

PERAN INOVASI DALAM EFEKTIVITAS LAYANAN PUBLIK: BUKTI DARI PERUSAHAAN LISTRIK NEGARA INDONESIA

INNOVATION ROLE IN PUBLIC SERVICE EFFECTIVENESS: EVIDENCE FROM INDONESIAN STATE ELECTRICITY COMPANY

Hilmiatur Rahma Hutahayan¹, Afifah Afra Amatullah², Andri Saputra³, Nina Wijayanti⁴, Tasya Rudinia Berty⁵, Boni Saputra⁶

^{1,2,3,4,5,6}Universitas Negeri Padang, Padang City, Indonesia

E-mail: bonisaputra@fis.unp.ac.id

Abstrak: Transformasi digital di sektor publik telah menjadi tuntutan strategis global, mendorong organisasi pemerintah untuk menerapkan inovasi guna meningkatkan efektivitas layanan. Namun, terdapat kesenjangan yang signifikan dalam literatur mengenai implementasi inovasi di negara-negara berkembang, terutama dalam konteks organisasi layanan publik strategis yang menghadapi tantangan unik dalam proses digitalisasi. Studi ini bertujuan untuk menganalisis secara komprehensif peran inovasi teknologi dan non-teknologi dalam meningkatkan efektivitas layanan publik, mengidentifikasi tantangan implementasi dan strategi solusi, mengevaluasi strategi komunikasi publik, serta menilai dampak inovasi terhadap percepatan proses layanan dan kepuasan publik. Penelitian ini menggunakan desain kualitatif dengan pendekatan studi kasus instrumental di Unit Layanan Pelanggan PT. PLN (Persero) Belanti, yang berlokasi di Kota Padang, dengan menggunakan wawancara mendalam, observasi partisipatif, dan dokumentasi, serta menganalisisnya melalui kerangka analisis tematik enam fase. Temuan menunjukkan bahwa implementasi model hibrida, yang menggabungkan inovasi teknologi digital dengan pendekatan non-teknologi, telah menghasilkan transformasi signifikan dalam efektivitas layanan melalui digitalisasi komprehensif, strategi komunikasi multi-saluran, kolaborasi dengan pemangku kepentingan lokal, dan penginstitutionalisasi budaya inovasi berkelanjutan. Penelitian ini memberikan kontribusi teoretis dengan menyediakan kerangka konseptual untuk implementasi inovasi layanan publik dan menawarkan rekomendasi strategis yang dapat disesuaikan untuk organisasi serupa di Indonesia dan negara berkembang lainnya, dengan tujuan mengoptimalkan transformasi digital yang berkelanjutan.

Kata Kunci: Inovasi Layanan Publik, Transformasi Digital, Efektivitas Layanan Publik, Budaya Inovasi

Abstract: Digital transformation in the public sector has emerged as a global strategic imperative, compelling government organizations to implement innovation to enhance service effectiveness. However, a significant gap exists in the literature regarding the implementation of innovation in developing countries, particularly within the context of strategic public service organizations that face unique challenges in digitalization processes. This study aims to comprehensively analyze the role of technological and non-technological innovation in enhancing public service effectiveness, identify implementation challenges and solution strategies, evaluate public communication strategies, and assess the impact of innovation on service process acceleration and public satisfaction. The research employs a qualitative design with an instrumental case study approach at PT. PLN (Persero) Belanti Customer Service Unit, located in Padang City, employed in-depth interviews, participatory observation, and documentation and analyzed them through a six-phase thematic analysis framework. Findings reveal that implementing a hybrid model, which integrates digital technological innovation with non-technological approaches, has generated significant transformation in service effectiveness through comprehensive digitalization, multi-channel communication strategies, local stakeholder collaboration, and the institutionalization of a continuous innovation culture. This research contributes theoretically by providing a conceptual framework for implementing public service innovation and offering strategic recommendations adaptable for similar organizations in Indonesia and other developing countries, aiming to optimize sustainable digital transformation.

