

The Role Leadership in Developing Covid-19 Handling Service Innovations in Banyumas Regency

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Abstract. One of the main problems present in the bureaucracy in Indonesia is the leadership's commitment. Leadership commitment can be one the important factors to encourage the presence of bureaucratic reforms in government agencies, including in Banyumas Regency. In this study, the author will conduct an analysis of the commitment factor of the leadership in Banyumas Regency in encouraging the presence of public service innovations in Banyumas Regency. The spirit of bringing innovations in public service is important because innovation allows the bureaucracy to function more dynamically and make some performance improvements. In this study, the author used descriptive qualitative research method using primary data derived from interviews with leaders and innovation advocates in Banyumas Regency. The results of the study indicate the commitment of the leadership's efforts to find sources of funding for the implementation of innovation in Banyumas Regency and the actions taken by the leadership to appreciate the performance of the employees who have made public service innovations within the Banyumas Regency government.

Keywords: Innovation, Public Services, Leadership, Developing, Covid-19

1 Introduction

In this particular era a government as well as a business need of a leadership. In the government world, work effectivity and efficiency as well as organization depend on a leader who leads in the organization itself. A good leader is a person who is able to bring the organization to achieve the established goals. The presence of a leader is extremely needed for the success of the organization. A leader is not born from an aristocratic heritage nor a born talented child, but a leader needs some educations and experiences to carry out the organization.

In this time being, public demands and society needs which are more complex need good government rules and regulations. The demands and needs of the society require a good quality of service and bureaucracy. This condition compels the organization to carry out some changes to realize a good government. A leader has to make some environmental work changes in his organization. A leader can also utilize all his capabilities as well as his subordinates to influence others to carry out the changes in the organization.

The running globalization and technology development which is more modern has colored this 21st decade. That is actualized by a global competition which is modern and precise in all aspects, so that a leader in an organization is urged to have some innovations to develop the creativities of his subordinates and to utilize them to adapt to the actual conditions, and also to hold the society's trust towards their work [1]. Banyumas Regency is a local government

which has developed some breakthroughs and infrastructures in term of innovations in this regency.

Banyumas Regency has some priorities to develop it's regency. Some actualized platforms are parts of the innovations. The act of Banyumas Regency in innovations is one of the most prominent action in Central Java Province. In 2017, Banyumas Regency succeeded developing an Innovation Laboratory. Central Java Province has not all regencies/cities which have the laboratory. Only some regency/cities which have seriously developed regency/city innovations have the innovation laboratories. The existence of the innovation laboratory can stimulate the innovations in Banyumas Regency such as innovations in public service aspects as well as some innovation factors which come from the society.

Some national competitions followed by Banyumas Regency were strongly evidences that Banyumas Regency participated actively in developing innovations. Competitions followed by Banyumas Regency were Public Service Innovation (KIPP) and Public Service Innovation System (Sinovik) competitions. Public Service Innovation Competition was conducted by Ministry of State Apparatus Empowerment and Bureaucratic Reforms to look for the best innovations among all the regional governments in Indonesia. In 2019, Banyumas Regency got the Top 45 in the KIPP national competition. The participation in this national competition was the paper entitled "PATTAS SOSIAL MITRA KURIR LANGIT". In the same year (2019), Banyumas Regency had three innovations namely SASKIA GOTAK, Desa DEMIT, and PSC 199 Satria which got the Top 99 in the national KIPP competition. The recent achievement of Banyumas Regency was the Top 99 in the national KIPP competition. The paper sent in the national KIPP competition was GENDIS (Gerbang Penyandang Disabilitas Sukses).

Beside the national KIPP competition Banyumas Regency was also active in participating in the Central Java KIPP competition. In 2019 Banyumas Regency had three innovations which reached the Top 40 in the Central Java KIPP competition. The three innovation was in the papers of *Gebrakan Ngapaks (Gebrakan Bersama Menangani Anak Pengemis Ayo ke Sekolah)*, *Gendis Mamas (Gerakan Pendidikan Inklusi Masyarakat Banyumas)*, and *Rinjing Pustaka*. Another achievement of Banyumas Regency became one of twenty best innovators in Indonesia. This achievement made Banyumas Regency get the right to participate in the World Level Public Service Innovation Competition 2020 (UNSPA). The result of the participation in this world level competition was that Banyumas Regency was the best innovation in the new normal COVID-19 rules and regulations in the market category. Banyumas Regency's achievements are the indicators of a positive capacity in innovations in Banyumas Regency. The role of leadership and the spirit of the civil servants in Banyumas Regency are parts of these achievements. Based on this condition, this paper is to see the role of leadership in COVID-19 service innovations in Banyumas Regency.

