

# INNOVATION IN PUBLIC SERVICES OF THE SURAKARTA CITY GOVERNMENT DURING THE LEADERSHIP OF GIBRAN RAKABUMING RAKA

Rifi Rivani Radiansyah\*, Isnandi Abdul Rozak Riaji & Mochamad Fattahidayah Dinata  
*Univeristas Bale Bandung Bandung, Indonesia*  
*Email: Rifirira@gmail.com\**

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## Abstract

Transformation in public services is a form of the Surakarta city government's efforts to solve the problems that exist in the people of Surakarta which include (1) Increasing poverty rates, (2) Low increase in HDI and (3) the expected value has not been achieved in SMEs in complaint, suggestion and input services from 2019 to 2020. The purpose of the research is to find out how public service innovation in the Surakarta City Government during the leadership of Gibran Rakabuming Raka through the Solo Techno Park and ULAS programs. The methods used in this study are descriptive Qualitative Research Methods, observational data collection techniques, FGD and documentation with the research object, namely the Surakarta City Government. Based on the results of the research, various findings have been found in the processing of public service innovations in the city of Surakarta during the leadership of Gibran Rakabuming Raka. As the focus of the research which better describes public service innovations in the city of Surakarta. There are 6 innovation indicators stated in the General Guidelines for State Administration Services, including Novelty, Usefulness, Providing Solutions, Sustainability, Replicability and Compatibility. At the end of the study, it can be concluded that Public Service Innovation in the City of Surakarta during the leadership of Gibran Rakabuming Raka has implemented innovations in good public services even though there are still things that need to be improved and improved

**Keywords:** Public Service Inovation, Local Government Governance, Community Participation.

## A. INTRODUCTION

Public service in its simplest sense can be interpreted as an activity to fulfill the rights of basic needs from government institutions to the community. This statement is in line with the statement that public services are the responsibility of the government and are carried out by government agencies for goods, services, or services that are basically provided by service providers (Government Institutions) with the basic purpose of fulfilling the public interest. (Bilgah, 2018)

In this case, of course, it can be said that public services in principle emerge and develop from the demands of the needs of the community regarding the fulfillment of rights that must and must be facilitated by the government. Then one of the needs for fulfilling the rights of the community is regarding the right that every community must get facilities that are able to improve the level of welfare, quality and survival as well as the right to participate in the implementation and assessment of services from the government to the community.

This is in accordance with Article 14 Paragraph (1) *Law Number 14 of 2019 concerning Social Workers* which is quoted from the statement that "society has the right to social

empowerment in order to improve and develop the quality of life" and Article 40 (Direktorat Utama Pembinaan dan Pengembangan Hukum Pemeriksaan Keuangan Negara, 2019) *Government Regulation Number 96 of 2012 concerning the implementation of Law Number 25 of 2009 concerning public services* which mentions the similarities about it.

Facing such conditions, public services ultimately become a very important topic in the fulfillment of basic rights from the government to the community, including the fulfillment of people's rights to improve the quality of life and the rights of the community in participating in the government, which in fact is increasingly increasing which ultimately demands a transformation or innovation in the body of public services from the government to the community, both in the scope central government or local government.

The transformation of public services is a benchmark in assessing how swift the government is in responding to the high demands of the public for fast, precise and quality public services, one of which is in the fulfillment of the rights to improve the quality of life and the right to participate in the government, one of which is regulated in Article 2 of Government Regulation Number 45 of 2017 concerning Community Participation, the context of which refers to the granting of the right of the community to provide input both orally and in writing in the preparation and implementation of government.

Community participation in public services can be the starting point in the stages of transformation in the body of public services provided to the community, because basically with input and suggestions from the public on public services, it is able to make service providers directly assess the quality of public services provided to the community.

The need for transformation/innovation in public services is a topic that is always discussed in the realm of government, be it the central government or regional government, including in the government of Surakarta City. The lack of public services in terms of human resource development and the lack of maximum community participation in providing suggestions, inputs and aspirations to the government are problems that arise in the community which indicates the lack of optimal services of the Surakarta city government in the development of human resources and the lack of maximum community participation in providing suggestions, inputs and aspirations to the Surakarta city government.

