

THE INFLUENCE OF INNOVATION AND COLLABORATION ON IMPROVING PUBLIC SERVICE PERFORMANCE AT BALAI KEKARANTINAAN KESEHATAN KELAS I TANJUNGPINANG

Jubaidillah ^{a)}, Ratna Komala Putri ^{a*)}

^{a)} Universitas Telkom, Bandung, Indonesia

^{*)} Corresponding Author: ratnakomalaputri@telkomuniversity.ac.id

Article history: received 21 July 2025; revised 02 August 2025; accepted 15 September 2025

DOI: <https://doi.org/10.33751/jhss.v9i2.12614>

Abstract. Based on the results of the Corruption Free Zone assessment in BKK Tanjungpinang over the last three years, significant improvements are evident in several components, such as Change Management and Management. However, components of Public Services consistently receive low scores, particularly in 2021, with a further decrease observed in 2023. Additionally, the assessment of employee performance in providing services in 2024 reveals categories other than excellent, including good and average.. This study aims to determine and analyze innovation, collaboration, work flexibility and service performance at BKK Tanjungpinang, to determine and analyze the effect of innovation, the effect of collaboration on service performance and This research adopts a quantitative approach by utilizing questionnaires and literature studies as data collection methods. The sampling technique used is probability sampling, which includes six Work Teams (Timker) within the agency. To analyze the data, this study used the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) approach. The findings of this study reveal that innovation is in a very high category, collaboration is very effective and public service performance is in a very good category. Based on the results of correlation analysis between variables, it can be concluded that the variables of innovation, collaboration, and work flexibility are empirically proven to have an effect on improving public service performance. Simultaneously, the variables of innovation and collaboration, contribute significantly to improving the performance of public services in BKK Tanjungpinang.

Keywords: inovaton, collaboration, service performance

I. INTRODUCTION

Improving the quality of public services is an important mandate for government agencies to increase public trust and accountability. BKK Tanjungpinang has a strategic role as the front guard in preventing the entry and spread of disease, especially at international entrances. In line with the mandate of Law Number 23 of 2014 concerning Regional Government, public institutions are required to continue to innovate in the delivery of public services..

While various policies and innovations have been pursued, the reality on the ground (*das sein*) often does not fully meet the expected service standards (*das sollen*). The results of BKK Tanjungpinang's performance assessment over the past three years show that innovation and public service indicators have not consistently reached the minimum standard targets set. For example, the public service component score only reached 51.77% in 2021, decreased to 42.25% in 2022, and only increased to 64.24% in 2023, even though the minimum standard set is 60%. Similarly, the service innovation aspect, which should be the main strength of the institution, still shows fluctuations and has not stabilized at the expected level.

This fact indicates a continuous gap between policies, regulations, and real implementation in the field, especially in the aspects of innovation and the quality of public services.

Previous studies have emphasized the importance of innovation, collaboration, and work flexibility in enhancing both organizational performance and public service delivery (Sumardi, 2023; Saputra et al., 2019; Sa'adah & Sopiah, 2022). Innovation in public services is not limited to technological adoption but also includes process improvement, community engagement, and bureaucratic simplification (Kholifah, 2021; Marsidi et al., 2021). Effective collaboration across units and stakeholders has also been proven to improve the quality and responsiveness of public health services (Mattessich & Monsey in Senantanu and Yustiari, 2024; Surakusuma, 2023). Moreover, the implementation of work flexibility, especially in the post-COVID-19 era, has shown a positive impact on employee productivity and service outcomes (Dian Az et al., 2024; Egole et al., 2020).

Empirical studies that simultaneously examine the combined influence of innovation, collaboration, and work

flexibility on public service performance—particularly within the context of health quarantine centers in Indonesia—remain very limited. Most previous research has focused on only one or two of these factors. The novelty of this study lies in the integration of all three variables and the comprehensive presentation of empirical evidence using the SEM-PLS approach at the Tanjungpinang Health Quarantine Center (BKK). Therefore, the findings of this research are expected to contribute to the development of both theoretical frameworks and best practices for improving public service performance, especially within health quarantine institutions.