2 Method

This research applies a qualitative method. The subjects of this research are all related to innovative developments in Banyumas Regency. The process of choosing an informant started with the decision to determine the key informant chosen in a purposive way with the characteristics determined in such a specific way in order to gain the comprehensive data and right information as needed in this research, furthermore the data were processed in a snowballing method. The data were gained from the secondary and primary data. The

secondary data were gained from planning and implementation documents of the regional departments in Banyumas Regency. Primary data were gained from the interviews to the informants. The technics of collecting data used in this research were interviews, observation, and documents. The data analytic technic in the research was in line with Sugiyono's opinion. According to Sugiyono, the data analytic technic consisted of three steps namely reduction data, presentation data, and verification data [2].

3 Result and Discussion

A public innovation is something which is unavoidable to respond the social environmental changes, knowledge and technology (IPTEK), as well as the grows of the society demands to actualize the more qualified public service. The creativities of a leader are needed to accelerate the process of the public innovation sector. The innovation process faces a lot of challenges in actualizing it. The role of a leader becomes the prominent factor to achieve the goals of the organization [3].

A leader can influence his subordinates because a leader has five basic powers. The five basic powers are as follows (1) the power based on gift, (2) the power based on coercive, (3) the power based on legitimation, (4) the power based on appointment, (5) the power based on expertise [4]. A leadership also determines whether a leader can do some changes or cannot do any changes at all. Every organization is a system which is enabled every person can develop his power to do something or to do nothing [5].

Innovation activities in Banyumas Regency are in some departments in the local government of Banyumas Regency. Banyumas Regency's innovation activities are under the Department of Organization, Development Planning, Regional Research and Development (*Baperlitbangda*) of Banyumas Regency. Many innovations have been resulted by the working units surround the Banyumas Regency local government. Various innovations have been continuously produced in Banyumas Regency stimulated by an innovative leadership from the top until the low managements. The roles of the regent, the deputy of regent, and the regional secretary of Banyumas Regency are indeed very big in creating various public service innovations. The regent of Banyumas Regency wants to pursue that the society services are getting more efficient, easy, and fair through innovations. This is proved in the "One Agency, One Innovation" jargon. The created innovations are expected to be a bridge of help for the society.

The high commitment of a leader becomes one of the factors in guarding the birth process of an innovation in Banyumas Regency. On another side, the role of a leader in giving the spirit and encouragement to the regional apparatus is realized in the form of capacity building. The regional secretary of Banyumas Regency enforces that all regional apparatus should have the same vision and commitment as a super team in developing Banyumas Regency. Not only as motivators, the leaders in Banyumas Regency also commit to give appreciation to apparatus who perform and innovators through SIMPATIK application. This application gives chances to the apparatus who perform and are innovative to gain the appreciations in the forms of TPP and job promotions.

The condition of each Regional Apparatus Organization (OPD) is different in term of ability and capability to create new innovations. However, the leader, which is the regional secretary of Banyumas Regency, commit to improve gradually the level of the capability of the human resources in the each Regional Apparatus Organization (OPD). The leader of

BPKSDM of Banyumas Regency also gives the full support the efforts to give an appreciation to the innovators who meet the targeted competency as approved. The appreciation is a charier promotion. These supports and enthusiasm have stimulated the ODP to produce new innovations. One of the supports from the Bayumas regent has resulted the birth of about 300 innovations. The supports from the leaders have also succeeded in achieving the highest SAKIP level in Central Java Province.

The Banyumas regent directs Banyumas Regency to be a public service innovation barometer. Practically, all sectors in Banyumas Regency always implement the collaboration for one purpose namely to increase the public service through Banyumas Smart City ideas. Thought frame of Banyumas Smart City can be seen on fig. 1.

