

The Strategy of the Klungkung Regency Government in Strengthening the Regional Innovation Ecosystem to Enhance Performance in the Innovative Government Award (IGA)

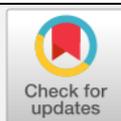
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ABSTRACT

The institutional transformation from the Regional Development Planning, Research, and Development Agency (Baperlitbang) into the Regional Research and Innovation Agency (BRIDA) in Klungkung Regency was intended to accelerate the strengthening of the regional innovation ecosystem and enhance national competitiveness through the Innovative Government Award (IGA). Although Klungkung has demonstrated dominant innovation performance at the regional level within Bali Province, it continues to face challenges in breaking into the national top ten rankings. This study aims to analyze the regional innovation management strategies implemented by BRIDA and to identify structural constraints that hinder the optimization of bureaucratic innovation potential. This research employs a descriptive qualitative method with a public policy and organizational analysis approach. Data were collected through in-depth interviews with four key informants, participatory observation of the “E-Klinik Inovasi” (Innovation E-Clinic) mentoring program, and documentation review of regional innovation reports. The findings indicate that innovation incentive strategies, including the “Nayaka Praja Pratibha” award and technical mentoring through the E-Klinik Inovasi, have successfully increased the quantity of innovations reported by local government agencies. However, the study also identifies the phenomenon of “latent innovation,” referring to innovation potential generated through bureaucratic leadership training reform projects and the actualization programs of civil servant basic training (Latsar CPNS) that remain unintegrated into the regional innovation reporting system due to institutional disconnection between BRIDA and the Regional Civil Service

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and Human Resource Development Agency (BKPSDM). This finding reveals a leakage of bureaucratic innovation assets that have not been converted into added value within the national IGA evaluation system. Conceptually, this study underscores the importance of integrating public sector talent management with regional innovation systems to optimize the capitalization of latent bureaucratic innovations. It contributes to the literature on public sector innovation by demonstrating that the success of regional innovation is determined not only by the production of innovative ideas but also by institutional capacity to identify, curate, and integrate such innovations into the regional innovation system.

Keywords: BRIDA; Innovative Government Award (IGA); Public Sector Innovation; Public Sector Talent Management; Strategic Management

1. Introduction

The administration of regional government in Indonesia currently demands accelerated innovation as a functional mandate under Law Number 23 of 2014. Within the broader framework of bureaucratic reform, regional innovation is regarded as a strategic instrument for improving the quality of public services, enhancing governance efficiency, and strengthening regional competitiveness within the national public administration system. Klungkung Regency has responded to this mandate through the strategic transformation of the Regional Development Planning, Research, and Development Agency (Baperlitbang) into the Regional Research and Innovation Agency (BRIDA) pursuant to Klungkung Regency Regulation Number 8 of 2022. This transformation seeks to position BRIDA as a regional innovation orchestrator that not only manages research activities but also incubates and coordinates local innovations to enhance their competitive value (Suwitri, 2021). The effectiveness of this strategy is assessed nationally through the Innovative Government Award (IGA), administered by the Ministry of Home Affairs.

Quantitatively, Klungkung Regency has demonstrated impressive performance at the regional level. In 2024, a total of 95 innovations were officially reported, placing Klungkung first in Bali Province with the designation "Highly Innovative." This achievement has been driven by the "One Agency, One Innovation" policy, as well as internal awards such as *Nayaka Praja Pratibha* for innovative civil servants and *Anugerah Loka Santi* in the education sector. To expand innovation at the grassroots level, BRIDA has consistently registered community- and village-based innovations through the *Bali Swacita Nugraha* award. These community-driven innovations are also submitted to the IGA to strengthen Klungkung's national standing. In addition, technical assistance through the "Regional Innovation E-Clinic" has been implemented to ensure compliance with the 20 IGA indicators required for each registered innovation (Ministry of Home Affairs, 2024; Prasojo, 2020).

Despite these achievements, budgetary fluctuations and limited human resources remain significant challenges. Although Klungkung dominates at the provincial level, it continues to struggle to enter the top ten most innovative regencies nationally. A paradox has emerged: the surge in the number of innovations has not translated proportionally into higher national

validation scores. This phenomenon indicates a gap between the production of bureaucratic innovations and the institutional mechanisms required to identify, curate, and capitalize on these innovations within the national evaluation system. A central issue identified in this study is BRIDA's limited capacity to accommodate "latent" innovation potential dispersed throughout various bureaucratic units, particularly innovations generated through official training programs (Aswad, 2021).