Keywords: Public Service Innovation; Digital Transformation; Public Service Effectiveness; Innovation Culture

INTRODUCTION

Digital transformation in the public sector has become a global phenomenon,

fundamentally altering the paradigm of service delivery to citizens, driven by the information technology revolution and rising public expectations regarding the quality of government services. This paradigmatic shift occurs because contemporary society demands services that are not merely functional but also fast, transparent, easily accessible, and responsive to dynamic needs. At the same time, governments face pressure to enhance operational efficiency with limited resources (Mergel et al., 2019; Cindy, Samin & Kurnianingsih, 2023). Empirical evidence suggests that most federal government agencies significantly enhanced their digital transformation efforts in 2022, with many local government institutions prioritizing digital transformation to improve service delivery, citizen engagement, efficiency, and cost savings (Latupeirissa et al., 2024). This condition creates complex social dynamics in which innovation becomes an unavoidable strategic instrument to bridge the gap between increasingly high public expectations and the government's institutional capacity to provide quality and sustainable services.

The international scientific literature indicates that public service innovation has evolved into a significant research domain, with various theoretical and methodological perspectives confirming the crucial role of innovation in public sector transformation. This development occurs because public service innovation has become a key part of the political and administrative agenda in many advanced democratic countries and has rapidly spread to developing nations as a response to pressures for modernization and democratization (Pratama, 2020). Previous research has identified that implementing innovation can improve public service quality and performance, as governments heavily depend on successful innovation to utilize resources and technology effectively

and efficiently (Mulgan & Albury, 2003; Damanpour & Schneider, 2009; Rifaldi & Habibie, 2024). Systematic studies on digital transformation also demonstrate that digital transformation encompasses changes at two levels: first, at the organizational core, processes, and routines; and second, in the environment, business models, products, services, and interactions between users and the organization itself, confirming that innovation is not merely technology adoption but systemic change encompassing organizational, process, and service user relationship aspects (Hanelt et al., 2023).

In Indonesia, the wave of public service innovation has experienced significant acceleration, particularly after the bureaucratic reform and the implementation of the One Data Indonesia policy, which encourages the integration of information systems among government agencies. Various government agencies have reported the successful implementation of digital innovations, including the development of integrated service applications, cloud-based management information systems, and digital platforms that integrate multiple services into a single portal. However, the implementation of innovations in Indonesia's public sector still shows considerable disparities between regions and types of organizations, with State-Owned Enterprises (SOEs) often being pioneers in the adoption of new technologies as they have more operational flexibility and adequate resources than pure government agencies. This phenomenon creates a need to understand best practices for implementing innovation in strategic public organizations that can serve as replication models for similar entities in Indonesia.

Despite extensive research on public service innovation at the global level, a significant gap remains in the literature

examining the implementation of innovation in developing countries, particularly within the context of strategic public service provider organizations that face unique challenges in digital transformation processes. This gap arises because the cross-disciplinary nature of innovation studies and their diverse methodologies have led to their meaning becoming dispersed, especially in developing country contexts, where analysis remains limited. At the same time, most existing research focuses on developed countries with different socio-economic characteristics (Meso et al., 2020). Recent developments indicate that local and central government institutions in Indonesia have integrated public service innovation into their systems. According to the Ministry of Administrative and Bureaucratic Reform, 3,478 public service innovations were reported through the Public Service Innovation Competition Program in 2022 (PANRB, 2022). However, a significant gap exists in the current literature regarding the impact of digital technology adoption on the efficiency of public service delivery in developing countries. This context remains underexplored and requires in-depth study to understand specific dynamics of innovation implementation in strategic public organizational settings in Indonesia (Simanjuntak et al., 2024).

PT PLN (Persero), as a strategic state-owned enterprise (SOE) that manages national electricity infrastructure, possesses unique characteristics that make it a representative study object for understanding the dynamics of public service innovation in Indonesia. First, PLN operates with a dual mandate as both a commercial entity that must be financially sustainable and a public service provider that must ensure access to electricity for all levels of society. Therefore, the innovations implemented must optimize operational efficiency without sacrificing the quality of public services. Second, as a natural monopoly in electricity distribution, PLN

faces very high public pressure to provide responsive and quality services, thus encouraging the organization to actively adopt innovation as a differentiation strategy and increase customer satisfaction. Third, the Customer Service Unit (ULP) of PLN Belanti Kota Padang is the spearhead of direct interaction with the public, having implemented various digital and non-digital innovations. This provides a rich empirical context for analyzing the impact of innovation on service effectiveness at the operational level. These characteristics make PLN a strategic case for understanding innovation implementation mechanisms in hybrid public organizations that face multiple stakeholder pressures.

