



Parahyangan Catholic University
Faculty of Social and Political Sciences
Public Administration Study Program

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SK BAN – PT NO: 3100/SK/BAN-PT/Ak-PPJ/S/V/2020

**Characters of Public Entrepreneurship in Regional
Development Planning Body (*BAPPEDA*) at Bandung
City, Bandung Regency, and West Bandung Regency**

Undergraduate Thesis

Written by
Asyifa Nuraini
2017310118

Bandung
2021



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Bandung

2021

**Faculty of Social and Political Sciences
Public Administration Major
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Undergraduate Thesis Approval

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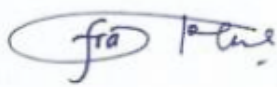
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Study Program : Public Administration
Undergraduate Thesis Title : Characters of Public Entrepreneurship in Regional
Development Planning Body (*BAPPEDA*) in Bandung
City, Bandung Regency, and West Bandung Regency

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Asyifa Nuraini

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ABSTRACT

Name : Asyifa Nuraini
Student ID Number : 2017310118
Judul : Characters of Public Entrepreneurship in Regional Development Planning Body (*BAPPEDA*) at Bandung City, Bandung Regency, and West Bandung Regency

This study aims to determine what characters appear in the innovation process carried out by the Regional Development Planning Agency (*BAPPEDA*) of Bandung City, Bandung Regency, and West Bandung Regency. The theory used is the theory of the character of public entrepreneurship, namely initiative, negotiation ability, ability to create public value, and risk-taking. Then the theory is identified into the innovation process carried out by the *BAPPEDA* of each region. The innovation process is, seeing opportunities and challenges, development and testing, problem/case determination, delivery and implementation, and system improvement.

This study uses a qualitative method with data collection techniques through interviews with the Research and Development Section at *BAPPEDA* regarding how the innovation process they apply. Data analysis was carried out descriptively to obtain a clear and detailed description of the object of research. To check the validity of the data, the researcher used the technique of triangulation of data sources.

Based on the findings, this study shows that the character of initiative, negotiation ability, and public value creation emerges in every innovation process. Such as the process of seeing opportunities and challenges, development and testing, case determination, delivery and implementation, and changing systems. Then the risk-taking character emerges in the innovation process, seeing opportunities and challenges, developing and testing, implementing, and improving the system. Researchers in this research regarding the characters that emerge in the innovation process, namely public entrepreneurship, must cooperate in teams. The entrepreneurial character needed in innovation is about the character of one person in the organization and everyone on the team. Then it is hoped that there will be more explicit regulations regarding the governance of innovation in government so that innovations in the public sector can be developed and managed into sustainable innovations.

Keywords: Public Entrepreneurship, Character of Public Entrepreneurship, Innovation Process, Government Organization, Local Government.

ABSTRAK

Name : Asyifa Nuraini

NPM : 2017310118

Judul : *Karakter Kewirausahaan Publik di Badan Perencanaan Pembangunan Daerah (BAPPEDA), Kota Bandung, Kabupaten Bandung, dan Kabupaten Bandung Barat*

Penelitian ini bertujuan untuk mengetahui apa saja karakter yang muncul di dalam proses inovasi yang dilakukan oleh Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kota Bandung, Kabupaten Bandung, dan Kabupaten Bandung Barat. Teori yang digunakan adalah teori karakter kewirausahaan publik, yaitu inisiatif, kemampuan negosiasi, kemampuan menciptakan nilai publik, dan pengambilan risiko. Kemudian teori tersebut diidentifikasi ke dalam proses inovasi yang dilakukan oleh BAPPEDA masing-masing daerah. Proses inovasi tersebut adalah, melihat peluang dan tantangan, pengembangan dan uji coba, penetapan masalah/kasus, penyampaian dan implementasi, dan penyempurnaan sistem.

Penelitian ini menggunakan metode kualitatif dengan teknik pengumpulan data melalui wawancara kepada Bagian Penelitian dan Pengembangan di BAPPEDA mengenai bagaimana proses inovasi yang mereka terapkan. Analisis data dilakukan secara deskriptif untuk memperoleh gambaran secara jelas dan rinci mengenai objek penelitian. Untuk mengecek keabsahan data, peneliti menggunakan teknik triangulasi sumber data.