In this study, latent innovation is defined as organizational innovation potential that has in fact been generated through bureaucratic activities, such as leadership training reform projects, the actualization programs of Civil Servant Basic Training (Latsar CPNS), or individual initiatives by civil servants, but has not been formally documented, curated, or integrated into the regional innovation system. In other words, such innovations continue to exist at the unit level but are not converted into added value within the regional government's innovation measurement framework. This definition clarifies that the core issue lies not in the absence of innovation, but in weak mechanisms of integration, curation, and institutionalization within regional innovation governance.

The integration of civil service competency development with regional innovation ecosystems frequently constitutes a weak point in public governance. Without an integrated management system, creative outputs generated through education and leadership training processes tend to remain fragmented and unsustainable (Mulgan & Albury, 2003). This condition creates systemic disconnection, whereby government investment in human resource development fails to be capitalized into significant added value for regional innovation indices (Hodge, 2022). The public sector innovation literature further suggests that the failure to integrate bureaucratic talent management with organizational innovation systems often constitutes a primary cause of limited innovation diffusion within government institutions (Mulgan, 2019; Osborne, 2020).

Several studies have examined strategies for improving regional innovation indices and the institutional role of BRIDA in managing public sector innovation. However, research specifically addressing the mechanisms for integrating bureaucratic innovations generated through competency development pathways into formal regional innovation systems remains limited. Accordingly, the research gap of this study lies in the limited understanding of how innovations produced through leadership training reform projects and Latsar CPNS actualization programs can be curated, institutionalized, and converted into added value within the national innovation evaluation system. This study therefore analyzes the strategy of the Klungkung Regency Government in identifying and integrating latent bureaucratic innovation potential into the regional innovation ecosystem.

Based on this background, the study aims to analyze the strategy of the Klungkung Regency Government in enhancing IGA performance, with particular emphasis on the structural and managerial constraints faced by BRIDA. Academically, the study contributes to the development of public sector innovation scholarship by introducing the concept of latent innovation within the context of regional innovation management. Practically, it seeks to propose an integrative model linking civil service talent management with regional innovation systems in order to strengthen regional competitiveness within the national innovation evaluation framework. In sum, the study bridges the literature on public sector strategic management, regional innovation, and bureaucratic talent management within a unified analytical framework centered on the integration of latent innovation.

2. Literature Review

2.1. Strategic Management in Public Organizations

Strategic management in the public sector is defined as a set of managerial decisions and actions that determine an organization's long-term performance through the integration of strategy formulation, implementation, and evaluation (Wheelen & Hunger, 2012). In the context of public organizations, strategic management is not solely oriented toward organizational efficiency but also toward the creation of public value through governance that is responsive, innovative, and adaptive to dynamic policy environments. Salusu (2006) emphasizes that, in public institutions, strategy must remain adaptive to societal demands and political constraints.

Based on Haryadi's (2005) typology of strategy, three principal dimensions are particularly relevant in the context of regional innovation: organizational strategy, operational strategy, and resource strategy (Selvilia, 2023). Organizational strategy emphasizes the alignment of leadership vision with organizational structure and culture; operational strategy translates strategic plans into technical processes and implementation management; while resource strategy focuses on managing financial capacity, human resources, and technology to ensure program sustainability. These three dimensions form a critical foundation for building a sustainable regional innovation ecosystem. Public sector innovation is determined not merely by creative ideas, but by an organization's capacity to integrate leadership, bureaucratic processes, and institutional resources.

Contemporary public administration literature further conceptualizes bureaucratic innovation as the result of interaction among strategic leadership, organizational capacity, and institutional learning systems that enable new ideas to emerge and become institutionalized within governance practices (Osborne, 2020; Mulgan, 2019). Thus, strategic management in public organizations functions not only as a planning instrument but also as a driver of organizational innovation. Consequently, the success of regional innovation depends on the alignment between strategic direction, institutional design, and implementation mechanisms that allow innovation to be adopted and sustained.

2.2. Public Sector Innovation and IGA Parameters

Public sector innovation extends beyond the mere adoption of new technologies; it represents the process of creating public value through reforms in governance, services, and public products (Mulgan, 2019; Osborne, 2020). Such innovation may take various forms, including policy innovation, public service innovation, organizational innovation, and administrative process innovation within bureaucracies. From a governance perspective, public sector innovation also serves as a mechanism to enhance governmental legitimacy by improving service quality and policy effectiveness.

