

Dynamic Capabilities in Public Service Innovation *Jaga Kendari*

Indah Cahyani

indahcahyani0108@gmail.com

Department of Public Administration, Hasanuddin University, Makassar, Indonesia

Abstract. The principles of public service that were created over a period of time can become dysfunctional when the environment changes. To be relevant and effective, public service practices must be dynamic, adaptable to an uncertain changing environment. The concept of dynamic government can create excellent public services. The study used a qualitative method with a descriptive approach. The results of the study showed that adaptive capabilities, absorptive capabilities and innovative capability The Kendari City Population and Civil Registration Service is able to adapt to environmental changes in providing services to customers through application services Jaga Kendari. However, the application of the Jaga Kendari application made people complain, the reasons were various, ranging from an unsupported network, inadequate facilities and infrastructure and there were still many people who were still unfamiliar with the application of the internet system because of the ineffectiveness of socialization to the community.

Keywords: Dynamic Capabilities; Innovation; *Aplikasi Jaga Kendari*

1 Introduction

The challenge for the government in this era is not enough just as a conventional state administrator. Today's development demands offer a choice to adapt and be sustainable or be eroded and left behind by development. Likewise in government, demands for change have always been an endless issue. Indonesia is faced with various kinds of complex problems. In addition, at this time, the COVID-19 pandemic has also affected all aspects of life, including public services. Explained that covid-19 not only endangers public health but also the economy and society [1].

The principles of public service that were created over a period of time can become dysfunctional when the environment changes. To be relevant and effective, public service practices must be dynamic, adaptable to an uncertain changing environment. Therefore, public sector organizations in Indonesia need to transform as a whole by adopting a good public sector management model, especially in managing organizational capacity as an effort to increase organizational flexibility in the face of rapid change. Furthermore, the successful implementation of good governance will only reflect past conditions and is irrelevant to answer challenges and changes in the future. The concept of dynamic government can create excellent public services [10]. Dynamic capabilities are capabilities that enable organizations to compete, create new products and processes, and respond to changing environmental conditions [13]. The concept of dynamic capabilities introduced in the private sector shows that companies need organizational and strategic processes to compete in the market to face environmental changes [5].

Conceptually, adaptive capabilities, absorptive capabilities, and innovative capabilities are the most important factors of dynamic capabilities. These three factors can support the company's ability to integrate, reconfigure, update, and reinvent its resources and capabilities in line with external changes [14].

Adaptive capabilities are defined as the ability to identify and take advantage of market opportunities. Absorptive capabilities are the company's ability to show the ability to learn from partners, integrate external information and turn it into deeply embedded knowledge [14]. Absorptive capabilities are often found in a firm's innovation and its ability to harness new and important knowledge for the firm's innovative activities [3]. Meanwhile, innovative capabilities refers to the company's ability to develop new products or markets by aligning strategy with innovative behaviors and processes. State that innovative capabilities are a set of skills used by companies to formulate and implement innovation strategies that involve the creation, expansion, and modification of all the resources used for innovation [4].

Despite the fact that public sector organizations usually do not compete for customers, they are required to provide valuable services to citizens. Governments can use dynamic capabilities to make continuous adjustments in resource allocation and build new thinking. The dynamic capabilities perspective can provide a useful theoretical lens for examining public service innovation practices at the organizational level [7]. The application of dynamic capabilities has contributed to the development of capabilities as a driver of innovation [6].

So that in creating dynamic capabilities in the administration of local government which aims to reveal various anticipations made by local governments through various policies and understanding from various parties in achieving goals that must be understood thoroughly by all stakeholders. The real form of the Kendari City Government in adapting is to implement a number of application-based services, one of which is the JARI application (Jaga Kendari) at the Kendari City Population and Civil Registry Office. The application also involves the community to monitor, supervise, propose suggestions for improvement and/or convey problems, alleged irregularities, criticisms and encourage and involve the government internal control apparatus (APIP) to respond to feedback from the public. As conveyed by the Kendari City Inspector, Syarifuddin, that the provision of administrative services based on the JARI Application makes it easier for the community to manage population administration in a timely manner, and is free from bribes, extortion, and gratuities and Technology.

2 Literatur Review

2.1 Dynamic Capabilities

Dynamic capabilities are part of the competencies/capabilities that enable organizations to create new products and processes, and respond to changing environmental conditions [13]. Furthermore, dynamic capability is an innovative response from organizations in the face of a rapidly changing environment by adjusting the resources within the organization [12].

Proposing new service experiences or service solutions, by applying a dynamic capabilities perspective to innovation management practice offers promise in advancing our understanding of how public organizations can innovate [7]. Dynamic ability is a learning mode from a series of activities carried out by organizations to achieve good results [15]. If dynamic capabilities are not continuously updated, public sector organizations will find it difficult to respond to environmental changes [11].

2.2 Innovation

To be able to adapt to the rapidly changing environment, the public sector must be dynamic by creating innovations that can support performance in providing quality public services.

Successful innovation is the establishment and implementation of new processes, products, services, and methods that can result in significant improvements in efficiency, effectiveness, or output quality in service delivery [9]. The focus on innovation directions has also brought attention to innovation governance itself, where governments are increasingly aware of some of the most pressing problems they face and at the same time realizing that the policy tools (design, coordination and evaluation) are not sufficient to address these challenges [8]. In other words, governments are increasingly realizing that they need more dynamic tools.