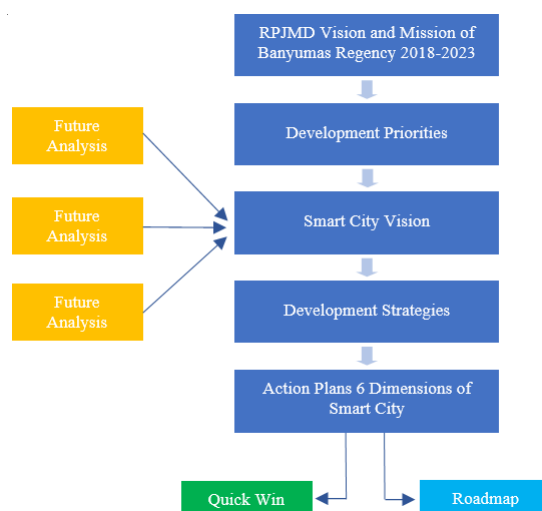


Fig.1. Thought Frame of Banyumas Smart City
(Communication and Informatic Department of Banyumas Regency)

The commitment of Banyumas Regency leaders in pushing the birth of various public service innovations is formulated in various rules and regulations. The rules and regulations are as follows:

1. Ministerial Regulation of Home Affairs Number 17 of 2016 concerning *Kelitbangan*
2. Regent Regulation of Banyumas Number 52 of 2016 concerning Banyumas Regency Creativity and Innovation Development System
3. Regent Regulation Number 77 of 2018 concerning Position, Organizational Structure, Tasks and Functions, and Working Procedures of the Regional Secretariat of Banyumas Regency
4. Regent Decree of Banyumas Number 555/415 of 2019 concerning *Dewan* Banyumas Smart City
5. Regent Decree of Banyumas Number 555/416 of 2019 concerning Movement Implementation Team Towards 100 Smart City Banyumas Regency
6. Regent Regulation concerning Banyumas Regency Research and Development Master Plan 2021-2023

Referring to SIAPPMAS data, within the year of 2020 Banyumas Regency succeeded to gain some achievements in public service innovations as if (1) One Innovator which is “Top

10 Innovator”, (2) 216 Innovators registered in SIAPMASS, (3) One innovation product belonged to Top 99, (4) and 119 sent proposals. Besides that, up to April 29, 2021, it is noted that the achievements in public service innovations of Banyumas Regency are as follows: (1) 1 innovator which reached the level of “Top 99 Innovator”; (2) 61 innovators registered in SIAPMASS; (3) 1 innovation product which reached the level of “Top 99”; (4) and 57 sent proposals.

Table 1. The Number of 99 Top Innovators, Registered Innovators, Top 99 Innovators, and the Sent Proposals

No	Year	Top 99 Innovators	Registered Innovators	Top 99 Innovation	Sent Proposals
1	2020	1	216	1	119
2	2021 Up to April 29, 2021	1	61	0	57

(SIAPPMAS Website (processed data), 2021)

As for some achievements which were gained by Banyumas Regency can be seen in 2019 till 2020. The detailed achievements are in the following table:

Table 2. Banyumas Regency’s Achievements in Innovations (2019-2020)

Year	Achievements
2019	Top 45 Public Service Innovation Competition (KIPP) year 2019. The title of the innovation was “ <i>PATTAS SOSIAL MITRA KURIR LANGIT</i> ”
2019	Top 99 KIPP 2019: <ul style="list-style-type: none"> • <i>SASKIA GOTAK</i> • <i>Desa DEMIT</i> • <i>PSC 199 SATRIA</i>
2019	Central Java Province Top 40 KIPP 2019: <ul style="list-style-type: none"> • <i>Gebrakan Ngapaks (Gerakan Bersama Mengenai Anak Pengemis Ayo Ke Sekolah)</i> • <i>Gendis Mamas (Gerakan Pendidikan Inklusi Masyarakat Banyumas)</i> • <i>Rinjing Pustaka</i>
2019	IGA (Innovation Government Award)
2020	As one of 20 Best Indonesia Innovations which have the right to participate in UNSPA (World Level Public Service Innovation Competition 2020)
2020	The best Innovation of COVID-19 New Normal Rules and Regulations for the Traditional Market Category
2020	Top KIPP 2020 <i>GENDIS (Gerbang Penyandang Disabilitas Sukses)</i>

(Banyumas Regency Government, 2021)

Interesting phenomena can be seen from the various achievements achieved by Banyumas Regency in the field of innovation. Vision as the ideals and commitment of all members of the organization that want to be achieved in the future within a certain period of time becomes a driver for leaders to fight for change. Likewise with the Banyumas Regency Government which wants to advance its area with the vision of "Realizing Advanced, Fair- Prosperous, and Independent Banyumas". Innovations born by the Banyumas Regency Government are not only focused on one field, but various fields, namely the fields of social welfare, health,

information technology, and education. This indicates that various Regional Device Organizations and leadership support in Banyumas Regency have a commitment to build their area to create Banyumas Regency as a Smart City Banyumas.

