I attended a meeting of pastors at the beginning of the program to ask for some minutes to convey information about the important role of religious leaders in the 2H2 Center program. Besides, I also invited every pastor to monitor the pregnancy and birth of the congregation. Then, the priests responded well to this (An interview with the former Head of the Health Office, 2018).

The actors involved must have a mission, which is reducing the maternal and infant mortality rate. The roles of each actor involved are as follows:

a. 2H2 Center Team of the Health Office of Larantuka Regency

The role of the 2H2 Center Team of the Health Office of Larantuka Regency consists of (1) classifying data based on time of delivery, place of delivery, birth attendants, cases of birth at risk, babies born at risk, cases of maternal and infant mortality, (2) conducting daily monitoring of all pregnant women who are about to give birth (based on the estimated time of delivery) via SMS addressed to the midwife coordinator, district head, and religious leaders, (3) directing/assisting midwives in helping births at the community health centers, (4) providing considerations to refer to when experiencing difficulties, (5) forwarding case referral information to 2H2 Center Hospital, (6) coordinating referral pick-ups from the island,

b. Community health center

The main role of the community health center in the 2H2 Center Program is to be responsible for the implementation of the 2H2 Center at the community health center level. Technically, the community health center will provide first aid to pregnant women at risk and provide a referral to the regional public hospitals.

c. Midwife Coordinators

Midwife coordinators are senior midwives who act as intermediaries between the midwives in the field and the 2H2 Center of the Health Office. Technically, the role of the midwife coordinator includes: (1) collecting data and sending interpretations of the delivery of pregnant women after the first contact via SMS to the 2H2 Center team, (2) informing the interpretation of pregnant women giving birth in the month concerned to the district head, (3) receiving and responding to each SMS monitoring from the 2H2 Center Team of the Health Office, and (4) asking for help from the 2H2 Center Team of the Health Office via SMS when having difficulty providing delivery assistance.

d. Village midwives

Village midwives are technical midwives who are directly involved with pregnant women, mothers giving birth, and newborns. The function of the village midwife is to (1) inform the midwife coordinator on the interpretation of the delivery of each pregnant woman on the first contact, (2) inform the village head and adaptive village administrators about the interpretation of the delivery of pregnant women in the month concerned, (3) monitor pregnant women when approaching childbirth and providing assistance at the same time, and (4) inform the plan for delivery at the community health center and plan for referral cases for pregnant women to the midwife coordinator.

e. District Head and Village Head

The District Head and the Village Head are government officials who are responsible for ensuring that all components of the community in their area support the process of pregnancy and childbirth. Technically, the roles of the two include: monitoring every pregnant woman in the area based on the interpretation of delivery, and inviting all pregnant women to give birth in adequate health facilities.

f. Religious leaders

The community of Larantuka Regency is known as religious people. Thus, the role of religious leaders in supporting the reduction of maternal and infant mortality rates is important. After receiving a monitoring report from the 2H2 Center about pregnant women expected to give birth, a religious leader will conduct monitoring and spiritual assistance. Religious leaders instill that the birth of a living being is a sacred activity. Therefore, all

communities must support and contribute according to their respective roles.

g. 2H2 Center Hospital

In certain cases, pregnant women and mothers giving birth need a referral from the community health centers to regional public hospitals. The regional public hospitals in this program have the role of being a referral information center, disseminating case referral information from the community health center to all related functional units in the hospital, and coordinating assistance in picking up referrals from the island with the hospital ambulance.

Even though the Center Team only consists of 3 midwives, 2 drivers, and 1 administrator and domiciled at the Health Office, they carry out monitoring for 24 hours. If a patient gives birth to the delivery room at the community health center, the complete data of the mother is sent to the 2H2 Center to be monitored together. If during monitoring, difficulties are found, the 2H2 Center in collaboration with obstetricians and gynaecologists and/or paediatricians will provide technical assistance/advice to the on-duty team at the community health center by phone. If the case cannot be handled, it is referred to the regional public hospital. The 2H2 Center sends referral data to the 2H2 Center public hospital link and further facilitates referrals by providing an ambulance to pick up patients at the port and take them to the regional public hospital. This strategy makes it easier for staff at the hospital to standby and prepare actions for patients who are being referred. Travel time, which is quite long from the community health center to the regional public hospital, can be minimized with this system.

Health cadres, partner traditional midwife, Family Welfare Movement team leader at the village level, Family Welfare Movement team leader at the district level, have collaborated with health workers at the village health post, village maternity house, community health center, have joined hand in hand in providing information about the condition of pregnant women, escorting pregnant women to health facilities, and even accompanying mothers in giving birth to bringing them back home. Particularly for the partner traditional midwife, they have declared themselves not to help deliveries, but partner with midwives in helping deliveries in adequate health facilities.