Berdasarkan hasil temuan, penelitian ini menunjukkan bahwa karakter inisiatif, kemampuan negosiasi, dan penciptaan nilai publik muncul di setiap proses inovasi. Yaitu, proses melihat peluang dan tantangan, pengembangan dan uji coba, penetapan kasus, penyampaian dan implementasi, dan penyempurnaan sistem. Kemudian karakter pengambilan risiko muncul dalam proses inovasi melihat peluang dan tantangan, pengembangan dan uji coba, implementasi, dan proses penyempurnaan sistem. Saran yang diberikan oleh peneliti dalam penelitian mengenai karakter yang muncul dalam proses inovasi, yaitu kewirausahaan publik harus memiliki kerjasama yang baik di dalam tim. Hal ini karena karakter kewirausahaan yang dibutuhkan dalam inovasi bukan hanya mengenai karakter satu orang di dalam organisasi, namun semua orang yang berada di dalam tim. Kemudian diharapkan adanya regulasi yang lebih jelas mengenai tata kelola sebuah inovasi di dalam pemerintahan sehingga inovasi di sektor publik dapat dikembangkan dan dikelola menjadi inovasi yang berkelanjutan.

Kata Kunci: *Kewirausahaan Publik, Karakter Kewirausahaan Publik, Proses Inovasi, Organisasi Pemerintah, Pemerintah Daerah*

FOREWORD

All praise and gratitude to God – Allah SWT for all the blessing and wisdom during the process of writing to the finishing of this undergraduate thesis titled “Characters of Public Entrepreneurship in Regional Development Planning Body (BAPPEDA) at Bandung City, Bandung Regency, and West Bandung Regency”. I would to thank all those who keep supporting me until today.

Furthermore, this undergraduate thesis generally describes the characters that present in the Research and Development Department of Regional Development Planning Body at Bandung City, Bandung Regency, and West Bandung Regency. The purpose of this undergraduate thesis is as one of the requirements to complete undergraduate education at Parahyangan Catholic University in the Public Administration Study Program.

Therefore, I hope that this thesis can be useful for the readers. Although the author also realizes that there are still lack of many aspects in this thesis due to the limitations of the author's knowledge and experience. Therefore, I am very open to any criticism and suggestions that can motivate the author to produce better research.

Bandung, August 14th 2021



Asyifa Nuraini

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LIST OF ABBREVIATION

APIKS	Aplikasi Informasi Kelitbangan Sabilulungan
ASN	Aparatur Sipil Negara
BAPPEDA	Badan Perencana Pengembangan Daerah
BAPPELITBANGDA	Badan Perencanaan dan Penelitian Pembangunan Daerah
DISKOMINFOTIK	Dinas Komunikasi dan Informatika
FGD	Forum Group Discussion
IGA	Innovation Government Award
IT	Information and Technology
KEMENPANRB	Kementerian Pemberdayaan Aparatur Negara dan Reformasi Birokrasi
LITBANG	Penelitian dan Pengembangan
MONEV	Monitoring and Evaluation
PANRB	Penyelenggaraan Aparatur Negara dan Reformasi Birokrasi
R&D	Research and Development
SASMAYA BASKARA	Sabilulungan Smart Brdaya Saing Bandung 1000 Kampung untuk Rakyat
SIKEMBANG	Sistem Informasi Kelembagaan
SINOVIK	Sistem Informasi Inovasi Pelayanan Publik
SKPD	Satuan Kerja Perangkat Daerah
SOP	Standard Operational Procedure

CHAPTER I

INTRODUCTION

1.1 Background of the Research

Nowadays, the development of Information and Technology (IT) has affected many aspects of daily life. Osborne and Brown (2005, p.115) state that development will cause discontinuity and then require product, service, and environment to adapt to the transformation, called innovation. Wicaksono (2018, p.200) claimed innovation occurs in the formation of ideas and occurs in every process, from processing the ideas into the desired output. So that is mean either public or private sectors need to adapt to the transformation of the environment and innovate to achieving their goals.