Innovation is one of the key factors in enhancing the effectiveness and efficiency of public service delivery. According to Kholifah (2021), innovation in the public sector involves efforts to introduce new ideas, methods, or technologies that can add value to service processes. Innovation is not solely focused on the adoption of digital technology but also includes bureaucratic simplification, the development of new service models, and community involvement in service delivery (Sumardi, 2023). An empirical study by Marsidi et al. (2021) demonstrated that the implementation of innovation can significantly improve public satisfaction and the performance of government institutions.

According to Colbry et al., as cited by the Ministry of Health (2024), collaboration can be understood as a cooperative process among individuals that is not limited by formal structures or authority within an organizational context. In this process, each team member interacts and influences one another, both individually and collectively, through a rotational working mechanism that emphasizes cohesion, as well as a flexible and participatory work organization.

Both internal and external team collaboration is critically important, as stated by Ellinger and Ellinger in Fernando and Wulansari (2020), who define team collaboration as the development of cooperative relationships among parties within the logistics network—a key requirement for creating value for customers. To compete effectively in the market, strong synergy and coordination among all interdependent elements within the distribution system are essential.

In order to assess the performance of public service delivery units, the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB) has established Regulation of the Minister for Administrative and Bureaucratic Reform (Permenpan RB) Number 29 of 2022 concerning Guidelines for Performance Evaluation of Public Service Delivery Units. This regulation serves as a technical guideline for conducting performance evaluations of service units within ministries, government agencies, and local governments.

II. RESEARCH METHODS

This study employs a quantitative approach with a cross-sectional survey design. The population consists of all personnel of the BKK Tanjungpinang, distributed across six work teams. Sampling was conducted using a probability sampling technique, ensuring that each member of the

population had an equal chance of being selected. In this study, all population members were included as respondents (total sampling).

Data collection was carried out using a structured questionnaire that had previously been tested for validity and reliability. The questionnaire was developed based on relevant theories and previous research findings, covering the variables of innovation, collaboration and public service performance. Each variable was measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). In addition, document review was conducted as supporting data, particularly regarding public service performance indicators.

Data analysis was performed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with the aid of SmartPLS software. SEM-PLS was chosen due to its capability to test complex models and relationships between latent variables, even with a relatively small sample size. The analysis stages included tests of validity and reliability, evaluation of the measurement model (outer model), and evaluation of the structural model (inner model). The influence between variables was tested by examining the path coefficients and significance values (p-values)

III. RESULTS AND DISCUSSION

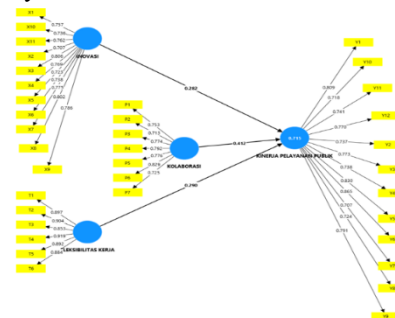
Descriptive Analysis

1. Respondents' assessment of the Innovation variable falls into the "very high" category, with a percentage of 88.4%. This finding indicates that the majority of respondents have a very positive perception of the implementation of innovation within their institution.
2. Respondents' assessment of the Collaboration variable is considered very effective, with a percentage of 91.1%. This finding reflects that most respondents hold a very positive view of the collaboration practices implemented in their institution.
3. Respondents' assessment of the Public Service Performance variable is very good, with a percentage of 90.0%. This indicates that most respondents have a positive perception of the public service performance delivered by the institution.

Structural Equation Model (SEM) Analysis

1. Outer Model Testing

a. Validity Test



Source : Data processed by the author, 2025

Based on the results shown in the figure, all indicators have loading factor values above 0.70, indicating that all indicators in this model meet the validity criteria.

b. Reliability

Table 1 Construct Reliability and Validity Results

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) | Kesimpulan |
|----------------------------|------------------|-----------------------|----------------------------------|------------|
| Inovation | 0,927 | 0,927 | 0,579 | Reliabel |
| Collaboration | 0,883 | 0,888 | 0,588 | Reliabel |
| Public Service Performance | 0,936 | 0,937 | 0,590 | Reliabel |

Source : Data processed by the author, 2025

According to the Construct Reliability and Validity results presented in Table 4.12, all variables in this study show composite reliability values above 0.70, which means they meet the criteria for composite reliability and can be categorized as having a high level of reliability. Furthermore, the Cronbach's Alpha values for all variables are also above

