Regional Innovation Sustainability Strategy through Integrated Innovation Governance: Case Study in Sukabumi City

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Abstract

The sustainability of regional innovation is a problem in Sukabumi City, because the capacity and capability of human resources are still very limited and also the existing regional innovation system has not been integrated with each other. The purpose of this study is to identify the sustainability factors of regional innovation in Sukabumi City, analyze the sustainability process of regional innovation in Sukabum City. In this research on regional innovation sustainability strategies in Sukabumi City, researchers use exploration methods. Gulo (2010: 18), based on the results of the analysis, there are several factors that affect the sustainability of innovation in Sukabumi City, factors that support the sustainability of innovation in Sukabumi City, namely: resources, management systems, policies, leadership, and community participation. There is one important thing that becomes the findings of this research for the sustainability of innovation in Sukabumi City, namely Integrated Innovation Governance. Integrated Innovation Governance is an important part, because it involves easy public access to innovation. The recommendations of this study are the integration of innovation data into one innovation system (directory) through the expansion of data networks, the existence of documentation facilities and socialization of innovation results from innovation networks / stakeholders, the existence of easier facilities for the public to access innovation results, becoming an innovation information system to collect and store information on innovation results from all innovation networks, becoming a system for evaluation and selection of all innovations within the Sukabumi City Government.

Keywords: *Practice of Prayer, Islamic Religious and Education.*

1. INTRODUCTION

In this digitalization era, the government needs to think of a more innovative regional development strategy by maximizing the use of science and technology and innovation as factors forming competitiveness or called innovation-driven development. Growth development needs to be done with strategies that not only become more effective and efficient, but also require innovation by utilizing Science and Technology. Innovation and technology are an inseparable part of a series of transformations in regional development, each region has the desire to achieve a prosperous society, can be optimized from the ability of regions to create productive regional competitiveness. Therefore, innovation development is very important to be continued with the need for continuous innovation by every fast-paced change of times needed for regional development to have a well-sustainable regional innovation system. This is in line with the spirit of the Constitution of the Republic of Indonesia Year 1945 (Amendment IV) in article 31 paragraph 5 which states that "The Government advances science and technology by upholding religious values and national unity for the advancement of civilization and the welfare of mankind".

Law Number 11 of 2019 concerning the National System of Science and Technology which mandates the Central Government and Regional Governments to strengthen the carrying capacity of Science and Technology in increasing the nation's competitiveness and independence in the face of global competition. In this law, what is meant by the National Knowledge and Technology System is a pattern of relationships that form planned, directed and measurable, and sustainable relationships between institutional elements and resources so as to build an overall science and technology network

in supporting the implementation of science and technology as a scientific foundation in the formulation and determination of national development policies.

In order to improve services to the community whose needs are increasingly varied, professional government apparatus performance is needed, including effective and efficient institutional arrangements, as well as forms of government based on the principles of good governance. For this reason, the elaboration of the 4th (four) Mission, RPJMD Sukabumi City 2018-2023 related to regional innovation is the realization of a clean, transparent, and accountable bureaucracy by maximizing the implementation of bureaucratic reform, improving the quality of social services, optimizing the use of technology and information, and increasing regional innovation.

The realization of strengthening the regional innovation system is carried out through structuring the carrying capacity of organizational elements, regulatory frameworks, and internalizing the innovation culture. The main objective is to create mutually beneficial multistakeholder productive interactions for the development of innovation and its diffusion, dissemination of best innovation practices, and national results that are in accordance with superior challenges and potentials in Sukabumi City. The agenda of strengthening SIDa Sukabumi City needs to always improve intensive communication between regional officials in order to realize synergy and coordination of strengthening SIDa Sukabumi City. In order to strengthen the regional innovation system (SIDa) of Sukabumi City, a Regional Regulation of Sukabumi City concerning Regional Innovation of Sukabumi City has been established. The implementation of Regional Innovation aims to accelerate the realization of community welfare through improving public services; community empowerment and participation; and increased regional competitiveness. However, there are often problems with regional devices, namely the inability of human resources in the regional devices that make the innovation unsustainable, the innovation database system has not been optimally integrated in Sukabumi City.