Unlike private organizations, the public organization is not that familiar with innovation. Countries are facing the following problems in developing public sector innovation systems (OECD, 2005):

1. **The public sector needed an appropriate framework and tools for the measurement of public sector innovation.** For example, the private sector only focused on monitoring efficiency and costs. In that case, the public sector needs a set of indicators that can shed light on innovation processes in public sector organizations and show how these can help governments meet their goals.
2. **Public sector organizations have structural barriers that prevent innovation from developing,** such as complex and rigid organizational

3. structures that limit information flow and reduce openness, regulation and formal processes, and limited investment for innovation.
4. **Cultural barriers in public organizations** that make the organization can not face the disruptive nature of innovation and potentially high consequences of failure can reinforce a culture of risk aversion.

However, due to the increase of demand to make a better innovation in the public sector, it is a need that public organizations are able to innovate and deliver better services at lower costs. The other reason is the demand for better technologies that are more user-focused as the New Public Management concept. Innovation can alter both the supply of services by improving their characteristics, and the demand for services, by introducing new ways to articulate the need for and procure them (Innovation in the public sector, p. 1).

Streitfeld (2012, cited in Leyden and Link, 2015, p.50) stated that motivation and success in the innovation process requires passion from the entrepreneur itself. Through this process of perception and action, the entrepreneur is thus a dynamic, not static, figure in economic activity (Leyden and Link, 2015, p.53). This statement indicates that an entrepreneur is the key of a successful innovation, because without the entrepreneur as actor in enterprise, there are no entrepreneurship. Public entrepreneur is person who make the innovation or called as innovator. The public entrepreneur is an entrepreneur that acts within the government to make an innovation. They blend two different roles, first, role as a public servant; second, role as an entrepreneur (Conway, 2018). Windrum and Koch (2008, p.11) identify that there are five generic factors determine when and

how innovation occurs and whether innovation is successful, such: incentive Structures, public sector entrepreneurs, bottom-up and top-down innovation, the impact of New Public Management on innovation, and implication of consumerism. From those five indicators, Windrum and Koch (2008, p.12) note that entrepreneurship is relatively uncommon to discuss in the public sector. That because the entrepreneur is commonly used in the private sector.

In conclusion, public entrepreneurs play a significant role in public sector innovation. Luke, B., Verreyne., and Kearins (2010, p. 138) implied that innovation and entrepreneurship could go beyond government policy-making. Windrum and Koch (2008, p. 235-236) found that entrepreneurship and innovation management plays a central role in innovation. That role is the ability to spot opportunities around them. To turn their vision into reality, entrepreneurs need to integrate their vision and action. From the expert opinion above, it can conclude that a public entrepreneur is an essential aspect of innovation.

But an entrepreneurs can not manage the inovation by themself. They need other entrepreneurs to do the innovation. This is because the innovation needs the ecosystem to work. One of the ecosystems is the entrepreneurship. Some research has been analyzed the character of the public entrepreneurship in local government.

Thus:

1. Research/thesis by Parahyangan Catholic University (Made, 2017; Natalia, 2017; Dharmawan, 2017) identified the prominent characters in a public entrepreneur from Bandung City, Bandung Regency, and West Bandung Regency. What characteristics are utilizing opportunity,

mission-driven, and innovating. Moreover, the least prominent characteristic is taking the risk and influence the other parties.

2. The Handbook of Innovation in public services, wrote by James H. Svara (cited in Osborne and Brown, 2013, p.193), implied that local governments have divergent characteristics regarding the likelihood of being innovative. This book has a chapter examining the impact of leadership and organizational factors (the public entrepreneur) on innovation. It claimed that organizations with leaders who have the characteristics of early adopters are more likely to be innovative, and so on.

