Analysis of Stakeholders Regional Innovation Based on Government Collaboration in Indragiri Hilir Regency

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Abstract: *Government performance and regional competitiveness can be increased through regional innovation involving various stakeholders. The existence of stakeholders is adjusted to their roles and responsibilities so that the results achieved can run optimally. This study aims to identify the stakeholders involved and analyze their roles based on power and interest. This study uses a qualitative approach with stakeholder analysis techniques. The results of the stakeholder analysis show grouping in two contexts, namely, primary stakeholders, namely, the central and regional governments, as well as secondary stakeholders, consisting of the community, academics, entrepreneurs, and the mass media. To support success in implementing regional innovation, an analysis of the role of each stakeholder is carried out. The results of the analysis show that stakeholders are divided into four categories based on power and interest: subjects, key players, crowd, and contest setters. The division of roles and responsibilities among each stakeholder can accelerate the process of implementing regional innovations in Indragiri Hilir Regency.*
Keywords: *innovative government; collaborative government; stakeholders analysis.*

Introduction

Regional autonomy opens opportunities for regions to mature themselves, advance their households independently, and carry out the duties and obligations of the regional government based on the potential of their respective regions. Based on Law Number 23 of 2014 concerning Regional Government, it is written that regional government affairs are divided into congruent affairs, which form the basis of regional autonomy with the aim of protection, service, empowerment, and community welfare. The regional government has the right to determine policies related to government affairs while still being guided by the decisions of the central government. This opens space for autonomous regions to innovate and be creative to advance their regions. Innovation is related to new products, processes, and systems developed within an organization (C. Freeman, 1997; Zhao et al., 2015; Hoglund & Linton, 2018).

In terms of governance, the local government has the right to make reforms. Regional innovation, according to Government Regulation Number 38 of 2017, is all forms of internal renewal

administration of regional government. The forms of regional innovation are regional governance innovations, public services, and other regional innovations that are in accordance with government affairs, which are the authority of the region. Several studies have shown that local government innovation can improve the quality of public services and increase public satisfaction with local government performance.

Research by Lubis (2022) and Carayannis et al. (2018) states that the success of Cimahi City in managing innovative and collaborative regional governance during the COVID-19 pandemic was marked by the development of various smart city applications.

In the era of the industrial revolution 4.0, information and communication technology are supported by fast and precise access, so the government is encouraged to update the pattern of government administration.

Services that are limited by space and time are no longer relevant, although several types of business cannot be carried out on the network. Research on the implementation of the Sidoarjo People's Service System (SIPRAJA) shows that there are 16 types of services in the SIPRAJA application that can be accessed through the application, and not all letters can be processed through the application, such as divorce, household, and letters outside the application, so those must be processed manually (Aditama Azmy Musaddad, W.K. Faizin Ahzani, 2015; Purwanda & Achmad, 2022).

Traditional government, which is synonymous with paper-based administration, is starting to be abandoned (Etin Indrayani, 2011). Life in the network never dies, so the process of providing public services through electronic media can be the right answer to improving the performance of the apparatus on patterns of implementation of electronic-based government that gave birth to the concept of transforming electronic-based government systems.

In providing encouragement to the regions to carry out reforms to the government administration process, the Ministry of Home Affairs of the Republic of Indonesia gave the Innovative Government Award to local governments that achieved the regional innovation index. Regional innovation assessments are conducted once a year.

Regional innovation can come from the government, in this case the regional head, DPRD members, state civil servants, and regional apparatus, or it can come from the community. The regional head makes decisions regarding regional innovation along with the determination of regional apparatus assigned to carry out trials.

Regional innovations that are considered simple, do not have a negative impact on society, and do not change the mechanism of regional governance can be implemented without going through regional innovation trials. Regional innovations that are considered successful through trials or without trials can be applied in regional government administration. The regional innovation index is a system for measuring and

evaluating the implementation of regional government reforms that have been reported to the Minister of Home Affairs in accordance with the affairs of the region.

Paying attention to several regions that have carried out various innovations or reforms in government services and governance that have been built from innovation hubs through collaboration between stakeholders. Collaboration means working together to achieve a common goal. Collaboration is defined as a mutually beneficial relationship between two or more parties who work together in sharing responsibility, authority, and accountability to achieve results and common goals, according to Chrislip and Larson (1994) in Wood (1991) and Mayangsari and Novani (2015).This collaboration is used as a means to integrate all innovation actors, physically or virtually, to combine ideas and implement various regional government innovations that can improve public services and regional competitiveness.

Based on the general assessment guidelines and the awarding of "Innovative Government," stakeholders in local government innovation include academia, business, the community, government, and the media (Ilhami et al., 2022). Each of these stakeholders has a role, an interest, and an influence in the implementation of regional innovations; therefore, it is important for regional governments to carry out innovations to increase their competitiveness.