In Indonesia, the formal evaluation of regional innovation quality is conducted through the Innovative Government Award (IGA). Pursuant to Ministry of Home Affairs Regulation Number 104 of 2018, IGA parameters comprise two major components: Regional Government Unit Indicators and Innovation Unit Indicators. Success in the IGA requires not only creativity in idea generation but also rigorous compliance with 20 mandatory indicators covering regulatory frameworks, human resource availability, information technology utilization, and measurable economic and social benefits for the community (Ministry of Home Affairs, 2024; Febrianto, 2023). Accordingly, the IGA is not merely an innovation competition but also an administrative standardization mechanism that assesses the institutional readiness of regional innovation systems through evidence, documentation, and sustainability.

Within the regional innovation system, BRIDA serves as the orchestrating institution responsible for integrating diverse sources of innovation originating from local government agencies, communities, and civil service education and training institutions. This role positions BRIDA not only as a data manager but also as a curator ensuring that innovations demonstrate quality, sustainability, and significant policy impact. The curatorial function is essential because many bureaucratic innovations fail to contribute to regional innovation performance not due to the absence of ideas, but because of weak documentation, insufficient evidence verification, and limited alignment with national evaluation standards.

2.3. The Concept of Latent Innovation in Bureaucracy

In public organizations, not all innovations generated within the bureaucracy are immediately identifiable or formally documented within official innovation systems. Some innovations emerge from organizational learning processes, leadership training programs, or policy experimentation at the unit level, yet are not systematically integrated into regional innovation management systems. This phenomenon is referred to as “latent innovation.”

Latent innovation denotes organizational innovation potential that has been generated through bureaucratic activities, such as leadership training reform projects, the actualization programs of Civil Servant Basic Training (Latsar CPNS), or individual initiatives by civil servants, but has not been systematically curated or documented within the regional innovation system. From a knowledge management perspective, this condition reflects a failure in knowledge capture and knowledge institutionalization processes, resulting in the undercapitalization of organizational innovation potential as institutional value (Mulgan, 2019). In other words, latent innovation illustrates the gap between the production of innovative knowledge and the institutional mechanisms required for such innovation to be recognized, replicated, and integrated into regional governance systems.

The public sector innovation literature highlights uneven diffusion as a major challenge in bureaucratic innovation. Many innovations remain confined to localized experiments without evolving into integrated institutional practices (Osborne, 2020). Therefore, managing latent innovation is crucial for building a regional innovation system capable of identifying, curating, and integrating diverse sources of bureaucratic innovation. Within this framework, latent innovation is conceptualized primarily as an innovation governance problem rather than merely an issue of individual creativity.

2.4. Previous Studies and the Positioning of the Present Research

Several previous studies provide an important foundation for this research. Selvia (2023), in her study of Tanggamus Regency, demonstrates that improvements in regional innovation indices were driven by supportive resource strategies, including dedicated budget allocations and coaching clinics. Febrianto (2023) identifies the principal challenge in Lampung Province as the lack of synchronization between leadership policy direction and operational-level execution. Fartini and Wijaya (2023) underscore BRIDA’s central role as a curatorial institution responsible for selecting innovations worthy of publication. Furthermore, broader public sector innovation studies affirm that the success of regional government innovation is strongly influenced by institutional capacity, strategic leadership, and the organization’s ability to integrate innovations emerging from both bureaucracy and society (Mulgan, 2019; Osborne, 2020).

However, most prior studies focus primarily on regional innovation policy strategies, institutional strengthening of BRIDA, or general evaluations of innovation programs. Research specifically examining the integration of latent bureaucratic innovation potential into formal

regional innovation systems remains limited. In particular, the mechanisms through which outputs from civil servant competency development programs, such as leadership training reform projects and Latsar CPNS actualization programs, are transformed into documented, validated, and reported innovations within the IGA framework have received little scholarly attention.

Accordingly, this study concentrates on an underexplored dimension: the integration of latent innovation potential derived from civil servant competency development into the national IGA reporting system. While previous research has primarily addressed general barriers or curation strategies, this study specifically analyzes BRIDA Klungkung Regency's management strategies in overcoming institutional disconnections between bureaucratic training outputs and national innovation ranking targets. The positioning of this research thus lies in explicating the mechanisms of integration and curation of latent innovation as a bridge between civil service talent management and regional innovation performance.

In sum, this study seeks to contribute conceptually to public sector innovation scholarship by linking three core elements: strategic management in public organizations, regional innovation systems, and the integration of civil service talent management in bureaucratic innovation governance. This framework provides the analytical foundation for the development of a conceptual model of latent innovation integration, which will be elaborated in the discussion section.

3. Research Methodology

This study employs a qualitative approach using a descriptive-analytical method to examine the innovation strategy of Klungkung Regency. A qualitative design was selected because the researcher functions as the key instrument, directly engaging in the field to capture the complexity of events within their natural context (Sugiyono, 2019). The researcher seeks to interpret the phenomenon of IGA strategic management from the perspectives of the actors involved, thereby generating in-depth data oriented toward contextual understanding of public sector innovation dynamics and regional innovation governance (Nugrahani, 2014).