To stimulate the public sector's innovation, the government-held some policies and events. First, in 2014 the government released the Regulation of Minister for the Empowerment of State Apparatus and Bureaucratic Reformation (No). 30 of 2014 on Public Service Innovation Guidance. In 7 years – from 2014 to 2020 – this initiation has been generated 693 innovations in the public organization. That innovation comes from the ministry level to the local government level. In 2017, government released Government Regulation No.38 of 2017 on Local Government Innovation in order to the Law No. 23 of 2014 about Local Governance article 390. This policy is a set of regulation of local government to innovate and make innovation. Then, in 2018 Ministry of Internal Affairs create a measurement called Indeks Inovasi Daerah (Local Government Innovation Index). Index Inovasi Daerah is a collection of regional innovations that are reported to the Ministry of Internal Affairs. This index measures innovation from

fifty (50) parameters. The submission of this innovation is carried out annually by all local governments, both level I (province) and level II (city and regency).

In 2018, a new regulation for every innovation achieved the top 99 innovation each year in *SINOVIK* (System Information of Public Policy Innovation). Therefore, every award and achievement by an institution or local government will consider obtaining the Alokasi Dana Daerah (Regional Fund Allocations). As stated in the Regulation of the Minister of PANRB No. 3/2018, there are three forms of awards in the 2018 Public Service Innovation Competition. First, Top 99 will receive awards in the form of certificates and opportunities to participate in capacity-building activities provided/facilitated by the government to strengthen public services. Second, the best public service innovation will receive an award in the form of a trophy and be considered for obtaining the Dana Insentif Daerah allocation. Third, there was a special award given by the private sector or the business world to Aparatur Sipil Negara/ASN (State Civil Apparatus) employees who are involved in the innovation formation process based on the terms and criteria set by the Independent Panel Team.

Table 1 - Innovation in SINOVIK

	2014	2015	2016	2017	2018	2019	2020
Registered Innovation	515	1.189	2.476	3.504	2.824	3.156	2.245
First Selection	Top 99						
Ministry	15	16	11	20	16	19	14
Institution	8	39	5	3	10	5	11
Province	18	14	25	21	18	12	16
Regency	32	26	40	34	39	41	42
City	26	4	13	15	16	21	16
BUMN	-	-	5	2	-	1	-
BUMD	-	-	-	4	-	-	-
Second Selection	Top 9	Top 25	Top 35	Top 40	Top 40	Top 45	TOP 45 and TOP 15
Law	SE Menteri PANRB 9/2014	SE Menteri PANRB 15/2014	Peraturan Menteri PANRB 15/2015	Peraturan Menteri PANRB 19/2016	Peraturan Menteri PANRB 3/2018	Peraturan Menteri PANRB 5/2019	Pengumuman Hasil Seleksi Administrasi No: B/111/PP.00.0 5/2020

Table 1 show that the innovation in *SINOVIK* come from local government. From the innovations that has been claimed in *SINOVIK*, 52 percent of that innovation comes from the second level of the local government. That is indicate that the innovation in Indonesia mostly come from the second level of local government and the innovation is necessary to the delopment of governancy in Indonesia. That is why the researcher was interested in having a research locus in the second level of the local government, that was, city and regency.

Due to the activities carried out by the Ministry of Internal Affairs every mid-year, namely the Innovation Government Award (IGA), each local government was asked to collect public service innovations produced for one year. As reported by the Ministry of Internal Affairs regarding the IGA, this activity is one way to

measure the regional innovation index. In 2020, West Java Province get the second position in one of the best Province in Indonesia by the Ministry Internal Affairs on Innovation Government Award. That achievement assessed from the innovations and innovation ecosystem in West Java. Beside the geography located in the capital of West Java Province, Bandung Raya also has good achievements in innovation in the public sector among other local government in West Java Province.

In 2018, Bandung Regency get the Inagara Reward because of Bandung regency which inisiating 72 innovations from 2017 to 2018. And in 2020, three of Bandung Regency's innovation being replicated by Internal Minister Affairs. That achivement indicate that Bandung Regency has a good innovation quality. In the same year, Bandung City received awards from the Ministry of Home Affairs with the award for one the most innovative city in Indonesia. However, researcher find that West Bandung Regency do not achieve the award from IGA yet. Fom *bandung.pojoksatu.id*, researcher found the indication that Bandung Barat not giving the optimal service and response in public service. However, in its development, West Bandung Regency has made several developments in the R&D Department of *BAPPEDA*, namely, *SIKEMBANG (Sitem Informasi Kelitbangan)*. This infromation system is similar with e-Lite in Bandung City and *APIKS* in Bandung Regency. The information system was generated by the Research and Development Department from each *BAPPEDA* in the local government.