Indragiri Hilir Regency is one of the regions that received an award as the Most Innovative Region in 2021 at the 2021 Innovative Government Award (IGA)

event. It is very important to analyze the stakeholders involved in implementing regional innovation in Indragiri Hilir Regency. Through stakeholder analysis, the interests of each stakeholder will be illustrated, including whether they have a positive or negative impact on the implementation of regional innovation, the stakeholders who are influential in decision making, and the role of stakeholders in carrying out reforms in governance. Stakeholder analysis can also assist in mobilizing local resources (Rastogi, A., Badola, R., Hussain, S. A., and Hickey, 2010; Kreiling et al., 2020).

Method

This study aims to identify and map stakeholders based on their influence (power) and interests (interest) and describe the roles that can be carried out in the implementation of regional government innovations in Indragiri Hilir Regency.

This research is expected to contribute to the concept of regional government innovation and become a consideration for the regional government of Indragiri Hilir Regency to continue to improve regional government innovation. This research will be conducted in 2022.

Data collection was carried out through interviews with a number of key informants, such as the Regent of Indragiri Hilir, Chairperson of the DPRD, Regional Secretary, Head of the Regional Development Planning Agency, Head of the Research and Development Division of the Regional Development Planning Agency, and Chair of the Innovation Implementation Team, as well as the

provision of public spaces for the Indragiri Hilir Regional Innovation House. Other informants included university leaders, businessmen, mass media leaders, and heads of traditional institutions.

It is hoped that this interview can be carried out in support of the implementation of regional innovation. The data collected was analyzed using qualitative stakeholder analysis techniques (Bracke, M.B.M., De Greef, K.H., and Hopster, 2005).

Result and Discussion

In 2021, Indragiri Hilir Regency is ranked 7th as the most innovative region with an innovation index of 62.42 and a very innovative title. In 2022, the Indragiri Hilir Regency Government issued 105 types of regional innovations issued by all OPDs, sub-districts, and villages in the Regency (BAPPEDA INHIL, 2022). It shows that the variety of innovations increases through the assessment of regional innovation index variables, especially in the speed of business processes, the output of knowledge and technology, and the results of creativity. Even though Indragiri Hilir Regency has challenges with distance and the location of the district, which is far from the provincial capital, it still proves itself to be one of the most innovative regions in 2021.

The indicators that must be inputted into the regional innovation assessment team include the speed of innovation, the benefits of innovation, innovation regulation, the availability of human resources for regional innovation, and the quality of regional innovation. Each region can take part in regional innovation assessments through a website-based application: http://indeks.inovasi.litbang.kemendagri.go.id/login.

This website contains service features for registering, measuring, and evaluating regional innovations that are intended to provide convenience in the framework of integrating the innovation assessment reporting system between the central government and regional governments, facilitating the appraisal process so that the assessment is objective, effective, and efficient.

Stakeholder Identification

Stakeholders are defined as parties who can influence or be affected (receive an impact) by the decisions taken (R. E. Freeman, 1984). Identification of stakeholders in this context uses 2 (two) approaches, namely, primary stakeholders and secondary stakeholders (Wakka, 2014). Primary stakeholders are parties who have a direct interest in implementing government innovation in Indragiri Hilir Regency. Secondary stakeholders are parties that are not directly related to the implementation of regional innovation in Indragiri Hilir Regency. Stakeholder identification in Indragiri Hilir Regency is divided into groups of primary parties that are directly related to the implementation of government innovations in Indragiri Hilir Regency and secondary parties that are not directly related to the implementation of government innovations in Indragiri Hilir Regency. It is described in the picture as follows.

Figure 1. Identification of Stakeholders in the Implementation of Regional Innovations
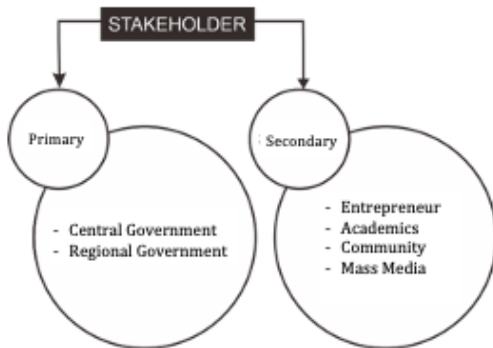
Source: Processed by the Author, Modification from Wakka, 2014

The primary stakeholder group includes the local government of Indragiri Hilir Regency. This group includes the Regent, DPRD, Regional Secretary, Head of Research and Development at the Regional Development Planning Agency, and Head of the Implementation Team for Innovation and Provision of Public Spaces for the Indragiri Hilir Regional Innovation House. Whereas in the secondary stakeholder group are university leaders, businessmen, mass media leaders, and heads of Malay traditional institutions.

Stakeholder Role

Success in implementing regional innovation in Indragiri Hilir Regency is inseparable from the role of stakeholders who work together, synergize, and collaborate to achieve sustainable implementation of government innovation in Indragiri Hilir Regency.