This can be seen from the data that shows that the Human Development Index (HDI) in Surakarta City was at an average value of 81.92% in 2020 where it did not experience significant growth from 2019 which showed an average value of 81.55% for male HDI and female HDI which shows a phenomenon of problems in public services, especially in the scope of human resource development in the city of Surakarta which is considered not yet optimal in boosting the quality of human resource development services in the city of Surakarta. (Badan Pusat Statistika Surakarta, 2023)

Then there is data that shows that the poverty rate in the city of Surakarta in 2020 was at 9.03%, which is up from the previous year, namely 2019 which was at a value of 8.73%, which shows a decline in the quality of human resources in the city of Surakarta. As for this case, the lack of optimal public services accompanied by a lack of community participation in the public service process makes the lack of services provided by the government in an effort to empower the community to improve the standard of living of the community which of course indirectly has an impact on the increasing poverty level in the city of Surakarta. As explained by the one who stated that "Community participation indicates as the key to human resource development and also as one of the characteristics of the implementation (Badan Pusat Statistika Surakarta, 2023) (Irma, 2008) *good governance*".

Then, regarding the index of community satisfaction in Surakarta City regarding the handling of complaints, suggestions and inputs that have not shown satisfactory results, it is recorded in the 2020 Surakarta City IKM report in the scope of complaints suggestions and

inputs showing values of 3.22 (Good category) and 3.26 (Good category) in 2019 which shows a decline again in the satisfaction index of complaints services, suggestions and inputs which of course at first hoped to get a very good category with a value of more than 3,534 where this identifies the sub-optimal service of the Surakarta city government in complaints, suggestions and inputs caused by many people who do not know the procedures or addresses that must be addressed in reporting complaints and complaints (Badan Pusat Statistika Surakarta, 2023)

With the phenomenon of problems in the scope of human resource development starting from the increase in poverty and the decline in the human development index in the city of Surakarta coupled with the lack of public satisfaction index for the service of complaints, inputs and suggestions from the community due to the ignorance of the community in the end, the Surakarta city government must carry out transformation/renewal both by forming various ideas, new ideas and innovations or modifying and developing innovations in existing public services to be better and beneficial to the community.

Where the transformation or modification is in accordance with the definition of public service innovation contained in Article 1 paragraph (5) of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 91 of 2021 concerning the Development of Public Service Innovation which states that Public Service Innovation or what in this regulation is referred to as service innovation has the meaning of referring to service breakthroughs in the form of ideas/ideas original creative and/or adaptation/modification that provides direct or indirect benefits to society".

In the end, with the need for services in human resource development and service optimization in terms of complaints, suggestions and community input in Surakarta City, the Surakarta city government finally gave rise to public service innovations that are considered to be able to be a solution to these problems. Among them are; ULAS (Surakarta Complaint Service Unit) and Solo *Techno Park*.

ULAS is a complaint *platform* for the people of Surakarta based on *websites*, *whatapps* numbers or social media such as *facebook* and *Instagram* which has the slogan "Lapor Mas Wali", which serves for 24 hours which is focused on accommodating complaints, suggestions and public input on problems or public services in the city of Surakarta.

Meanwhile, Solo *Techno Park* is a technical implementation unit in the scope of research and development that aims to improve the quality of human resources, provide services for the growth and development of the industry, and become an integrated area of the industrial world as a provider of job vacancies for the community as well as an organizer of education, training, consulting and production programs, as well as the application of science and technology in the region Surakarta.

With the transformation of public service innovations carried out by the Surakarta government through Solo *Techno Park* and ULAS, it is certainly hoped that it will be a change in the process of serving the community towards a better, effective and efficient direction, especially for public services in order to improve the quality of human resources and provide facilities for absorbing aspirations from the community in increasing the level of community satisfaction public complaint services.