The commitment of the leader has an important role in the capacity of innovation management which ultimately plays a decisive role in increasing organizational creativity to give birth to various innovations, to implement it by overcoming the resistance that arises in the process. Innovative leaders are the main drivers, which either promote or hinder the management of innovation programs.

The commitment of Banyumas Regency leaders is shown in the innovation creations to adapt the COVID-19 pandemic handling. The innovation development potential in Banyumas Regency improves significantly. Banyumas Regency government has a quick response to support the COVID-19 pandemic handling.

The increase of the population number needs the attention from Banyumas Regency. The increasing population number results in the needs of the society which is more complex. Banyumas Regency needs to develop innovations to fulfil the needs of the society, especially in the COVID-19 pandemic era. Banyumas Regency is one of the most number of population in Central Java province. Banyumas Regency is the third most number of population. The number of the population in Banyumas Regency is 1,776,918.

Table 3. The Regencies Which Have The Most Population Numbers in 2020

Regency	Number of Population	Percentage
Brebes	1,978,759	5.42
Cilacap	1,944,857	5.33
Banyumas	1,776,918	4.87
Tegal	1,596,996	4.37
Pemalang	1,471,489	4.03
Grobogan	1,453,526	3.98
Kebumen	1,350,438	3.70
Pati	1,324,188	3.63
Magelang	1,299,859	3.56
Klaten	1,260,506	3.45

(BPS of Central Java Province, 2021)

JIWONG JIGA or “*Siji Wong Siji Jaga*” is the innovation created by Banyumas Regency. This innovation is the Banyumas regent’s programmed to protect the old from the COVID-19 pandemic. The developed innovation is supported by more developing technology in order that this innovation which is produced is beneficial for the society. This innovation proves that Banyumas regent has the attention to the various groups in the society, one of them is the old.

COVID-19 is a challenge which must be faced by the old. According to WHO, the old is the group of age which is fragile to COVID-19 attack. The population of 60 years up is categorized the old. The number of the old is 234,571 out of the total 1,776,918 population in Banyumas Regency.

Table 4. Number of Population in Banyumas Regency Based on The Age Year 2020

Age	Sex		Number
	Male	Female	
0-4	68,077	64,002	133,099
5-9	66,670	63,629	130,299

Age	Sex		Number
	Male	Female	
10-14	70,347	65,257	135,604
15-19	70,300	65,759	136,059
20-24	69,635	66,390	136,059
25-29	67,581	64,307	131,888
30-34	66,338	64,621	130,959
35-39	66,977	66,239	133,306
40-44	65,995	67,718	133,713
45-49	64,257	65,814	130,071
50-54	55,818	57,921	113,739
55-59	48,421	50,573	98,994
60-64	39,585	40,905	89,490
65-69	32,194	32,936	65,130
70-74	21,239	21,732	42,971
75+	21,261	24,310	45,571
Total	894,695	882,223	1,776,918

(Banyumas in Figure, 2020)

Banyumas regent carries out actual changes through an his innovative JIWONG JIGA “Siji Wong Siji Jaga” idea. This innovation is purposed to protect the old from COVID-19 in Banyumas Regency. The existence of this innovation was also the fact that the various deceases that the old have in Banyumas Regency. Due to the increasing number of COVID-19 patients, it is needed to protect them through valid data. The old in Banyumas Regency who have the various deceases are as follows; high blood pressure 34,061, diabetes 7,487, cancer 264, liver 263, and others. The old in Banyumas Regency is categorized based on the risk of COVID-19. There are 119,060 old people who are in the low risk, 57,537 people who are in the middle risk, and 9,538 people who are in the high risk. The risk of the old in Banyumas Regency can be seen on fig. 2.

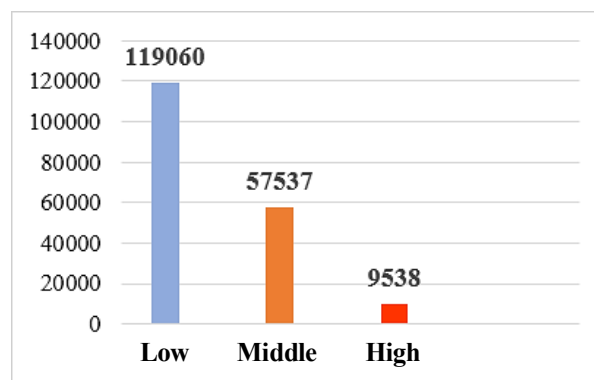


Fig. 2. The Risk of The Old in Banyumas Regency
(<http://jiwongjiga.banyumaskab.go.id/data>)

Banyumas regent in his leadership motivate Regional Apparatus Organization (OPD) to make tis innovation successful. His innovation is *JIWONG JIGA* or “*Siji Wong Siji Jaga*”. This successfully created innovation has website and application in android basis which are

develop together with the Communication and Informatic Department and Local Secretariate of Banyumas Regency. This innovation is a derivative innovation from *JOGO TONGGO* (Caring Neighbour) Central Java Province innovation. The developed website and application are expected to ease in gathering and looking for the data, are also expected to minimize the impact of COVID-19 to the old. Banyumas regent monitors periodically the gathered data from Health Department of Banyumas Regency.