2. Inner Model Testing

a. R Square

Tabel 2. R-Square Test Results

| Variabel | R Square | R Square Adjusted |
|-----------------------------|----------|-------------------|
| Public Services Performance | 0,715 | 0,706 |

Source : Data processed by the author, 2025

Based on the calculation of the coefficient of determination presented in Table 4.13, the R-Square value for the public service performance variable is 0.715, which falls into the strong category. This value indicates that 71.5% of the

b. F-Square

Table 3. F-Square Test Results

| | Inovation | Collaboration | Public Services Performance |
|-----------------------------|-----------|---------------|-----------------------------|
| Inovation | | | 0,146 |
| Collaboration | | | 0,288 |
| Public Services Performance | | | |

Source : Data processed by the author, 2025

Based on the calculation results presented in Table 4.14, the f-Square value for the innovation variable on public service performance is 0.146, indicating a small effect.

c. Prediction relevance (Q_Square)

Table 3. Test Results Q_Square

| Variabel | Q_Square |
|-----------------------------|----------|
| Public Services Performance | 0,410 |

Source : Data processed by the author, 2025

According to the calculation results in Table 4.15, the Q-Square value for the public service performance variable is 0.410. This value indicates that the model used has strong predictive relevance.

0.60, fulfilling the requirement for being considered reliable instruments. In addition, the Average Variance Extracted (AVE) values for all variables are above 0.50, indicating that each variable has good convergent validity. Therefore, all constructs in this study can be considered both reliable and convergently valid.

variation in public service performance can be explained by the variables of innovation and collaboration. Meanwhile, the remaining 28.5% is explained by other factors outside the scope of this research model..

Meanwhile, the collaboration variable has an f-Square value of 0.288, which falls under the medium effect category.

The Influence of Innovation on Public Service Performance The research findings show that the innovation variable (X1) has a significant influence on public service performance (Y). This is indicated by a path coefficient value

of 0.282, a t-statistic value of 3.186, and a p-value of 0.001. The positive path coefficient indicates that the higher the implementation of innovation, the better the public service performance tends to be. In addition, the t-statistic value exceeding the t-table and the p-value being less than 0.05 confirm a positive and significant influence. Therefore, the first hypothesis (H1) is accepted

1. The Influence of Collaboration on Public Service Performance The research findings indicate that the collaboration variable (X2) has a significant influence on public service performance (Y). This is reflected in a path coefficient value of 0.412, a t-statistic of 4.262, and a p-value of 0.000. The positive path coefficient suggests that improved collaboration implementation leads to better public service performance. The t-statistic exceeding the t-table and the p-value being less than 0.05 indicate statistical significance. Hence, the second hypothesis (H2) is accepted.

2. The Influence of Innovation, Collaboration, and Work Flexibility on Public Service Performance

Based on the analysis results, the simultaneous test in this study shows that the variables of innovation, collaboration, and work flexibility collectively have a significant influence on public service performance. This is supported by the R-Square value of 0.715, indicating that 71.5% of the variation in public service performance can be explained by these three variables, while the remaining 28.5% is influenced by other factors outside the research model.

IV. CONCLUSIONS

The research results show that all the main variables—innovation, collaboration, work flexibility, and public service performance at BKK Tanjungpinang—fall into the "very high" or "very good" category. Innovation, collaboration, and work flexibility are each proven to have a positive and significant effect on public service performance, both individually and collectively. Optimal implementation of innovation and effective employee collaboration to improve the quality of public services. These findings reinforce the importance of these three aspects in driving excellent public service performance within BKK Tanjungpinang.

REFERENCES

- [1] Anugrah, A., & Putri, R. K. (2020). The effect of direct compensation and promotion on the employees' performance: Case study at Department of Garment, PT Seikou Seat Cover, Indonesia. *International Journal of Economics, Business and Management Research*, 4(01). ISSN: 2456-7760.
- [2] Alderwick, et al. (2021). The impacts of collaboration between local health care and non-health care organizations and factors shaping how they work: a