However, on the other hand, the existence of service innovation will certainly again foster various new assumptions that there are potential problems that give birth to problems in terms of the service itself such as from the non-optimal service process, inhibiting and supporting factors to how the impact of the program on meeting the needs of the community.

As for this, various factors are considered to be inhibiting and supporting factors in the process of serving the community. Inhibitory factors; (1) The community has not received clear information regarding the requirements (2) the number of people who still do not know about the procedures or addresses if they want to do services. Supporting factors; (1) the provision

of information for officers related to service procedures and requirements (2) the existence of briefing/briefing related to professional services to human resources in the field of service in a continuous and harmonious manner (IKM Surakarta City, 2020).

The above explanation has shown that public servants are the responsibility of the government to the community which is the obligation of government administrators in fulfilling the needs of the community for basic rights such as the right to improve the quality of life and the right to participate in government, including in the city government of Surakarta.

## **B. LITERATURE REVIEW**

### **Innovation**

In the principle of literature review itself, the discussion of "innovation" is a relatively fresh concept and has just been applied, especially in the scope of science such as public administration. Where in some principles of the study Innovation itself is interpreted as an important thing in achieving competitive advantage. That means that indirectly innovation is a study that follows the survival process of an institution in market competition. It also includes an implied statement that a company that innovates continuously will be able to dominate the market, with new product creations, models and appearances. (Kemal Budi Mulyono, 2021)

Then in another sense, according to Harvard's Theodore Levitt in also writing that basically the word innovation refers to "the ability to apply creative solutions to existing problems and opportunities" which in principle also refers to something new, new here of course does not refer to something that is completely new in essence but to the application of what was first used as an appropriate applied solution in an effort to achieve time and fulfillment of needs. (Suryana, 2014)

Meanwhile, in another explanation to emphasize this, it briefly defines that innovation is a creative change that is made with the aim of creating something that already exists or develops from the outside in achieving goals. Based on some of the opinions of the experts above, the researcher in this case agrees with the understanding put forward by Harvard's Theodore Levitt who said that innovation is a form of action from the ability to apply creative solutions to existing problems and opportunities, which in this study certainly refers to the welfare of people's lives in the form of services. (Anatan, 2009)

### **Public Service**

Philosophically, the formation of the state, government or its institutions refers to the fulfillment and provision of welfare to its people, which in one of the important things is about the services provided to the community which in literature is said to be a public service which is also in this sense an important element of the process of serving the government to the community in accordance with the agreed procedures.

This procedure is certainly the central highlight in the steps of a public service by the administration of government which in this paper refers to three meanings, namely (1) *how to serve*; (2) *effort to serve needs (Effort to serve)* and (3) *ease of service* which is an important part of the process of providing services.

As for referring to the literature itself according to the context of public services, which in other words is called public service, it has the meaning of various forms of services, both public goods and services which in principle are responsibilities and are carried out by government agencies as a form of effort to meet the needs of the community or only limited to the implementation of legal provisions. (Ratminto, 2007)

Another meaning also states that public service according to Lopes is interpreted as the provision of services (in this context refers to the provision of) the community that has an interest in certain agencies in accordance with the main rules and procedures that have been

set. Which then rulefully refers to (Nunung Munawaroh, 2024) *MENPANRB Number 91 of 2021* which again stated something that was not much different from the statement.

Based on the explanation above, the researcher agrees with what was said according to Bilgah (2018) who stated that public services are a service process that is part of the responsibility of the government and government agencies to the community as a form of responsibility of service providers related to the public interest in fulfilling the needs of community welfare.

### **Public Service Innovation**

In the preliminary discussion and literature on innovation and service, it is clearly stated that the words Innovation and service are interrelated things reviewing the government's necessity to implement the implementation of services that are sustainable and in accordance with needs, especially in the scope of fulfilling welfare and prosperity for the community.