This research aims to comprehensively analyze the role of innovation in enhancing public service effectiveness, using PT as an example. PLN (Persero) Belanti Customer Service Unit, Padang City, as a case study representing innovation practices in the strategic public utility sector with unique characteristics in basic infrastructure services. This specific objective is necessary to fill the research gap and provide empirical evidence regarding the impact of innovation in government organizations on development in Indonesia, considering the importance of understanding innovation mechanisms within state-owned enterprise contexts that play vital roles in public service delivery (Borins, 2014). The research focus includes: first, identifying technological and non-technological innovation contributions to enhancing service effectiveness; second, analyzing innovation implementation challenges and applied solution strategies; third, evaluating public communication strategies that support innovation adoption; and fourth, measuring the impact of innovation on accelerating service processes and improving public satisfaction. This research is expected to make theoretical contributions to the development of public service innovation models and provide practical recommendations that can be adapted by

similar organizations in Indonesia and other developing countries to optimize their digital transformation.

The primary argument of this research is that innovation in public service when implemented systematically and in an integrated manner, can significantly enhance service effectiveness through three primary mechanisms: process optimization, accessibility enhancement, and strengthening responsiveness to community needs. This argument is based on the premise that digital transformation has significantly enhanced company performance and can stimulate corporate innovation momentum by reducing costs, increasing revenue, improving efficiency, and promoting sustainable innovation (Brenner, 2018). The research hypothesis states that combining technological innovation (such as service digitalization and mobile applications) with non-technological innovation (such as procedure simplification and human resource capacity enhancement) will produce greater synergistic effects than partial innovation implementation, supported by findings that digital transformation improves government efficiency, mainly when high coordination exists that significantly strengthens efficiency through coordinated digital transformation efforts (AlNuaimi et al., 2022). This research also argues that public service innovation success depends not only on technological aspects but also on communication strategies and stakeholder involvement in implementation processes, creating a comprehensive ecosystem approach for sustainable innovation.

The urgency of this research lies in the pressing need to understand public service innovation dynamics in the post-pandemic era, where digital transformation acceleration becomes a strategic imperative for the operational continuity and response of public organizations to global crises that expose vulnerabilities in traditional service

systems. This urgency is reinforced by the fact that, following the COVID-19 pandemic, every country has identified vulnerabilities in its systems, leading them to address crises by integrating digitalization to handle global crises and build organizational resilience (He et al., 2023). The novelty of this research lies in three fundamental aspects: first, focus on strategic state-owned enterprises playing vital roles in basic public service delivery with hybrid characteristics between profit orientation and public service; second, holistic approach integrating technological and non-technological innovation analysis within one comprehensive study framework; and third, contextualizing findings in developing country settings facing unique challenges in digital transformation, including paradoxes in local government innovation development reflected in contradictions between innovation initiatives and collaborative mechanisms (Tonurist & Karo, 2016). This research fills existing literature gaps by providing evidence-based frameworks for implementing public service innovation, adaptable by similar organizations, and offers strategic recommendations for policymakers in designing sustainable innovation ecosystems that are responsive to the needs of digital society and capable of integrating commercial viability interests with public value creation.

METHODOLOGY

This research employs a qualitative research design with an instrumental case study approach to analyze public service innovation practices at PT. PLN (Persero) Belanti Customer Service Unit, located in Padang City, serves as the primary unit of analysis. The selection of this analytical unit is based on PLN's strategic position as a State-Owned Enterprise managing essential public services and the unique characteristics of technological and non-

technological innovation developed within urban electricity service contexts. The interpretive paradigm underlying this research design enables an in-depth exploration of contemporary phenomena regarding "how" and "why" innovation can enhance public service effectiveness in natural organizational settings, aligning with the exploratory and explanatory characteristics of research questions (Yin, 2017).