- systematic review of reviews. *BMC Public Health*, 21(1). <https://doi.org/10.1186/s12889-021-10630-1>
- [3] Davidescu, et al. (2020). Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management. *Sustainability (Switzerland)*, 12(15). <https://doi.org/10.3390/su12156086>
- [4] Dian Az, et al. (2024). Analisis Dampak Fleksibilitas Work From Anywhere Terhadap Kinerja ASN (Vol. 2, Issue 5). <http://jurnal.anfa.co.id/index.php/mufakat>
- [5] Dudija, N., et al. (2023). Discovering flexible working arrangement implementation among Indonesian workers at digital sector: The mediation role of work-life balance. *Proceedings of the International Conference on Sustainable Collaboration in Business, Technology, Information, and Innovation (SCBTII 2023), Advances in Economics, Business and Management Research*, 265, 186-198. https://doi.org/10.2991/978-94-6463-292-7_11
- [6]
- [7] Egole, et al. (2020). Flexible Working Arrangements and Organizational Performance: An Overview. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 25(6), 50. <https://doi.org/10.9790/0837-2505065059>
- [8] Fernando, Y., & Wulansari, P. (2021). Perceived understanding of supply chain integration, communication and teamwork competency in the global manufacturing companies. *European Journal of Management and Business Economics*, 30(2), 191–210. <https://doi.org/10.1108/EJMBE-06-2020-0157>
- [9] Ghozali, I. (2021). Model Persamaan Struktural Partial Least Square (PLS) Aplikasi Program R Paket plpm, semPLS dan seminar. Yoga Pratama.
- [10] Kholifah et al (2021). *Inovasi Pendidikan. Medan*. Yayasan kita menulis.
- [11] Indrawati. (2015). *Metode Penelitian Manajemen Dan Bisnis Konvergensi Teknologi Komunikasi Dan Informasi (1st Ed.)*. Refika Aditama.
- [12] Kementerian Kesehatan. (2024). *Pedoman Perubahan Budaya Kerja Kementerian Kesehatan Untuk Akselerasi Transformasi Internal*. P2KASN
- [13] Mursidi. et al. (2021). Inovasi dalam Pelayanan Publik: Studi Kasus Implementasi E-Government di Negara-Negara Berkembang. *SENGKUNI Journal – Social Sciences and Humanities*, 2(2). DOI: <https://doi.org/10.37638/sengkuni.2.2.165-170>
- [14] Ritawaty, et al (2024). Analisis Studi Literatur Tantangan Penerapan Flexible Working. 5(6), p-ISSN.
- [15] Sa'adah, N., & Sopiah, S. (2022). Fleksibilitas Kerja (Work Flexibility): Systematic Literatur Review With Bibliometric. *Jurnal Syntax Fusion*, 2(11), 833–844. <https://doi.org/10.54543/fusion.v2i11.225>
- [16] Saputra et al. (2019). Implementasi Kebijakan Inovasi Pelayanan Publik di Puskesmas Jaya Mukti Dalam Meningkatkan Kepuasan Masyarakat. *Jurnal Niara*. Vol. 11, No. 2 Januari 2019, Hal. 177-184

- [17] Sary, F. P., Dudija, N., & Moslem, M. (2023). Do digital competency and self-leadership influence teachers' innovative work behavior. *European Journal of Educational Research*, 12(3), 1449–1463. <https://doi.org/10.12973/eu-jer.12.3.1449>
- [18] Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of Flexible Working Hours on Work-Life Balance. *American Journal of Industrial and Business Management*, 04(01), 20–23. <https://doi.org/10.4236/ajibm.2014.41004>
- [19] Sentanu & Yustiari (2024). *Mengelola Kolaborasi Satkeholder Dalam Pelayanan Publik*. PT Indonesia Delapan Kreasi Nusa
- [20] Sumardi, S. (2023). *Dimensi Kebijakan Pelayanan Publik*. Pasuruan, Jawa Timur: CV. Penerbit Qiara Media. ISBN: 978-623-889-460-4.
- [21] Surakusuma, et al. (2023). Analisis Hubungan Tingkat Kepuasan Masyarakat dengan Kolaborasi Inter Profesi di Rumah Sakit. *Jurnal Ilmu Kesehatan Indonesia*, 3(4), 333–341. <https://doi.org/10.25077/jikesi.v3i4.1003>
- [22] Widyaputri, P., & Sary, F. P. (2022). Digital leadership and organizational communication toward millennial employees in a telecommunication company. *Corporate Governance and Organizational Behavior Review*, 6(4), 157–167. <https://doi.org/10.22495/cgobrv6i4p15>
- [23]