2.3 Relationship of Dynamic Capabilities with Public Service

The concept of dynamic capability is the most important aspect for the government to gain competitive advantage, be able to predict threats and use opportunities to support the achievement of the expected goals. This dynamic ability is related to the development of the new public management and good governance paradigm which gave birth to the transformation of the bureaucracy, including public services.

The current public service has reached the stage of public service reform and how to create innovations that are more transparent, effective and efficient. This proves that there is a change in the desires and needs of the community towards the fulfillment of the rights and obligations of the government in providing quality services. In addition, the current government's biggest challenge is not only the emergence of Covid-19 and the demands of the community, but also regional and national competitions involving technology as the latest breakthrough in creating excellent public services. So it's not surprising that every leader in the regional government is aggressively making breakthroughs and innovations as the goals of the new government in this era.

3 Methods

In this study used a qualitative method with a descriptive approach. Thus, through this qualitative descriptive study, it seeks to describe the problems that are related to the dynamic capabilities of the Jaga Kendari application service in Kendari City, and then analyzed them to arrive at an absolute conclusion. The types of data collected are primary data and secondary data. As primary data in this study in the form of words and actions of people who were observed from the results of interviews and observations. While the secondary data obtained in the form of written documentation, pictures and photographs.

4 Result and Discussion

The Jaga Kendari application is an online based application that can be accessed by the people of Kendari City in managing their population administration. Jaga Kendari is here as an answer to the fast paced and uncertain environmental changes. This is made worse by the emergence of COVID-19, which is spreading very quickly.

Another challenge facing the Kendari City government today is that technological innovation is running so fast, resulting in many policies becoming obsolete and opening up new opportunities. Likewise with changing conditions in society itself, where more and more people are well-educated and interact intensively with global developments, which ultimately demands to be involved in the process of formulating and implementing various state policies. Equally important are problems in society that are increasingly complex, with more unpredictable effects and more complex cause-and-effect relationships, which require multi-perspective solutions and multi-agency coordination.

So that dynamic capabilities are very appropriate to be applied to both the public and private sectors. Organizations that have a high level of adaptive, absorptive and innovative abilities can develop innovations that focus on environmental orientation and social justice [2].

4.1 Adaptive Capability

The adaptability of the Kendari City Population and Civil Registration Service in implementing the Kendari Guard can be said to be good because the Head of the Service is able to give the authority to carry out the responsibilities of each employee according to his division and provide convenience in coordination between divisions. In addition, through the Jaga Kendari application, employees and Heads of Service are able to adapt to environmental changes with the desire to be able to and learn technology which can then improve organizational performance. Although the Kendari Guard application is a breakthrough for the Kendari City Government initiated by the Kendari City Inspector, the Kendari City Population and Civil Registration Service as the full responsibility for the implementation of the Kendari Guard application has been able to make a real contribution to the implementation of online based services to make it easier for the public to get service.

4.2 Absorptive Capability

Based on the results of the interview, it can be seen that the Head of the Service and his employees have a desire to show a better interest in learning to provide excellent service. In implementing the Kendari Garda Application, the Head of the Service always conducts training for his employees in utilizing the current technology. In addition, the Department of Population and Civil Registry also optimizes cooperation with other parties. The Kendari City Inspector who initiated the Kendari Guard program, the Kendari City Population and Civil Registration Service as the organizer, while the Kominfo Service as the designer of the Kendari Guard Application development system by utilizing IT through an integrated application so that its use makes it easier for the community and also ASN in carrying out services to the community.

Then the problem of the lack of public understanding related to the Jaga Kendari application is caused by the government's socialization to the community is still very minimal. Through the author's observations and interviews with several people who are taking care of administrative files, they think they don't know about the Jaga Kendari application and don't even download the application on their cellphones. So that when they come to the Kendari City Population and

Civil Registry Office, the staff on duty will help them through a website that can create crowds so that the spread of COVID-19 cannot be avoided. Even though one of the reasons for the formation of the Jaga Kendari application was to minimize the spread of COVID-19.

4.3 Innovative Capability

With continuous learning from the Kendari City Population and Civil Registration Service as the service provider for the Kendari Guard Application, they are able to take advantage of this innovation very well, seen from the employees who can use the Kendari Guard application very well as well. So that it can be seen that innovative capability is the highest contributor to the Kendari City Population and Civil Registration Office in providing services that can be easily accessed by the community so that it has an impact on community welfare and ease in providing services that can survive and adapt to a dynamic environment.

5 Conclusion

The dynamic capabilities implemented by the Department of Population and Civil Registry of Kendari City are based on three things, namely adaptive capabilities, absorptive capabilities, and innovative capabilities. Based on the three factors above, the Kendari City Population and Civil Registration Office has proven to have carried out its duties and made every effort possible by utilizing technology and adopting innovations in the face of a rapidly changing environment. However, the obstacles that arise cause the population service process to be less than optimal. The application in the Jaga Kendari application makes people complain again, the reasons are various, ranging from an unsupported network, inadequate facilities and infrastructure and there are still many people who are still unfamiliar with the application of the internet system due to the lack of effective socialization to the community, in addition to providing population services, employees and the community are still negligent in complying with health protocols by not keeping a distance. Even though one of the goals of the application of Jaga Kendari is to minimize the spread of Covid-19.

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