

The Influence of Innovation, Collaboration, and Work Flexibility on Public Service Performance at the Class I Health Quarantine Center in Tanjungpinang

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ABSTRACT

Introduction: Quality public service is a key indicator of successful government bureaucracy. The Class I Health Quarantine Center (BKK) in Tanjungpinang, as the frontline agency at the country's entry points, faces challenges in maintaining service quality. Over the past three years, the public service aspect in the assessment of the Integrity Zone towards a Corruption-Free Area (ZI WBK) has shown suboptimal results.

Objectives: This study aims to analyze the influence of innovation, collaboration, and work flexibility on public service performance, both partially and simultaneously.

Methods: This study employs a quantitative approach with an explanatory research design. The sample consists of 101 respondents selected using proportional cluster random sampling. The instrument used is a closed-ended questionnaire with a Likert scale, and data analysis is conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) through the SmartPLS application.

Results: The results of the study indicate that innovation, collaboration, and work flexibility each have a positive and significant influence on public service performance. Innovation promotes service convenience and efficiency through technology and system integration. Collaboration enhances coordination among work teams, resulting in faster and more accurate services. Work flexibility provides employees with adaptive space to manage their working hours without compromising service quality. Collectively, these three variables are also proven to have a joint impact on improving public service performance.

Conclusions: The implementation of innovative technology, the strengthening of collaboration among work teams, and the provision of flexibility in work systems have proven to be effective strategies in enhancing public service performance. Therefore, public institutions need to continuously develop these three aspects to achieve excellent and sustainable service quality.

Keywords. Innovation, Collaboration, Work Flexibility, Performance, Public Service

INTRODUCTION

A government administration oriented toward excellent service is essential to building public trust. Most government functions are closely related to serving the public. The provision of public services by government officials is an implication of their role as public servants. Therefore, the position of government apparatus in public service is highly strategic, as it determines the extent to which the government can provide the best possible services to the public and how well the state fulfills its purpose of establishment. Despite the continued complaints from the public, various efforts are being made to realize good and clean governance, both organizationally and individually by civil servants (Prabowo et al., 2022). Public service must be carried out responsibly and in accordance with existing rules and regulations. Accountability in service delivery fosters public trust in the services provided by government institutions. Ultimately, public trust is the key factor in realizing good governance. Public service is a series of activities generally conducted by public service providers to meet the public's needs (Marwiyah, 2023).

Based on the assessment results of the public service component at BKK Tanjungpinang, there have been significant fluctuations over the past three years. In 2021, the Public Service score was 51.77%, but it dropped significantly in 2022 to 42.25%. In 2023, there was an improvement to 64.24%, indicating efforts to enhance service quality. Although the most recent score has exceeded the 60% standard, it is still insufficient for BKK Tanjungpinang to achieve the national Corruption-Free Area (WBK) designation, thus requiring continuous improvements in accordance with the recommendations from the evaluation team. BKK Tanjungpinang also conducts public service assessments for frontline officers, evaluated by 212 service users. The results show that 70.2% rated the service as Excellent, 27.4% as Good, and 2.4% as Average. Although the Excellent rating is the highest, the presence of Good and Average ratings indicates areas that still need improvement.

According to the 2024 Ministry of Health guidelines on Work Culture Transformation, the "New Ways of Working" approach within the context of internal transformation emphasizes innovation, collaboration, the use of technology, and flexible work environments. Overall, this new approach fosters an environment where innovation is encouraged, collaboration is strengthened, and flexibility is recognized as a crucial aspect of improving performance and public service delivery (Ministry of Health, 2024).

Hutagalung and Hermawan (2018:26) state that innovation is a new discovery that differs from previous ones, derived from ideas and thoughts that can be developed and implemented to produce tangible benefits. Furthermore, Sumardi (2023) suggests that innovation can be a key driver of public service transformation, enabling faster access and interaction between government and the public. Research by Prakarsa and Hikmah (2022) concludes that service innovation and service quality significantly influence public satisfaction. Both variables positively affect public perception of government services.

The second new way of working focuses on enhancing collaboration. Through effective cooperation, resources can be optimized and tasks can be completed more quickly and accurately. Externally, collaboration facilitates better adaptation to changes in policy and regulations at both national and international levels. Mattessich and Monsey (1992), as cited in Senatanu and Yustiari (2024:2), define collaboration as a process involving a group of individuals from different backgrounds working together to achieve a common goal. This aligns with findings by Surakusuma (2023), which show that interprofessional collaboration significantly improves patient satisfaction. With effective collaboration, patients feel more secure, as medical decisions are made through multidisciplinary consultation, leading to more comprehensive services. Karasik & Hafner (2021) found that collaboration between communities and higher education institutions in community-based learning significantly impacts community partner satisfaction. Positive outcomes of this collaboration include organizational capacity building through student contributions, the development of long-term university relationships, and opportunities for knowledge and experience sharing. Research by Ylitörmänen (2019) also shows that effective collaboration among nurses significantly enhances job satisfaction.