The *JIWONG JIGA* “*Siji Wong Siji Jaga*” program implementation in every village is guarded by one Regional Apparatus Organization (OPD) to help in monitoring and educating on COVID-19. If there is a village which is in the COVID-19 case with red and orange categories, there are five volunteers who monitor the education on the carried diseases and the families. The persons on duty of monitoring *JIWONG JIGA* who are appointed by the village are to guard the old, especially the ones who have carried diseases to avoid them from COVID-19. It happens also to the Regional Apparatus Organization (OPD) who appoint their staff to monitor the *JIWONG JIGA* programme. In the implementation of this programme they also have to work together with the closest Society Health Centre. The purpose of this working together is that those who are found out as the suspected or confirmed positive COVID 19 can be promptly handled and isolated. The volunteers can communicate with Regional Apparatus Organization (OPD), Society Health Centre, Village Midwife, and nearest health facility. They can also communicate with the COVID-19 Banyumas Regency call centre

Banyumas Regency government also joins in socializing *JIWONG JIGA* programme. In this case Banyumas regent leads the door to door movement in villages. Banyumas regent does this effort together with Regional Apparatus Organization (OPD) in order to help and protect those who have carried diseases and to educate on the importance of the health protocol. The Banyumas Regency government’s creativity is also shown in giving bracelets to the old who have carried diseases to minimize the spread of COVID-19.

Behind the leader’s succeed in moving his subordinates to participate in implementing innovative *JIWONG JIGA* programme, there are some obstacles faced. The evaluation of the programme is done a month after. According to the Head of Government Rule and Local Secretary of Banyumas Regency, the evaluation is done on purpose to map the obstacles. The obstacle is the accuracy of the data of those who have the carried diseases. There are data which are not renewed, those are the data of citizens who have passed away and those who have moved their domiciles. The other obstacle is about the miscommunication between the government of Banyumas Regency and volunteers about the reporting system of the *JIWONG JIGA* programme [6].

Various achievements reached by Banyumas Regency cannot be rid of the important role of the leadership. The leader’s commitment in organization influences a lot in the birth of new thoughts, one of them is an innovation. An innovation is not fully resulted by a leadership model, but an innovation cannot get rid of a role of leadership. A leadership requires creative and innovative leader and subordinates. The leader’s commitment in Banyumas Regency has a big role in growing various new innovations. The high commitment of a leader is proved in the encouragement and motivation for the Civil State Apparatus (ASN) and also to pursue the succeed of innovations Banyumas Regency. The innovation of leader in searching founding sources is also one of commitments of a leader for the innovation succeed in Banyumas Regency.

4 Conclusion

The role of a leadership in Banyumas Regency takes a big part in the creations of various public service innovations. The jargon “One Agency, One Innovation” encourages the leaders to create public services which are more efficient, easy, and fair. The innovation succeeds made by the government of Banyumas Regency are shown by various achievements in the innovation sector. The commitment of the leaders in Banyumas Regency in creating innovations is in high level category. The high commitment of the leaders is reflected in their efforts to look for funding sources to undergo the innovations in Banyumas Regency, also in giving an appreciation to the civil servants who have done the public service innovations surround the government in Banyumas Regency. To support the COVID-19 handling, the Banyumas regent is successful in creating *JIWONG JIGA* or “*Siji Wong Siji Jaga*” innovation. This innovation is supposed to reduce the spread of COVID-19, and also to protect the old who have the carried diseases from COVID-19. To support the established innovation programme the Banyumas regent asks Regional Apparatus Organization (OPD) to work together to participate in the succeed of this programme, through the form of the android basis of *JIWONG JIGA* website and application, and also through direct education on the importance of the protection to the old who have carried diseases and the education on the health protocol. The obstacles faced by this programme are the data renewal and the miscommunication between the Banyumas government and the volunteers in term of the programming report.

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