So as to facilitate the management of regional device innovations and support the sustainability of innovation in Sukabumi City, through the Regional Development Planning Agency of Sukabumi City. Regional Innovation Implementation System for Regional Innovation Implementation is realized in a regional innovation system consisting of elements of Regional Innovation institutions; Regional Innovation Resources; and the Regional Innovation network. Strengthening the regional innovation system of Sukabumi City with the synergy of the strength of the business world, government, community and academia with resources, science and technology to focus on producing applicable findings and innovations is expected to increase regional competitiveness in Sukabumi City.

Table 1.1. Regional Innovation Index
District / City Level in West Java 2021

No	Kab/city	Score
1.	Bogor District	13144
2.	Majalengka District	6937
3.	Bogor City	5162
4.	Sukabumi City	4675
5.	Bekasi City	4669
6.	Bandung District	3938
7.	Cimahi City	3882
8.	Cirebon District	3145
9.	Indramayu District	2970
10.	Pangandaran District	2435
11.	Ciamis District	2145
12.	Cianjur District	2141
13.	Bandung	2040

No	Kab/city	Score
14.	Sumedang District	2010
15.	Depok City	1790
16.	Garut District	1515
17.	Cirebon City	1164
18.	Purwakarta District	873
19.	West Bandung District	673
20.	Brass District	590
21.	Tasikmalaya City	387
22.	Subang District	327
23.	Karawang District	82
24.	Sukabumi District	63
25.	Tasikmalaya District	59
26.	Bekasi District	29
27.	Banjar City	3

Source: Regional Innovation Index at the District / City Level in West Java in 2021

Based on table 1.1 of the Sukabumi City Government in 2021, Sukabumi City obtained a Regional Innovation Index score of 4675 with the 4th rank out of 27 Regencies / Cities in West Java. However, if viewed in more detail from the 2018-2023 RPJMD of Sukabumi City Urgency Development problems in Sukabumi City that require special attention and become regional development priorities, include: (1) Poverty alleviation; (2) Strengthening regional economic competitiveness; (3) Improve the quality of life and competitiveness of human resources to support demographic growth; (4) Natural resources and environmental management and disaster management; (5) implementation of food and energy security; (6) Reducing territorial inequality; and (7) Strengthening regional administration and support. These various development issues must be a place for innovative collaboration and coordination between various parties which will later make governance in Sukabumi City effective and efficient. (RPJMD Sukabumi City 2018-2023).

From some of the problems above, the difference that becomes the novelty of this study, that this research has never been studied, namely the author conducts research related to the sustainability of regional innovation in integrated innovation governance, which will facilitate the management of innovation into adaptive, transformative, and sustainable innovation.

II. LITERATURE REVIEW

Strategy is an overall approach related to ideas, planning, and execution, an activity over a period of time. In a good strategy there is coordination of work teams, has the theme of identifying supporting factors in accordance with the principles of rational implementation of ideas, efficiency in funding and having tactics to achieve goals effectively. Strategy shows the general direction that the organization wants to take to achieve its goals. This strategy is a big plan and an important plan. Every organization to achieve its goals. Every well-managed organization has a strategy, even if it is not explicitly stated. Determination of goals and directions of action and allocation of resources necessary to achieve objectives, patterns of objectives, objectives or objectives of policies and plans. The important plan to achieve that goal is stated in a way such as setting the goals espoused and the type or will be what type of organization it is and is the key policies and decisions used for management, which have a major impact on the performance of the Organization.

According to Griffin (2009: 339) strategy is a comprehensive plan to achieve organizational goals. "Strategy is acomrehensive plan for accomplishing an organization's goals" Strategy is a comprehensive plan for achieving organizational goals. For organizations, strategy is necessary not only to obtain the social and managerial processes by which individuals and groups obtain what they need and want by creating and exchanging products and value with others which are the most important factors in achieving organizational goals, the success of a business depends on the ability of leaders who can formulate the strategies used.