In our own country Indonesia, public service is an increasingly strategic and interesting policy issue to be studied and discussed in the realm of scientific research such as government science, state administration or other cognate sciences. This is based on the fact that public services in Indonesia tend to be static and monotonous, which when viewed has a very wide impact because it covers all public spaces both in economic, social, political, cultural and other life. (Mahsyar, 2011)

Improvements and changes in the characteristics of this static and rigid public service system and process must in principle be able to be diluted through the dogma of innovation culture or renewal through various solutions applied, where in other words this innovation culture must be able to be developed and maintained in order to provide maximum service to the community. Moreover, the dogma that spreads in society is increasingly aware of technological developments that demand efficiency and effectiveness in life with an impact on the emergence of a sense of awareness ((Zulfa Auliana Haqie, 2020) *Awareness*) which is better for the inherent rights of the community as citizens and as recipients of services.

According to the statement, Public Service Innovation is defined as a new type of service in various forms, either in the form of original creative ideas and/or adaptations/modifications that provide direct or indirect benefits to the community, the context of which is based on the following innovation criteria: (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2021) (Lembaga Administrasi Negara, 2017)

1. Novelty or in this case refers to a product or thing that has not existed or has never existed.
2. Utility, or in this study, refers to *outputs* that have more value for others.
3. Providing solutions is recorded as *bharharat* bringing a change in accordance with what is expected as a solution to the problems faced and the desires to be achieved.
4. Sustainability, which is aimed at a continuous process.
5. It can be replicated, in this context is the fact that successful public service innovation is an innovation that can be replicated as a pilot.
6. The last is about Compatibility, which in the context of this research refers to conformity with systems outside itself that are harmonious/in accordance with policies, agreements/agreements

Based on the discussion above, public service innovation can be interpreted as a new breakthrough in services, either in the form of new ideas, creative results, or modifications to previous services that are beneficial to the community. As for the elements of criteria for public services, the researcher agrees with what is stated in the General Guidelines for State Administration Innovation, which mentions 6 criteria in innovation, namely; (1) Novelty, (2) Usefulness, (3) Providing solutions, (4) Sustainability, (5) Replicability, (6) Compatibility.

### C. RESEARCH METHODOLOGY

In supporting and helping researchers complete the research they write, the researcher uses a descriptive research model which in other words includes qualitative research. Which when referring to identification, it is interpreted as research that will describe and analyze an individual or group phenomenon which in this context refers to public services. The descriptive qualitative method used by the researcher is based on the hope of obtaining in-depth and meaningful data. The meaning in question is then interpreted as actual data that has a value behind the data that appears without emphasizing generalization, but emphasizes the meaning which will then be written in the form of text or paragraphs by the researcher. (Rusandi, 2021) (Sugiyono, 2019)

Then in the data collection expected in this study, the researcher designed a data collection process using a combined collection technique model, namely Observation which refers to direct observation of research motorcycle taxis to analyze the process and mechanism of public service innovation, FGD ( (Dema Prayuda Saputra, 2021)*Focus Group Discussion*) which refers to focused discussions and document studies which refer to the review of existing documents according to the research which will later be based on the technique of determining informants in the form of (Afiyanti, 2008) (Nilamsari, 2024)*purposive sampling* which refers to the appointment of informants on the basis of criteria made by researchers based on the expected objectives in the research process. (Krisyanto, 2007)

This research was conducted in the Surakarta City Government in 2022 during the leadership of Gibran Raka Bumung Raka which then after the data was collected, the next stage was the analysis of the data determined through the data analysis model from Miles and Hubner which in writing had 3 components, namely Data Reduction, Data Presentation, and Conclusion Drawn/Verification (Zulfirman, 2022)

### D. RESULT AND DISCUSSION

Innovation in public services is needed to answer the needs of the community, maintain their trust, and increase economic growth, regional competitiveness, and community welfare. Quality and satisfactory public services will create a positive image of the government in the eyes of the public, while poor services will create a negative image and cynical attitudes from the public.

To avoid this negative image, the Surakarta City government continues to transform towards effective and efficient services according to the needs of the community. One of these transformation efforts is through the Solo *Techno Park* and ULAS (Community Complaint Service Unit) programs, which aim to overcome community problems and meet their basic needs and welfare.