Research participants were selected through purposive sampling techniques, with specific criteria to obtain rich and relevant information. Specifically, one key informant was chosen as the Team Leader of the Customer Service Administration Division, possessing extensive experience and deep knowledge regarding service innovation implementation. Data collection was conducted through triangulation of three complementary primary techniques: semi-structured in-depth interviews as the primary technique to explore informant experiences and perspectives, passive participatory observation to observe innovation practices in natural settings, including staff-customer interactions, and documentation of various organizational artifacts such as performance reports, Standard Operating Procedures (SOPs), and socialization materials (Brinkman & Kvale, 2014). Although the number of informants is limited, this limitation is compensated for by the intensity and depth of the interviews, as well as data triangulation through relevant secondary sources, consistent with data adequacy principles in qualitative research that prioritize depth over statistical representativeness (Miles & Jozefowicz-Simbeni, 2010).

Data analysis employs a thematic analysis approach, using the six-phase framework developed by Braun and Clarke (2006), to systematically identify, analyze, and report finding patterns. The analysis process began with data familiarization through repeated reading of interview transcripts and field notes, followed by initial coding that identified relevant

meaning units. This was then followed by searching for potential themes through grouping codes with conceptual connections and review and refinement to ensure internal coherence. This process involved defining and naming themes to construct coherent analytical narratives. The analysis process was supported by NVivo 12 software for data management and coding and involved member checking to validate findings interpretations with informant perspectives, contributing to the qualitative research's trustworthiness and ensuring the credibility of the generated findings (Tracy, 2010).

RESULTS AND DISCUSSION

Digital Transformation as a Catalyst for Public Service Effectiveness

Information technology innovation has become the primary driver in enhancing public service effectiveness at PT. PLN (Persero) ULP Belanti Padang City, reflected through the comprehensive implementation of digital systems across all company operational aspects. This comprehensive digitalization is necessary due to the demands of contemporary society for fast, transparent, and easily accessible services, aligning with global digital transformation trends in the public sector (Mergel et al., 2019). Empirical evidence demonstrates that nearly all work aspects at PLN are currently based on information technology, with the PLN Mobile Application serving as a flagship innovation that enables customers to access services independently for 24 hours, ranging from new installation applications to electricity capacity additions and electrical fault reporting. These findings confirm arguments that digital transformation in public service not only improves operational efficiency but also creates responsive and sustainable service ecosystems (Janowski, 2015; Syeftiani & Saputra, 2024).

The success of digital transformation at PLN ULP Belanti is inseparable from a phased implementation

strategy that considers the readiness of technological infrastructure and the adaptation of human resources to changes in the work system. This transformation process involves comprehensive business process reengineering, starting with the digitization of customer databases, automation of service workflows, and integration of management information systems that enable real-time monitoring of all operational activities. The impact of this transformation is significant in improving service responsiveness, as customer complaints and requests can be processed more quickly through multiple channels integrated into a single digital ecosystem. This phenomenon demonstrates that effective digital transformation necessitates a systemic approach that not only focuses on technology adoption but also on the redesign of organizational processes to create optimal value-added for service users.

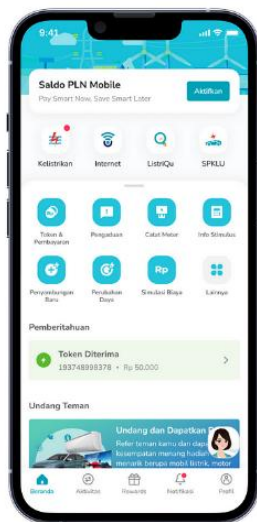


Figure 1. PLN Mobile Application

The effectiveness of technological innovation at PLN ULP Belanti is further strengthened by strategic integration between digital systems and manual processes that cannot be fully digitalized, creating an optimal hybrid model for strategic public services. This hybrid approach is necessary due to the electricity

service's characteristics, which require direct technical intervention in the field, while administrative and communication aspects can be optimized through digital platforms (Scupola & Zanfei, 2016; Pratiwi et al., 2025). Research data indicates that although technical work such as electrical network installation still requires manual execution, planning, and documentation processes have been integrated with Geographic Information Systems (GIS) and digital electrical network maps, enabling more efficient coordination between field personnel and central systems. This organized integration of technology and manual processes demonstrates that practical public service innovation requires holistic approaches that accommodate operational complexity while maximizing the potential of digital technology (Cordella & Paletti, 2019).