This program was initiated by the Head of the Health Office of East Flores Regency. The Head of the Health Office has an important view which later becomes the spirit of the implementation of this program, which is that pregnancy is a gift, a struggle to take sides with the dignity of a woman who naturally is pregnant and also gives birth which is seen as a noble event that must be welcomed in a dignified manner because childbirth is the beginning of life. Thus, a baby who is born is a starting point of

human life, which must be welcomed and cared for in a dignified manner by the trained hands of love, so as to end the life of 9 months and 10 days in its mother’s womb in a very pleasant manner without having to struggle just to breathe, even worse, when its life must end without having a name. This is the moral message that is always echoed by the health office when inviting other people to care for pregnant women, particularly through the 2H2 Center.

In the initiation phase, the Head of the Health Office examined the constraints or factors causing the Maternal and Child Health program. Then, in the monitoring phase, the Head of the Health Office had a role to oversee the entire process of implementing the 2H2 Center, and ensured that no pregnant woman dies without getting adequate treatment, and that no mother gives birth at home, or even assisted by a traditional midwife.

Data-driven Innovation

This program is data-driven innovation. The use of data is carried out in every phase and becomes the basis for every decision-making. Initially, the Head of the Health Office studied the constraints or factors that caused the Maternal and Child Health (MCH) program to fail to reduce the Maternal Mortality Rate (MMR) and the Infant Mortality Rate (IMR) and after analyzing the results of the achievements of the mother and child health program from year to year, they concluded that if the monitoring process uses only the mother and baby cohort, even if it is equipped with 13 local area monitoring indicators (PWS KIA), the problem of maternal and infant mortality will always plague us. This is because, in a period of 9 months of pregnancy, many pathological events can occur. It takes an “out of the box” breakthrough through the 2H2 Center by inviting all elements of society, from cadres, traditional midwives, the Family Welfare Movement team leader, village heads, district heads, religious and community leaders.

Furthermore, the 2H2 Center Program also conducted data collection on pregnant women, mothers giving birth, and newborns because the data were still inaccurate in the previous period. The data were collected by village midwives. The data consisted of name, case, and address. These data are always updated from time to time by the village midwife. The data are then used by the 2H2 Center team by grouping data based on time of delivery, place of delivery, birth attendants, cases of birth at risk, babies born at risk, and cases of maternal and infant mortality. This is described in the following interview:

One of the main priorities of the 2H2 Center at the beginning of the program was to re-collect data on pregnant women, mothers giving birth, and

newborns. The data was then used by the 2H2 Center team by grouping data based on time of delivery, place of delivery, birth attendants, cases of birth at risk, babies born at risk, and cases of maternal and infant mortality.

Open Innovation: Product Evolution and Development

To continue to be used, innovation needs to be revolutionized. The evolution of innovative products can be carried out by becoming an organization that is open to receiving input from stakeholders. Input from stakeholders then becomes a driving force for the organization to improve itself. Table 1. shows the development of the 2H2 Center as seen from three aspects, including the system, personnel, and institution.

Table 1. Product evolution and development

ASPECT	Initial Conditions	Development
System	<ul style="list-style-type: none"> - The system is simple and easy to run without the need for special skills - Using technology that is cheap and easy to get - Low cost - 24-hour service 	<ul style="list-style-type: none"> - Information technology is very likely to be developed better and easier - Telecommunication providers can take part in this program through the CSR program.
Personnel	<ul style="list-style-type: none"> - Empowerment of existing health human resources - Active involvement of related sectors, religious leaders, and the general public - There is a strong commitment from the program implementer - Work without ulterior motives 	<ul style="list-style-type: none"> - There is real support from health workers as program implementers, related sectors, religious leaders, and community leaders - Real support from religious figures - Political support
Institution	<ul style="list-style-type: none"> - Health office/community health center and its network as the leading sector in maternal and child health - Sector involvement related to the district level - Involvement of religious institutions - Involvement of social institutions 	<p>The impact of this program is quite significant in responding to the demands of the community, so it is possible to develop it for areas that have the same problems</p>

Regulatory Support

The regulations in this study function to ensure the government's commitment, in this case, the East Flores Regency Government to continue to allocate resources for the continuation of innovation. In 2010, the 2H2 Center was operated using a Decision from the Head of the Health Office of East Flores Regency. A year later, in 2011, Regional Regulation Number 9 of 2011 on the health of mothers, children, and newborns (KIBBLA) was issued. Eventually, more technically, in 2012, the 2H2 Center program was regulated using the East Flores Regent Decision Number 12 regarding the 2H2 Center system. A regent regulation is currently being drafted regarding the implementation of the 2H2 Center.