BAPPEDA as one of the local government technical institutions which is a supporting element for the task of mayor and regent, carries out 3 (three) mandatory tasks, namely spatial planning, development planning and statistical tasks. In Law

Number 25 of 2004 of the National Development Planning System, it is explained that the main function of BAPPEDA is as a body that controls regional development. In the process of regulating and controlling the development planning, BAPPEDA must be a role model for other agencies and bodies. So that there is a development process that is in line with the development goals that have been made (Law Number 25 of 2004 of the National Development Planning System in Explanation Section).

In BAPPEDA, they have a department, namely Research and Development Department. Every Research and Development Department (R&D) in BAPPEDA will evaluate what are the innovations in that area. It makes BAPPEDA's R&D as a one-stop service for innovation entry and exit (Mayor Regulation of Bandung City No. 1402/2006 chapter 25 article (4); Regent Regulation of West Bandung Regency No. 49/2017 Chapter 24 to 27; Regent Regulation of Bandung Regency No. 67/2017 Chapter 3 to 6) This duty of R&D Department requires the staff in this department to be innovative and has an ability to trigger the other department in BAPPEDA to be more innovative. Either in the innovation process or in how they make the innovation sustain. As the theory of characters of public entrepreneurship from Osorio (2021), a public entrepreneur must have the initiative character, communication skill, ability to create an innovation that has a public value, and character to bear the risk from their decision when innovate. So, from the explanation above, it indicates that the character of public entrepreneurship has an important role in complying with the tasks and duties in the R & D Department. The other indication is that **the character of the public entrepreneurship in the**

R&D Department has a parallel connection with the character of public entrepreneurship in BAPPEDA in general.

So, this research will focus on **what are the characters of public entrepreneurship that present BAPPEDA in Bandung City, Bandung Regency, and West Bandung Regency when they do the innovation process and make that innovation sustainable with the locus of analysis in the R&D Departement in BAPPEDA.**

1.2 Problem Identification

Based on the background of the problem, this research question will be:

"What are the Characteristics of Public Entrepreneur that present in the innovation process and make the innovation sustainable?"

1.3 Research Objective

This study aims to:

1. To understand what are the characters of the public entrepreneurship that applied in the innovation process and make innovation sustainable in three BAPPEDA at local governments, such Bandung City, Bandung Regency, and West Bandung Regency.
2. To compare which *BAPPEDA* that have the better characters in public entrepreneurship at Bandung City, Bandung Regency, and West Bandung Regency.

1.4 The Contribution of the Research

The contribution of this research as follows:

1. Practically, this research wants to contribute to a scientific understanding about the character of public entrepreneurship in the *BAPPEDA* at Bandung City, Bandung Regency, and West Bandung Regency that present and affect the process and sustainability of the innovation.
2. Empirically, this research is expected to be used as a referce for civil servant assessment to enhance the character in the innovating process.

I.5 Systematics Research

This study discusses the Character of Public Entrepreneur in Innovation Process at Bandung City, Bandung Regency, and West Bandung Regency. To support this topic, the systematics of this study consists of six chapters, namely:

Chapter I: Introduction

This chapter explain about the Research Background, Problem Identification, Research Objectives, The Contribution of the Research, and the Systematics Research.

Chapter II: Theoretical Framework

This chapter explains the Theoretical Framework about Character of Public Entrepreneur and the Innovation Process.

Chapter III: Research Methodology

This chapter explains the Reserch Type, Data Sources, Data Collection and Data Analysis Method that used to help and direct the researcher for a proper research.

Chapter IV: Findings

This chapter explain the data findings about the character of public entrepreneurship and the innovation process.

Chapter V: Analysis

This chapter explain the data analysist result from the study about the Character of Public Entrepreneur in Innovation Proces at Bandung Raya.

Chapter VI: Conclusions

This chapter explain the conclusions, suggestions, and recommendation or the next research.