Sustainability

The term sustainability often connotes several definitions such as continuation, merger or institutionalization. However, Johnson et. Al. explained that the term sustainability is associated with a sustainability process that includes various patterns or forms of programs involving the community. Furthermore, Shediac Rizkalah and Bone stated that the term sustainability contains several meanings, namely: (a) maintaining the benefits obtained from the program that has been initiated, (b) continuing the program within the organization (c), building community capacity to follow up on the sustainability of the program. Johnson et al. Al. defines sustainability as: "processes to ensure sustainable adaptive and innovative systems that can be integrated into processes that are sustainable and benefit the various parties involved". In the context of this definition, continuous innovation is integrated into an institutionalized programme of activities and benefits the various stakeholders involved. While there is no single consensus on the definition of sustainability of innovation, various experts have attempted to define what is meant by sustainable innovation. Brands and Kilman, define continuous innovation as: "... A process by which sustainability considerations (environmental, social, financial) are integrated into the company's system from idea generation to research and development and commercialization. This applies to products, services and technologies, as well as new business models and organizations."

The model is described as follows:

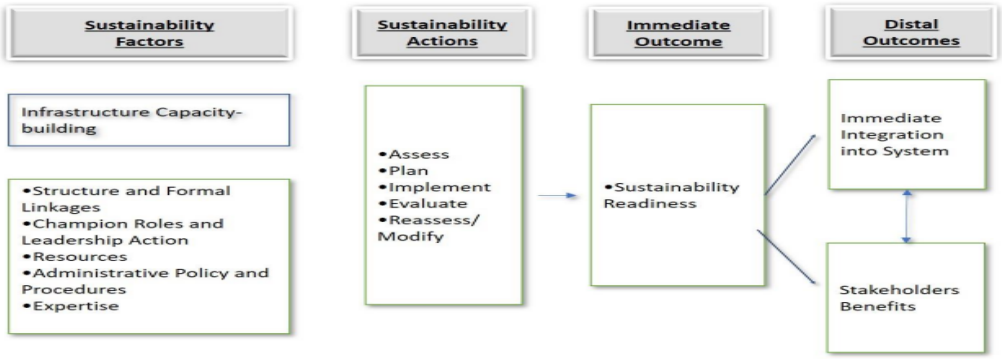

Fig 1. Sustainability Planning Model

Source: Johnson, K. et.all., (2004)

This definition implies that sustaining innovation is a process by which sustainability considerations are integrated into an organization's system from idea to research and development. This applies to new products, services and technologies as well as business models and organizations. Public sector innovation is a breakthrough effort in improving the quality of public services. There are several factors that affect the sustainability of public sector innovation, including resources in the form of financial resources, human resources, and technology. Budget and people are resources that have traditionally been organizational resources, which is undeniable that their existence will greatly affect organizational performance. Meanwhile, technology, in its current state, with the acceleration of change, becomes a factor that can support innovation. Good resource management will lead to efficiency and support continuous innovation. The next factor is the management system, which includes strategic focus, collaboration, networking, communication, and inclusivity. The management system in question is how the organization's resource management system; How to focus strategy on efforts to achieve goals, how to collaborate with stakeholders, how to build networks, how to build inclusivity. A good management system will be able to manage the environmental factors of innovation. The next factor is policy, which is a policy in the form of regulations issued by the government that supports innovation that will increase public trust. Next is leadership, where the

leadership style will affect the sustainability of existing innovations or not. Innovative leadership will encourage excellent public service. Another factor that is no less important is society. How they participate, commit, and benefit from the innovations made. If this happens, it will lead to community involvement. Resource factors, management systems, policies, leadership, and community, will indicate the level of readiness for sustainability. The readiness of sustainability of an innovation can be seen from how the quality of an innovation can be seen from the level of effectiveness of the innovation, how the level of integration of existing innovations with existing innovations and systems, and how the benefits of these innovations for society. Readiness for the sustainability of an innovation will determine the level of adaptation of an innovation to the existing system. If it has high adaptability, there is a high probability that the innovation will have sustainability. Conversely, if the adaptation is low, then innovation will be difficult to continue.