Research on public service innovations of the Surakarta City Government during the leadership of Gibran Rakabuming Raka shows that these innovations are breakthroughs in the type of services that provide direct or indirect benefits to the community. These innovations meet the criteria of the General Guidelines for State Administration Innovation, namely novelty, usefulness, providing solutions, sustainability, replication, and compatibility.

#### Novelty

Novelty means that a product or thing has never existed or been done before. This innovation aims to bring change, with the hope that the change will lead to a better direction. In this novelty, of course, Solo *Techno Park* has a business incubation service which is a process of coaching, mentoring, and development provided by business incubators to incubation participants (*tenants*). Incubation participants (*tenants*) are entrepreneurs or prospective entrepreneurs who undergo the incubation process. As for the incubation service, there are programs in the form of training and development in the incubation, namely *Smeska*

and *Solocorn*. Then there are the *Solo Incorporate* and *Solo Cyber* programs that accelerate the growth of *start-ups* and entrepreneurship.



(Smeska logo)



(Solo Corn logo)

Figure 1. Solo Techno Park *Renewal Service Logo Example*

Source: Surakarta Government Official Website, 2023

Meanwhile, the novelty in the innovation of the ULAS program is the transfer of the management of ULAS from the Inspectorate to the Diskominfo SP since 2019, the second ULAS (Surakarta Complaint Service Unit) which is integrated with *the WhatsApp* complaint service *Lapor Mas Wali* and *the official social media* of the Surakarta City government which functions for 24 hours is focused on accommodating public complaints about *problems* experienced in the region.



Figure 2. "Report More Wali" Brochure

Source: Instagram Social Media (@gibran\_rakabuming), 2023

With the existence of services as above, there are several factors that support the progress in services in the city of Surakarta, one of which is the high enthusiasm of the community in participating in various programs and trainings provided in the *Solo Techno Park* and making it easier for the community to convey their aspirations to the Surakarta City government through the ULAS website. However, the inhibiting factors in the service process are the non-optimal use of electronic media (*websites* and social media) for the socialization of service product specifications and the non-optimal publication of service procedures both online and physically in the service room.

### **Benefits**

Change towards something better is the main requirement of an innovation. Therefore, these changes should be beneficial. These benefits are results that have added value for others. Innovation must provide added value, and if implemented in public sector organizations, the results must be beneficial to the community as well as public service users.

*Solo Techno Park* provides benefits and better changes, including as an exhibition arena, promotion and buying and selling in the field of land transportation and communication technology. Then provide solutions to solve problems found in society's limitations on technological developments.

"During the training at Solo Techno Park I got a lot of skills, *skills*, and expertise that are useful for the future as a workforce *skills* that I learned during the *welding manufactor* training at Solo Techno Park are very useful and not only that, I am also trained to discipline, *teamwork*,

and maintain *an attitude* where all of them are indispensable in the world of work" (Muhammad Adi Faringga, Welding Manufacturing, Class of 2019 Working at PT Astra Honda Motor).

As for Solo Technopark, which aims to boost economic growth in the city of Surakarta, economic growth in 2020 was -1.74% due to the Covid-19 pandemic since the beginning of 2020 and followed by the policy of restrictions on community activities that still continue until the end of the year, so that in the end it has a great impact on the city's economic sector. However, in 2021 economic growth increased to 4.01 percent in line with increasing vaccination achievements and some people who began to adjust to new habits. Meanwhile, ULAS (Surakarta Complaint Service Unit) has now accommodated thousands of complaints, criticisms, and suggestions, from various circles of society in order to realize together to move towards an advanced and prosperous Indonesia.