The development of human resource capacity also supports the sustainability of digital innovation in PLN ULP Belanti through technology training programs and work culture transformation oriented towards customer-centric service delivery. Investment in human capital development is key to success because digital technology will only be effective when supported by competent human resources who can operate the system and provide quality services to the community. Additionally, PLN ULP Belanti has developed a feedback loop mechanism that enables continuous improvement based on customer input and periodic evaluations of system performance. This approach fosters a culture of continuous innovation, enabling every internal and external stakeholder to contribute to the optimization of the service. As a result, digital transformation becomes not just a momentary project but a long-term, sustainable organizational evolution.

Navigating Innovation Implementation Challenges through Adaptive Strategies

The implementation of public

service innovation at PLN ULP Belanti faces significant challenges related to digital literacy gaps and information access among communities, necessitating strategic and multidimensional approaches to achieve optimal adoption. These challenges arise because digital transformation in public service often creates digital divides that can marginalize certain community groups, particularly those with limited access to technology or digital skills (Reddick et al., 2020; Zuhdi, Fauziah & Putri, 2025). Field evidence shows that many community members experience confusion in understanding the benefits and working mechanisms of PLN's digital innovation, especially when delivered information is too technical or inappropriate for local communication contexts. This condition suggests that public service innovation success depends not only on technological sophistication but also on organizational capacity in managing inclusive and responsive change management processes that cater to service user diversity (Mergel et al., 2019; Adianto et al., 2024).

An in-depth analysis of the root causes of the problem reveals that the challenges of implementing innovation in PLN ULP Belanti stem not only from external factors, such as the community's digital literacy but also from the internal complexity of the organization in managing changes to work paradigms and service culture. Resistance to change often arises from employee uncertainty about the impact of technology on job security and concerns about increased workload during the system transition period. Additionally, the heterogeneity of Education levels and technology experience among PLN employees creates capability gaps that necessitate capacity-building programs tailored to individual needs. This phenomenon suggests that change management in the implementation of public service innovation necessitates a holistic approach, one that focuses not only on technological aspects but also on

transforming mindset and organizational culture to create an environment conducive to sustainable innovation.

Solution strategies implemented by PLN ULP Belanti demonstrate multi-channel communication approaches integrating digital and conventional media to ensure equitable information penetration across all community segments. This multi-channel approach is necessary due to the heterogeneity of Indonesian society in terms of technology access and communication preferences, necessitating differentiation strategies to achieve maximum communication effectiveness (Criado et al., 2013). Strategy implementation is reflected through social media optimization (Twitter, Instagram, Facebook) to reach digital-native generations. At the same time, direct approaches, such as face-to-face socialization and stakeholder collaboration, are used for community segments that require personal communication. The effectiveness of this multi-channel strategy demonstrates that sustainable public service innovation requires ecosystem approaches that accommodate user diversity and optimize all available communication channels (Moon, 2002; Aprilianto, Sari, & Saputra, 2019).

The positive impact of this multi-channel communication strategy has been proven effective in increasing the level of innovation adoption and customer satisfaction, as reflected in a reduction in complaints related to procedural confusion and an increase in the utilization of the PLN Mobile digital platform by the community. The success of this strategy also fosters a learning organization culture in PLN ULP Belanti, where community feedback becomes valuable input for the continuous improvement of service systems and procedures. Furthermore, the adaptive approach in public communication has yielded a best practice model that can be replicated by other PLN service units, thereby strengthening PLN's positioning as a state-owned enterprise responsive to the

needs of the contemporary digital transformation era. The sustainability of this strategy is supported by the development of flexible standard operating procedures and the organization's ability to make rapid adjustments to changes in public communication preferences, thereby creating a competitive advantage in public services based on technological innovation.