Integrated Innovation Governance

The Integrated Innovation Framework is an important process that is very important in the success of regional innovation sustainability, as a comprehensive effort in managing regional innovation. A sustainable regional innovation strategy will integrate the existing collection of regional innovations into an integrated innovation model. In the current framework, there are several factors that affect the sustainability of regional innovation, including resources in the form of financial resources, human resources, and technology. Finance and people are resources that are traditionally organizational resources that cannot be denied their existence will greatly affect organizational performance. While technology, in its current state, with its accelerated change, is a factor that can support innovation. Good resource management will lead to efficiency and support the sustainability of innovation. The next factor is the management system which includes a focus on strategy, collaboration, networking, communication, and inclusiveness. The management system in question is how the organization's resource management system; How to focus strategies in an effort to achieve goals, how to collaborate with stakeholders, how to build networks, how to build inclusiveness. A good management system will be able to manage the environmental factors of innovation. The next factor is policy, policies in the form of regulations issued by the government that support the existence of innovation will increase public trust. Next is leadership, where the leadership style will affect the continuation or absence of existing innovation. Leadership that innovates will encourage excellent public services. Another factor that is no less important is society. How they participate, commit and benefit from the innovations made. If this happens, it will lead to involvement from the community.

Factors such as resources, management systems, policies, leadership, and community, will indicate the level of readiness for sustainability. The sustainability readiness of an innovation can be seen from how the quality of an innovation can be seen from the level of effectiveness of the innovation, how the level of integration of existing innovations with existing innovations and systems, and how the benefits of the innovation for society. Readiness for the sustainability of an innovation will determine the level of adaptation of an innovation to the existing system. If it has high adaptability, then there is a great chance that the innovation will have sustainability. Conversely, if the adaptation is low, then the innovation will be difficult to continue.

III. RESEARCH METHODS

Research methods are ways to obtain data with the aim of obtaining certain uses in compiling a scientific work. One way that can be done in compiling scientific work is through research activities. Basically, research is to measure a phenomenon or problem that occurs. For this reason, during the research process there must be a good measuring instrument, commonly called a research tool. In this study, the research instrument or tool is the researcher himself. Researchers as research

instruments before conducting research are carried out, have prepared and equipped themselves with the ability to conduct research and knowledge about the background (setting) and field (field).

Data collection techniques are the most strategic step in this study, because the main purpose of this study is to search for data. Nazir (2009: 211) suggests that data collection is a systematic and standard process to obtain the data collected. The data collection process is a systematic procedure for obtaining the necessary data and has a relationship between the data collection method and the problems that have been observed. To obtain data and analysis materials in this study, techniques were used for data collection by Interview, Documentation Study, and Observation.

IV. RESULTS AND DISCUSSION

Sustainability Innovation is important in the process of strengthening the innovation system in a region, by building and strengthening the infrastructure of a sustainable regional innovation system must have a strong and integrated administrative capacity supported by the leadership role of innovative regional heads. Continuous innovation is the continuous interaction between operations, incremental improvement, learning, and radical innovation that aims to effectively combine operational effectiveness and flexible strategic policies. Shediac Rizkalah and Bone (1998, in Johnson et. all 2004) state that the term "sustainability" has three meanings, namely: (a) maintaining the benefits derived from the program that has been started, (b) continuing the program within the organization, (c) Building community capacity to ensure the sustainability of the program. In addition, the term sustainability often has many meanings, such as continuation, merger or institutionalization (Jhonson et al, 2004). Defines sustainability as: "the process of ensuring sustainable, adaptive and innovative systems that can be integrated into processes that are sustainable and beneficial to the various parties involved". Within the framework of this understanding, continuous innovation is fully integrated into the institutionalized program of activities and benefits various relevant actors. One indicator of the success of innovation is the sustainability of innovation, although changes in leadership and management resources have changed places, but the sustainability of innovation must be maintained so that commitment is needed not only from human resource management but also the role of regional heads as top leaders at the regional level, with this strong commitment to be an innovation effort that has been created has an impact felt by the community. Gonzales et al. (2020) link long-term sustainability with long-term integration and sustainability. According to Gonzalez et al. (2020), there are several characteristics of innovation sustainability, namely:

1. Sustainability is a process of change through specific actions aimed at strengthening infrastructure systems and innovation attributes.
2. Capacity building is a key aspect of sustainability.
3. Continuous innovation is at the core of sustainability.
4. Continuous innovation should always be integrated into the daily activities of the organization.
5. Continuous innovation should always benefit all stakeholders involved.

Various experts are trying to define what is meant by continuous innovation. Brands and Kilman (2010, in Son, 2018), define sustainable innovation as:

"... A process by which sustainability considerations (environmental, social, financial) are integrated into a company's system from idea generation to research and development and commercialization. This applies to products, services and technologies, as well as new business models and organizations."

The definition can be interpreted that sustainable innovation is the process by which sustainability considerations (environmental, social and financial) are integrated into the company's

system from idea to research and development and commercialization. This applies to new products, services and technologies as well as business models and organizations.

Further Jhonson et. All (2004) has developed a comprehensive and integrated innovation sustainability model that can identify innovation achievement from factors affecting innovation sustainability, sustainable actions, innovation sustainability results, either immedieate results or short-term or distal or long-term results.

Table 2.Featured Innovations Recap Sukabumi City 2020

No.	Perngkat Daerah	Nama Inovasi
1	Dinas Sosial	Udunan Online
2	Dinas Kesehatan	Home Care
3	Dinas Koperasi, Usaha Mikro, Perindustrian dan Perdagangan	Sukabumi Kece (Kelurahan Entrepreneurship Center)
4	Dinas Ketahanan Pangan	One Roof (One Region, One Offtaker)
5	Dinas Ketenagakerjaan	MONALISA (Mobil Naker Keliling Seputar Kota)

Source: Bappeda 2021

In addition to innovations that are the mainstay of Sukabumi City, there are also some innovations that cannot run well or do not continue. These types of innovations are, as shown in table 1.2 These innovations do not work and continue with various causes both internally and externally of the organization, and other causes. Data on innovations in Sukabumi City that cannot run well or do not continue can be seen in table 1.2**.**

Table 3. Recap of Unsustainable Innovation

No.	Perngkat Daerah	Nama Inovasi
1	Keluraahan Karamat	Unboxing (Antar Jemput Box Keliling)
2	Sekretariat DPRD	SIMLEG (Simtem Informasi Legislasi)
3	Puskesmas Limusnunggal	RASA AMAN (Gerakan Atasi Sampah Aktifkan Jamban)
4	Kecamatan Citamiang	Aplikasi Disposisi Surat masuk dan keluar
5	BKPSDM	SIKEPO (Sistem Informasi Kenaikan Pangkat Online)

Sukabumi City Regional Equipment 2020

Source: Bappeda 2021

Based on the data problems above, some innovations that do not continue to make the regional innovation system of Sukabumi City also automatically need to be addressed and optimized, rooted in the initial data problems above, the author also assumes that the unsustainable factor of the innovation is that the innovation data system is still not integrated in one device of the Sukabumi City area as a whole, the capacity and competitiveness of human resources who handle the innovation of each regional device which is still limited, and the implementation of innovation data verification is still carried out manually. The efforts made by the Sukabumi City Government respond to this through Regional Regulation Number 3 of 2019 concerning Regional Innovation to improve the regional innovation system. The technical policy of its implementation is regulated through the Decree of the Mayor of Sukabumi Number 188.45/267-Bappeda/2019 concerning the Establishment of a Coordination Team for Strengthening the SIDa Regional Innovation System. However, with the formation of the Coordination Team for Strengthening the Sida Regional Innovation System, it is still not optimal in its implementation related to the sustainability of regional innovation in Sukabumi City.