### **Providing Solutions**

The solution from solo Techno Park provides answers to several aspects of the problem such as:

- Aspects of the Human Development Index (HDI)  
As an indicator of quality of life, HDI is compiled based on three main dimensions, namely health and longevity, education, and a decent standard of living. For the HDI of Surakarta City itself in 2020 was 81.92%, which increased in 2021 by 82.62%.
- Aspects of Open Unemployment Rate (TPT)  
TPT (Open Unemployment Rate) is the percentage of unemployment compared to the total labor force. The main cause of open unemployment is the mismatch between the skills of workers and the needs of the company. This is often experienced by recent graduates from college or *Fresh graduate*. However, in Surakarta City in 2020 the TPT of Surakarta City was 7.92 percent, but it decreased compared to the previous year by 0.07 percent to 7.85 percent.
- Aspect of the Degree of Intimacy  
The large poverty rate in the city of Surakarta is a problem that must be solved immediately. Solo Techno Park was basically developed as an effort by the Surakarta city government to reduce the poverty rate in the city of Surakarta. It was recorded that in 2019 the poverty rate in the city of Surakarta showed a figure of 8.73% which increased in 2020 to 9.03%, and again experienced growth in 2021 to 9.40%, of course, this indicates that Solo Techno Park has not been optimal in efforts to provide solutions to the increase in poverty in the city of Surakarta.
- Aspects of IKM on the elements of Handling Complaints, Suggestions and Inputs  
IKM data can be an assessment material for service elements that still need improvement and be a driver for each service provider unit to improve the quality of its services. Surakarta City IKM for handling, complaints and suggestions received an increase to a score of 3.65 (Very Good Category) compared to the previous year which was at a score of 3.22 (Good Category). This has shown that ULAS has become a solution to various problems that exist in the residents of Surakarta City where the data is obtained from the Community Satisfaction Index Report in 2021.

### **Sustainability**

Sustainable innovation is important to maintain its relevance and effectiveness. The sustainability of innovation is necessary so that it does not stop at a single point, and this involves the participation of various parties. It is important that innovation can be understood and adopted by all members of the organization to encourage the birth of new innovations. Innovation must continue to develop according to the changing times, and cannot just stop. An innovation has a certain time limit, and an innovation that has long since become irrelevant cannot be called an innovation.

As for the sustainability of Solo Techno Park which develops existing programs to be more useful. One of them is a program from Solocorn which develops the capacity of youth competitiveness through digital start-ups and the Smeska program where there is a training program for start-ups to develop resilient, innovative and competitive start-ups and MSMEs in order to hack the poverty rate. In addition, one of the basic aspects of the sustainability of Solo Techno Park is in accordance with the direction of the development policy of the City of Surakarta in 2023 which continues the development of city and environmental infrastructure, intensive assistance for startups, micro businesses, and SMEs.

Then it is also in line with ULAS (Surakarta Complaint Service Unit) where although it is different from the previous leadership, the purpose of ULAS itself has not changed, which is to help convey the aspirations of the community. ULAS (Surakarta Complaint Service Unit) began in 2013 which was operated starting from the official social media owned by the City Government, applications belonging to a number of Regional Apparatus Organizations (OPD), telephone, to electronic mail (email). Then now ULAS (Surakarta Complaint Service Unit) with a new leader has launched a complaint service program called *Lapor Mas Wali* as a breakthrough in public services. With technology and communication being very advanced, it is time for social media to be a positive communication tool to find out and encourage the solution of existing problems.

In addition, one of the basic aspects of the sustainability of Solo Techno Park is in accordance with the direction of the 2023 Surakarta City development policy, which continues bureaucratic reform and digital-based public services.

### **Replication**

Successful innovation is one that can be replicated. Replication is the process by which a particular product or system is imitated or adapted, either partially or in whole, by another party. Solo Techno Park, which was first established in 2009 as a training facility for prospective workers, innovation and vocational centers, has now been revitalized and is growing. In addition, Solo Techno Park also optimizes collaboration between the government, academics, the business world, the industrial world, the community, and so on. So the Central Java government hopes that the Solo Technopark will be replicated and can be developed and initiate other areas to create a technopark.

In addition to this, the existence of Solo Techno Park is an example of a *collaboration center* that supports the implementation of *smart cities*.