In more detail, this program has a strong legal basis because there are at least three regulations that underlie this program. Initially, this program was only based on a Decision from the Head of the Health Office which was the lowest form of commitment. The following year, seeing the benefits of the program, the commitment of the DPRD and the Regent began to emerge as evidenced by the presence of regional regulations. And lastly, there was a commitment to technically implement the regional regulation as evidenced by the presence of the regent regulation.

Discussion

Once the innovation is formed and implemented, the next most important phase is how to maintain the innovation so that its benefits can continue to be perceived. This paper aimed to identify the determinants of public sector innovation under various social and political pressures. By taking the location at the 2H2 Center, we found eight important characteristics so that innovation can continue and provide benefits to the government and society, including: organizational learning, financial sustainability, stakeholder engagement, data-driven innovation, open innovation: evolution and product development, and regulatory support. The seven of them will be reviewed one by one.

Organizational learning in this study is related to another factor, which is open innovation [21]. The characteristics of organizational learning are important because an innovation at the beginning it is implemented will find various rejection and resistance from both implementers and beneficiaries because it is not necessarily successful [22]. The rejection and resistance are usually followed by various reasons why the community and innovation implementers take these actions and this is a useful input for innovation improvement. This will not be obtained when organizational learning characteristics are

absent. These inputs are then processed and the innovation will continue to evolve based on what society wants [23], [24]. This is what we call open innovation. Basically, innovation in the initial product is not a real innovation product because it continues to find new points where these points are obtained from input and suggestions from the community and implementers of the innovation.

Organizational learning and open innovation lead us to the next characteristic, which is data-driven innovation. What is meant by data-driven here is that all changes made must be based on data [25], [26]. Data can be in the form of research, field data such as increases or decreases in the survival rate of pregnant women and babies, interviews with various parties, both implementers and beneficiaries. This becomes important as a foundation for the evolution of the innovation itself, and which parts must be changed must also be based on comprehensive thinking [27], [28].

It is important to note that the more parties involved, the more parties feel they have a sense of belonging to the innovation, as we found in our case. The involvement of stakeholders is one of the keys to the sustainability of innovation [29], [30]. At the start of the program, there was an even distribution of work so that no person/group was considered the most important in the innovation because everyone had their own duties and responsibilities.

To make the innovation sustainable, it is necessary to have regulations that are used to maintain the use of innovation. This study found that regulation is a source of innovation implementation and the use of legality in organizations [31], [32]. Organizations and governments will then seek to comply with these regulations by using innovation in a sustainable manner. In more detail, the regulations will ensure the sustainability of budget allocations, human resource development (recruitment and employee salaries), and infrastructure development. The regulation will also force agencies mentioned in the regulations to use innovative products in a sustainable manner.

The regulations also bring to the next factor, which is financial stability. Our case shows that at one time, the innovation had budgetary difficulties, and therefore, the regulation was important, especially to maintain budget stability [32], [33]. This is because innovation in the public sector in our case, and perhaps in another case in Indonesia, is unique as it is very dependent on the budget. If there is no budget, there are no programs and the community will also stop receiving the benefits of the innovation [34]. Or, the innovation will continue in the first few years because it may still get assistance from donors outside the government, but eventually the innovation will also fail.

5. Conclusions, Limitations, and Implications

Amid the limitations of empirical research on the sustainability of innovation in the public sector, this study aimed to find particular driving factors of the sustainability of innovation in the public sector. This is also important because of the practical need that the Indonesian government continues to hold various kinds of innovation competitions and it becomes a dangerous thing if these innovations are not considered regarding their sustainability. Thus, by taking a case study of an innovation called the 2H2 Center, this study found various factors such as: organizational learning, financial sustainability, stakeholder engagement, data-driven innovation, open innovation: product evolution and development, and regulatory support.

In practical terms, the results of this study can be used and considered by the government when the government intends to promote the sustainability of innovation in the public sector. The seven innovations are worth considering so that innovation can continue and thus the benefits it provides to society can continue to be perceived. Some aspects that must be considered at the beginning are the need for regulation to create financial stability, while other factors are factors that are highly dependent on the environment because they may be difficult to create in a short time.

This study contributed to an area that is rarely researched by public sector innovation researchers, which is in the continuing stage of filling in the gap and obtaining several factors that can be examined in previous studies. Moreover, the researchers believed that there are still various limitations of this study such as the use of a single case study so that further research is expected to be carried out by taking several other locations.

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