Stakeholder Collaboration as Foundation for Effective Public Communication

PLN ULP Belanti's public communication strategy employs collaborative approaches with local stakeholders as primary mechanisms to build trust and social legitimacy for the implemented service innovations. Collaboration with local stakeholders becomes crucial because community leaders possess high social capital and credibility, which enables them to influence community perceptions and behaviors, thereby becoming effective opinion leaders in innovation diffusion processes (Rogers, 2003). Empirical evidence shows that PLN strategically collaborates with village heads, community leaders, RT/RW (neighborhood associations), and village officials in direct socialization forums, community meetings, and village visit programs to communicate information regarding maintenance schedules, rolling blackouts, electrical safety education, and subsidy programs. This collaboration not only facilitates information transfer but also creates constructive dialogue spaces, enabling direct community feedback and thereby strengthening the legitimacy and acceptability of implemented service innovations (Bryson et al., 2006).

The stakeholder collaboration mechanism in PLN ULP Belanti has evolved into a mutually beneficial partnership model, where community leaders not only serve as communication intermediaries but also as co-creators in the

process of enhancing the quality of public services. The dynamics of this collaboration foster a reciprocal relationship that strengthens the social contract between PLN as a service provider and the community as a beneficiary, enabling the community to feel a sense of ownership over the programs and innovations implemented. Furthermore, this collaboration has produced local champions who voluntarily become advocates for PLN programs at the grassroots level, creating an organic communication network that is more credible and persuasive than formal communication from institutions. This phenomenon shows that effective stakeholder collaboration can transform communities from passive recipients to active participants in the public service ecosystem, thus creating sustainable engagement that supports the continuity and acceptability of organizational innovations.

The effectiveness of this collaborative communication strategy is strengthened by synergistic approaches between direct and indirect communication, creating comprehensive and accessible information ecosystems for all community segments. This synergistic approach is necessary due to the complexity of the modern communication landscape, which requires the orchestration of various channels to achieve maximum penetration and ensure message consistency (Klijn & Koppenjan, 2016). Research data demonstrate that combining direct communication (face-to-face socialization, dialogue with community leaders) with indirect communication (social media, local print media) creates reinforcement effects that strengthen community understanding and acceptance of PLN innovations. This synergy not only enhances communication reach but also builds multiple touchpoints, enabling communities to access information through channels most suitable to their preferences and capabilities, thereby optimizing overall public

communication effectiveness (Canel & Luoma-aho, 2019).

The sustainability and replicability of the collaborative communication model of PLN ULP Belanti have been demonstrated through its adaptability to the dynamics of social change and evolving communication technologies. This model shows high resilience because it is built on a foundation of trust-based relationships with local stakeholders that are not easily replaced by changes in technology or organizational policies. The success of this strategy is also reflected in PLN's ability to integrate emerging communication platforms, maintaining the essence of a personal touch through stakeholder collaboration. This creates a hybrid communication model that combines the advantages of digital efficiency with the warmth of human connection. Learning from the implementation of this model reveals that effective public communication in the digital era does not eliminate the importance of human intermediaries but instead optimizes their role as trust brokers who bridge the gap between technological innovation and social acceptance, thereby creating a robust and adaptive communication ecosystem that is responsive to changes in the socio-technological context.

Service Acceleration and Community Satisfaction Enhancement through Innovation Culture

Innovation implementation at PLN ULP Belanti has generated significant acceleration in public service processes and enhanced community satisfaction, supported by a continuous innovation culture institutionalized within the organizational systems. Innovation culture becomes fundamental because public service transformation requires a comprehensive mindset change and sustainable commitment from all organizational levels to create continuous improvement in service delivery (Borins, 2014). Concrete evidence of this innovation

culture is reflected in the annual Innovation Competition, which encourages all employees to develop solution-oriented ideas. The best innovations are subsequently adopted and implemented in daily operations, particularly in electrical fault handling systems, new installation applications, customer complaints, and digital payment systems through PLN Mobile. This institutionalization of an innovation culture demonstrates that effective organizational transformation requires systematic approaches that integrate innovation culture into the organizational DNA, creating self-reinforcing cycles of continuous improvement (Damanpour & Schneider, 2006).