"I see that the development of Solo in recent years continues to progress. It is not stagnant, let alone backwards. This can be seen in real terms. In addition, the city government is also open to collaborating with its citizens, so that the benefits can be felt by the community," said Bima Aria (jateng.idntimes.com).

The Surakarta City Government (Pemkot) has opened opportunities for cooperation with the private sector, including involving universities to support the Merdeka Learning program at the collaboration center. The concept of this collaboration center is in line with the vision and mission of Solo Techno Park, which will later become a center for human resource training and battery development. As for the replication of the ULAS program. The Cirebon City government has an Application for People's Online Complaint Aspiration Service (LAPOR) to help the public to make it easier to make complaints, criticisms, suggestions and others without spreading identity which is a form of replication of ULAS in the city of Surakarta.

### **Compatibility**

The innovation must be in accordance with the existing external environment or system, without contradicting or violating applicable rules. Innovation must be aligned with domestic and international policies, agreements, and agreements, both in the private and *civil society sectors*, as well as at local, national, regional, and global levels

Solo Techno park has now become an integrated area for the world of industry, universities, research and technology as well as technology-based entrepreneurship and innovation for small and medium industries in order to increase regional competitiveness and economic growth in terms of compatibility, which is an effort to implement the vision and mission of the City of Surakarta for 2021-2026.

Then, ULAS (Surakarta Complaint Service Unit) is a form of implementation of Mayor Regulation No. 29 of 2019 concerning Surakarta Complaint Service Units in order to realize a good, open, and accountable government, so public information disclosure is needed which is a means of optimizing public participation and supervision in the process of government administration.

## E. CONCLUSION

Based on the description and findings of the study, the public service innovations implemented by the City of Surakarta during the leadership of Gibran Rakabuming Raka can be characterized as substantive innovations when assessed through six key attributes: newness, usefulness, problem-solving capacity, sustainability, replicability, and compatibility. In terms of novelty, the innovations—particularly Solo Techno Park and ULAS—demonstrate a strong degree of renewal, reflected in programs such as Smeska, Solo Corn, and Solo Corporate, as well as service transformations through digital platforms like WhatsApp and Instagram via the “Lapor Mas Wali” system. From the utility perspective, these innovations provide tangible benefits, where Solo Techno Park functions as a catalyst for economic and investment growth, while ULAS facilitates direct feedback from citizens, enabling the government to monitor and improve public service satisfaction more effectively.

From the problem-solving dimension, both innovations contribute to addressing key governance challenges, although with varying degrees of effectiveness. Solo Techno Park and ULAS have been able to support improvements in the Human Development Index (HDI) and the Community Satisfaction Index (IKM), particularly by accommodating public complaints, suggestions, and aspirations. However, their effectiveness is not entirely uniform, as evidenced by the persistence of poverty levels in Surakarta between 2019 and 2021, indicating that the role of Solo Techno Park in poverty alleviation remains limited. In terms of sustainability, both innovations exhibit continuity and adaptability, as they have continued to evolve under Gibran’s leadership while maintaining policy alignment with previous administrations, suggesting institutional resilience and long-term viability.

Furthermore, the replication dimension shows that Solo Techno Park and ULAS have been widely adopted as reference models by other cities in Indonesia, particularly in the development of smart city initiatives, highlighting their scalability and transferability. The compatibility dimension is also strongly evident, as both innovations align closely with the broader policy direction of Gibran’s administration, which emphasizes agile, collaborative, and inclusive governance grounded in the principles of mutual cooperation and diversity. This alignment is further reinforced by a clear legal foundation, including Surakarta Mayor Regulation No. 1-C of 2014 regarding the governance of the Solo Techno Park Public Service Agency and Mayor Regulation No. 29 of 2019 concerning the Surakarta Complaint Service Unit. Collectively, these findings indicate that the integration of innovation attributes within a coherent policy framework has enabled these initiatives to function as strategic instruments for improving public service performance in Surakarta.

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