The third new way of working is work flexibility. According to Bukit et al., in Sa'adah & Sopiah (2022), workplace flexibility is defined as the ability of employees to make choices regarding when and where they work. Research by Dian Az et al. (2024) demonstrates that flexibility through Work From Anywhere (WFA) enables civil servants to manage their work time and location more efficiently, which in turn increases productivity. Civil servants can complete tasks without being constrained by rigid working hours and can save commuting time, positively affecting motivation and work quality. According to research by Stella et al. (2020), organizations aiming to leverage Flexible Work Arrangements (FWA) to improve performance should focus on providing flexibility to employees, as this approach has been shown to be more effective in boosting performance and retaining high-quality personnel.

OBJECTIVES

This study aims to examine and understand the influence of innovation, collaboration, and work flexibility on the improvement of public service performance, with the following objectives:

1. To identify and analyze innovation, collaboration, work flexibility, and service performance at BKK Tanjungpinang.
2. To examine and analyze the influence of innovation on service performance.
3. To examine and analyze the influence of collaboration on service performance.

4. To examine and analyze the influence of work flexibility on service performance.
5. To examine and analyze the combined influence of innovation, collaboration, and work flexibility on service performance at BKK Tanjungpinang.

METHODS

This study employs a quantitative approach with an explanatory research design. The objective is to explain the causal relationship between the independent variables (innovation, collaboration, and work flexibility) and the dependent variable (public service performance).

The population in this study consists of all personnel at the Class I Health Quarantine Center (BKK) Tanjungpinang, which includes six work teams: Surveillance and Enforcement, Transport and Goods Inspection, Environmental Risk Factors Inspection, Human Inspection and Emergency Response, Integrity Zone and Public Services, and the General Administration Subdivision. The sampling technique used is proportional cluster random sampling, with a total sample of 101 respondents.

The data analysis technique employed is Structural Equation Modeling–Partial Least Squares (SEM-PLS), using the SmartPLS software. This method is chosen for its ability to simultaneously test the relationships between latent variables, its suitability for non-normally distributed data, and its capability to handle medium-sized samples. The analysis is conducted in two main stages: the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model).

RESULTS

The results of the study show that all independent variables—innovation, collaboration, and work flexibility—received highly positive responses from the respondents and were proven to have a significant influence on public service performance at the Class I Health Quarantine Center (BKK) in Tanjungpinang.

Descriptive analysis of the innovation variable indicates that the average score falls under the "Very High" category, with a score percentage of 88.4%. This suggests that the majority of respondents hold a positive perception of the innovations implemented in their institution. Several key indicators, such as the use of technology in service delivery, integrated service systems, and the application of AI and big data, received scores above 90%, including:

1. "Technology accelerates service processes" (92.7%),
2. "Integrated services make service access easier" (91.9%),
3. "Technology reduces service errors" (89.7%).

The average score for the collaboration variable is 91.1%, also categorized as "Very Effective." This reflects that teamwork—both internally and across units—has been functioning exceptionally well at BKK Tanjungpinang. The highest-rated statement was "Collaboration among work teams accelerates public service processes" (92.7%), followed by "Collaboration improves service accuracy and speed" (91.3%) and "I receive support from the team during challenging situations" (91.5%).

The work flexibility variable also received a positive response, with an average score of 87.5%, categorized as "Very Flexible." This indicates that most employees feel productive and motivated by the flexibility in work schedules and hours. For instance, the statement "Flexible working hours do not reduce service quality" scored 89.3%, and "I feel more productive with flexible working hours" scored 87.9%.

Simultaneously, the SEM-PLS analysis results show that innovation, collaboration, and work flexibility have a positive and significant impact on public service performance. This means that the higher the level of innovation, the more effective the collaboration, and the more flexible the work system, the higher the public service performance at BKK Tanjungpinang. These findings affirm that the combination of these three variables makes a strong contribution to service quality improvement.

DISCUSSION

The results of the study indicate that innovation has a positive and significant impact on public service performance at BKK Tanjungpinang. This confirms that the implementation of technology, integrated service systems, as well as the use of AI and big data, has made a tangible contribution to simplifying and accelerating service delivery. The majority of employees have experienced direct benefits from technology in reducing errors and improving work efficiency. These findings are consistent with field conditions, where BKK Tanjungpinang has integrated technology into various service aspects, such as chatbots and online service information systems.

Collaboration is also proven to have a significant effect on service quality improvement. Teamwork within the BKK Tanjungpinang environment has effectively accelerated service processes, enhanced accuracy, and minimized errors. Staff members reported experiencing collective support when facing challenges on the job, especially during after-hours tasks or in integrated services such as international vaccination programs. This highlights the importance of a collaborative work system built on coordination and integration between units.

Work flexibility is another essential variable in creating an adaptive and productive work environment. The study shows that the more flexible the work system, the higher the employees' performance in delivering public services. Flexible work scheduling, such as shift systems and autonomy in managing working hours among staff, has proven to support service effectiveness without compromising quality. Therefore, flexibility serves as a key factor in maintaining work-life balance and sustaining employee motivation

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