The institutionalization mechanism of innovation culture in PLN ULP Belanti has created an innovation ecosystem that encourages employee engagement and creative thinking through a reward and recognition system that appreciates innovative contributions from all levels of the organization. This culture of innovation is not only manifested in formal programs such as innovation competitions. However, it is also integrated into daily operations through suggestion systems, brainstorming sessions, and cross-functional collaboration that facilitates knowledge sharing between departments. The impact of this institutionalized innovation culture is significant in increasing employees' job satisfaction and sense of ownership, which in turn leads to intrinsic motivation to continue contributing to the improvement of service quality. This phenomenon demonstrates that an effective innovation culture can transform the organizational climate from routine-based to innovation-driven, thereby creating a sustainable competitive advantage in public services through continuous human capital optimization and enhanced organizational learning capacity.

Service acceleration generated from PLN ULP Belanti innovation not only improves operational efficiency but also

creates superior value propositions for communities through real-time services responsive to contemporary needs and dynamics. This acceleration becomes crucial in a digital society, where expectations demand immediate responses and seamless experiences in every public service interaction (Twizeyimana & Andersson, 2019). Research data demonstrate that the digitalization of services enables communities to access them 24/7 without geographical or temporal limitations. At the same time, the contributions of young employees and newcomers bring fresh perspectives that enrich organizational innovation ecosystems. This transformation confirms arguments that practical public service innovation focuses not only on technological advancement but also on human capital development and organizational agility, enabling continuous adaptation to external and internal environmental changes (Walker et al., 2015).

The success of service acceleration and increased public satisfaction at PLN ULP Belanti has established a benchmark model that can be replicated by other public service units, thereby strengthening PLN's corporate reputation as a state-owned enterprise that is responsive to the demands of digital transformation. The sustainability of this model is supported by the development of a performance measurement system that not only focuses on quantitative metrics but also on qualitative indicators, such as customer experience, stakeholder engagement, and an innovation index, which provide a holistic picture of the effectiveness of organizational transformation. Furthermore, learning from the implementation of this culture of innovation reveals that successful organizational transformation requires leadership commitment, adequate resource allocation, and a change management strategy that

accommodates resistance to change while building a coalition of support at all organizational levels. The service acceleration model developed by PLN ULP Belanti makes theoretical and practical contributions to the development of a public service innovation framework that similar organizations can adapt to optimize service delivery through technology-enabled innovation and a human-centered approach.

CONCLUSION

This research identifies fundamental findings that innovation in public service when implemented systematically and in an integrated manner, can create significant transformation in organizational effectiveness through four mutually reinforcing primary mechanisms. PT. PLN (Persero) ULP Belanti Padang City successfully developed a hybrid model integrating digital technological innovation (PLN Mobile Application and Geographic Information Systems) with non-technological approaches (stakeholder collaboration and continuous innovation culture). Comprehensive digitalization, enabling 24/7 service access, combined with multi-channel communication strategies, has significantly accelerated the service process and enhanced community satisfaction.

The scientific contribution of this research lies in developing theoretical frameworks for public service innovation implementation in developing country contexts, thereby enriching the literature with empirical evidence about the effectiveness of the hybrid innovation approach in strategic state-owned enterprise organizations. This research presents conceptual models that demonstrate the need for systemic integration among technological innovation, stakeholder collaboration, communication strategy, and innovation culture to achieve public service innovation success.

Research limitations include the limited number of informants and a single-case study focus, which limits the generalizability of the findings. Practical implications suggest the need for a standardized framework to facilitate the implementation of public service innovation and sustainable investment in digital literacy programs. Future research is recommended to adopt multi-case study designs, mixed-methods approaches, and longitudinal studies to analyze the sustainability of long-term public service innovation.

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