The Sukabumi City Government continues to strive to maintain a positive trend of increasing the quantity of existing regional innovations, but there are several problems that still exist regional innovations in 2020 whose status is not sustainable in 2021 can be seen in the following table:

Table 4.Status of Innovation in Sukabumi City

No	Status of Innovation	Sum
1	Continues	294
2	Discontinued	15
	Sum	309

Source: Bappeda 2021

Based on the table, it can be seen that Regional Innovation in Sukabumi City according to Regional Innovation networking data conducted by the Development Research Field of Bappeda Sukabumi City out of a total of 309 innovations, there are 15 innovations that are not sustainable and 294 innovations that continue

Therefore, the Sukabumi City Government, according to information from informants, in the process of networking its innovations requires integrated Innovation Governance. This can be seen from the continued innovation of the region. For example, in Karamat Village, the condition of verifying regional innovations that are still carried out manually is an obstacle for regional innovation that does not continue because regional innovations are not well monitored because these innovations are innovations carried out directly by the community itself.

However, actually not all regional innovations in Sukabumi City experience the same obstacles. For example, there is an innovation that continues every year at the Food Security Office to date, namely One Roof Innovation. The community or in this case farmers feel very helped by this innovation. The problems of farmers both in terms of grain sales to production have been easier, the success of the sustainability of this innovation is the support of innovation stakeholders who create an innovation ecosystem in the implementation of the innovation, with steps to build three collaborations, Government, Private and Community.

In the Aspect of Resources (Human Resources, Budget, and Technology) in a program / activity, resources are necessary for their existence to ensure their sustainability. Such is the case for the implementation and sustainability of an innovation. Resources become inputs for ongoing and continued innovation. The existence of these resources is not only to carry out tasks and functions, but also how to develop ways of working and implementing ideas to make the role of the organization more felt by the community. Innovation ideas can start from the creativity of the employees' thinking, and are supported by the availability of technology and budget. Human resources, budget, and technology are the subjects of discussion in this study. In this regard, the following are the conditions of existing resources within the Sukabumi City government related to human resource capacity, technology, and funding. Furthermore, government policy factors will be very supportive in planning and implementing innovation, which will ultimately have an impact on the sustainability of innovation itself. The existence of this policy is very important considering that planning, implementing, and evaluating innovation programs requires strengthening of the legality aspect, especially related to the utilization and deployment of resources needed for innovation programs. The Mayor of Sukabumi encourages his regional apparatus to have at least one innovation with One Agency One Innovation every year, the Sukabumi City Government itself in implementing innovation has made various policies. The policy is outlined in various forms of laws and regulations that have been enacted to support the sustainability of innovation. However, there is still a need for clearer regulations, including in the vision and mission of the RPJMD, even at the SOP level so that innovation becomes a culture. In this section, policies that can support the sustainability of innovation

that will be discussed include regulations and technical guidelines. Furthermore, the Leadership Factor is also one of the factors that can determine the sustainability of innovation in an organization, including in the local government environment. Empirical facts show that leadership plays a very important role for innovation. The success or failure of an innovation is largely determined by leadership factors including the sustainability of the innovation itself. Sustainability of innovation will be difficult if the leader does not have the right leadership style and does not have the competencies that support and develop it.

In the regional context, leadership is not only limited to leadership at the top level such as governors, mayors or regents, but also at the middle level to the lower levels. Leadership in this study was studied from aspects of leadership style and competence in an effort to support the sustainability of innovation in Sukabumi City. Furthermore, the last innovation Management System Factor talks about innovation Governance. Management that nourishes and stimulates innovation and maintains its sustainability. Starting with a strategic focus or in other words on how to strategy going forward, building networks which are then continued with collaboration among stakeholders, building communication, and building inclusiveness.