Collaborative approaches between stakeholders began to emerge as a response to demands for new resource management to achieve maximum results

as expected. In this case, all parties involved position themselves as equal to or in accordance with their respective roles, so that mutual respect, appreciation, and conflict will not arise in the future by synergizing with each other in achieving the goals of implementing regional innovations and their respective interests. As a result, we can assist each other in implementing regional innovations in the Indragiri Hilir Regency.

Stakeholder role analysis begins with compiling stakeholders in a 2x2 matrix based on stakeholder interests in a problem and stakeholder power in influencing the implementation of government innovations in Indragiri Hilir Regency. Mapping stakeholders will help the implementation of regional innovations be carried out optimally based on the power and interests of each stakeholder, so they can be categorized as shown in the following figure.

Figure 2. Stakeholder Analysis Matrix

Source: Edited by Author, Modified from Bryson, 2004.

Based on the picture above, there are four types of stakeholder role analysis categories based on their level of

importance and influence in the implementation of government innovation in Indragiri Hilir Regency.

    a. Subject

Stakeholders with a high level of interest but low power in this category include the Ministry of Home Affairs. These stakeholders have low capacity for regional innovation implementation in Indragiri Hilir Regency but have a great interest in the successful implementation of regional innovations throughout Indonesia.

    b. Key Players

Stakeholders with a high level of interest and power who fall into this category include the government of Indragiri Hilir Regency. This is because the local government has a road map for implementing regional innovations in Indragiri Hilir Regency. Local governments have the capacity to formulate, test, and implement innovations in their regions.

    c. Crowd

Stakeholders with low levels of interest and power need little consideration to involve them further because their interests and power usually change over time.

    d. Contest Setters

Stakeholders with a low level of interest but high power. These stakeholders can pose risks, so their existence needs to be monitored and managed properly. These stakeholders can turn into key players because of an event. Good relations with these stakeholders are continuously fostered; for this reason, all the information needed must be provided so that they can continue to play an active role in achieving the goals. Included in this category are academics and the mass media.

Forms of Stakeholder Engagement

The implementation of regional innovation in Indragiri Hilir Regency essentially involves stakeholders who have regional innovation implementation programs in Indragiri Hilir Regency. Implementing regional innovation in this case is the Regional Government of Indragiri Hilir Regency in accordance with Government Regulation Number 38 of 2017 concerning Regional Innovation. In this case, the local government is not able to walk alone in implementing regional innovations in Indragiri Hilir Regency, so it requires the contribution and role of other stakeholders in implementing regional innovations. Each stakeholder has their own roles and functions that need to be understood so that the implementation of regional innovations can be realized and carried out properly. The role of each stakeholder is more clearly seen in the implementation of regional innovations. The local government in this case has interest in and power over implementing regional innovations.

In this case, the regional government is assisted by the central government, which has the authority to provide guidance and supervision for the implementation of regional innovations in Indragiri Hilir Regency.

The implementation of regional innovation in Indragiri Hilir Regency involves the community, in this case the Malay Traditional Institute, so that regional innovation products are developed based on local wisdom and get community support and participation. Proposed regional innovation initiatives, whether submitted by the government or the community, are increasingly competitive with research, development, and dissemination carried out by academics from local tertiary institutions. On the one hand, regional innovation products can be used by business actors, and vice versa, business actors contribute to the birth of regional innovations through financial support (Fatmawati et al., 2022; Freddy et al., 2022). The active mass media and media activists carry out socialization and promotion of regional innovation products in order to build public trust in local government. The role of fostering and supervising as well as giving intensive and sustainable regional innovation awards will increase inter-regional competition in carrying out regional innovations, thereby increasing regional competitiveness.

The existence of stakeholders with all the potential and roles that can be carried out is a separate capital for the Regional Government of Indragiri Hilir Regency as the executor of regional innovation. Collaboration with the stakeholders mentioned above can be the key to success in overcoming existing problems. By collaborating, the limitations of the Indragiri Hilir Regency Government, such as limited funds, facilities, and infrastructure, and limited human resources, can be overcome. Stakeholder involvement in the collaboration process is expected to make the policies adopted more effective and lasting (Reed, 2008). So as to facilitate the implementation of regional innovation in Indragiri Hilir Regency.

Conclusion

The implementation of innovation in Indragiri Hilir Regency is going well, as evidenced by the achievement of being one of the regions that received the Innovative Government Award in 2021.

Success in implementing regional innovation is inseparable from the role of stakeholders who work together, synergize, and collaborate to achieve goals in implementing regional innovation. The stakeholders involved in implementing regional innovations are the central government, in this case the Ministry of Home Affairs through the Research and Development Agency, the Indragiri Hilir Regency Government, Malay Traditional Institutions, academics from local universities, mass media and media activists, and local entrepreneurs.

Key stakeholders in the implementation of regional innovation in Indragiri Hilir Regency are the local government, which has a road map for implementing regional innovation in Indragiri Hilir Regency. Local governments have the capacity to formulate, test, and implement innovations in their regions.

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