In Sukabumi City, what is still felt to be an inhibiting factor is that there are innovations that arise but cannot continue. Currently in Sukabumi City there is no innovation roadmap (master plan) that includes a comprehensive future innovation plan, although currently there is a Decree of the Mayor of Sukabumi Number 188.45/267-Bappeda/2019 concerning the Formation of a Coordination Team for Strengthening the SIDa Regional Innovation System. Although the existing innovations still look "individual", there is no interconnectedness with other innovations, and the support of other aspects such as human resources and technology looks inadequate. Even if a roadmap is available, the direction and umbrella of innovation in each field will be visible. Each regional device makes innovations whose direction is clear, with various types of innovations in it, both large and small scale. This will provide direction and encourage leaders at various levels to structure innovation.
Building a network that will be followed by collaborative and communication actions in it, will make inclusivity even higher. After stakeholder identification, a network is built. Collaborative action seeks to embrace stakeholders by using communication that creates interdependence between them. Interdependence is built through empathy. Communication is also important to build understanding of the problems that occur so that finally there is a commitment to jointly compile and implement plans.

V. CONCLUSION

Based on the results of the study, there are several factors that affect the sustainability of innovation in Sukabumi City, namely supporting the sustainability of innovation in Sukabumi City, namely: resources, management systems, policies, leadership, and community participation. There is one important thing that becomes the findings of this research for the sustainability of innovation in Sukabumi City, namely Integrated Innovation Governance. Integrated Innovation Governance is a very important part, because it involves the ease of public access to innovation.

Factors that encourage the sustainability of innovation from the aspect of resources are competent human resources, APBD funding support, and the adequacy and availability of information technology. From the management system aspect, the driving factor is that the innovation strategy is part of the Regional Medium-Term Development Plan 2018-2023, networking, collaboration, and communication have been implemented. Furthermore, from the policy aspect, what encourages sustainability is accommodating innovation in regulations at the central and regional levels, as well as regulations on certain innovations. Meanwhile, in terms of leadership, the driving factor is the support of some leaders, as well as some innovations initiated by lower managers. Furthermore, the driving

factor from the community side is community participation, and citizens who feel the benefits of the innovations made.

However, there are issues that hinder the sustainability of innovation. From the aspect of resources, the inhibiting factor is the transfer of employees who are competent in innovating, as well as the absence of rewards for employees who innovate. In addition, the implementation of innovation still depends a lot on the regional budget, and is less professional in budget management. On the technology side, the obstacle is the tendency to manipulate data. The obstacles of the management system are the absence of a comprehensive innovation roadmap (master plan) that guides the direction of future innovation, and the absence of innovation risk management, especially technology-based innovation. Collaboration is still not optimal, and communication is still formal so that innovation ideas do not appear. In addition, there is still a communication gap between superiors and subordinates who are still formal.

Constraints from the policy side are the lack of synergy between policies at the national and regional levels, the Government's Regulation Socialization on Regional Innovation is still lacking, and the elaboration of regulations at the national and regional levels in the form of SOPs or juknis is still lacking. Obstacles to leadership aspects include leaders not paying attention to the sustainability of innovation, and lack competence to lead to innovation. From the community side, obstacles that arise include the lack of socialization about innovation, and the existence of some people who are apathetic.

The recommendations from the results of this study are periodic employee movement and improvement of employee competence, providing incentives to employees who innovate, developing collaboration with other parties in developing innovation, and developing information system security, designing a more comprehensive innovation master plan, developing technology-based innovation risk management, increasing pentahelic collaboration with various stakeholders, developing communication Enhance pentahelic collaboration with various stakeholders, Develop informal and two-way communication with stakeholders. The next recommendation is to make a change in mindset towards innovation, increase copyright awareness of innovation, build innovative leadership models, make innovation part of the performance assessment of regional instruments.

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