The research site is Klungkung Regency. The location was purposively selected because Klungkung holds the highest Regional Innovation Index (IID) ranking in Bali Province while still facing competitive challenges at the national level. Moreover, the researcher's institutional proximity to the research site facilitated access to key informants and relevant internal documents, enabling more precise problem identification (Nasution, 2023). To minimize potential bias arising from such proximity, the researcher applied reflexivity by systematically documenting the data collection process and verifying findings through source and document triangulation. Analytical distance was maintained by clearly distinguishing factual data (interview results and documents) from the researcher's interpretations during the conclusion-drawing process.

Research subjects were determined through purposive sampling, consisting of four key informants possessing authority and in-depth knowledge related to IGA policy. These informants included the Regional Secretary, the Head of BRIDA, a Regional Innovation Agent from the agency with the highest number of innovations, and a Regional Innovation Agent from the agency with the lowest number of innovations. This selection was intended to capture both strategic perspectives from policy-level decision-makers and operational perspectives from innovation implementers at the agency level. The limited number of informants was deliberately chosen because the study focuses on key actors directly involved in policy formulation, institutional orchestration, and the implementation and reporting of regional

innovations. This configuration allowed the study to capture a balanced range of perspectives from the macro level (policy direction and cross-agency coordination) to the micro level (innovation practices and fulfillment of IGA indicators).

Data were collected through in-depth interviews with stakeholders in Klungkung Regency, participatory observation of the E-Klinik Inovasi (Innovation E-Clinic) program, and document analysis of the 2024 IID report. The researcher also analyzed civil servant recruitment data and records of leadership training graduates (Diklat PIM) to identify unaccommodated innovation potential. Interviews were conducted in a semi-structured format using a guide focused on regional innovation strategies, innovation curation mechanisms, and the integration of civil servant competency development outputs into the regional innovation system. Data collection was conducted progressively, following informant availability and the schedule of E-Klinik Inovasi activities, with systematic field notes and supporting documentation maintained throughout the process.

Data analysis followed the Miles and Huberman (2014) interactive model, encompassing data reduction, data display, and conclusion drawing (Sugiyono, 2019; Nasution, 2023). The analysis proceeded in several stages. First, the researcher conducted open coding of interview transcripts and field notes to identify initial themes related to regional innovation strategy. Second, these themes were grouped into analytical categories reflecting organizational strategy, operational strategy, and resource strategy dimensions. Third, thematic interpretation was undertaken to examine the relationship between BRIDA's institutional strategies and the phenomenon of latent innovation identified within the regional bureaucracy. During categorization, thematic grouping indicators were based on the alignment of empirical data with the operational definitions of each strategic dimension, ensuring that each theme was grounded in traceable evidence drawn from interview excerpts, observation notes, or documents.

To enhance the validity of the findings, several validation strategies were applied. These included source triangulation through cross-checking information from different informants, methodological triangulation through the combination of interviews, observation, and documentation, and document verification against official regional innovation reports. Additionally, the researcher conducted interpretive consistency checks through discussions with key informants to ensure that the findings accurately reflected empirical conditions in the field. This step was undertaken to reduce the risk of over-interpretation and to ensure that the research narrative corresponded to the institutional processes and context of regional innovation governance under examination.

4. Results and Discussion

4.1. The Award Ecosystem: *Nayaka Praja Pratibha* and *Loka Santi*

The findings indicate that the Klungkung Regency Government has successfully developed a relatively mature innovation award ecosystem through the *Nayaka Praja Pratibha* and *Loka Santi* schemes. These awards function as effective motivational instruments in encouraging civil servants (ASN) to generate breakthroughs within their respective work units. The increase in the number of innovations recorded in BRIDA's database serves as empirical evidence that an incentive-based strategy can enhance innovative participation.

From a theoretical perspective, this achievement reflects success within the "Organizational Strategy" dimension, whereby leadership's vision of creating an innovative region has been translated into concrete incentive policies aimed at fostering a creative organizational culture. Within the framework of public sector strategic management, such award systems operate as

institutional mechanisms that internalize innovation values into bureaucratic culture. In other words, awards function not merely as individual incentives but also as instruments of organizational culture change that collectively encourage innovative behavior. The findings suggest that the organizational strategy dimension operates through two pathways: strengthening the legitimacy of innovation at the leadership level and shaping expectations of innovative conduct at the operational level.

These findings are consistent with Suwitri's (2021) argument that reward systems play a crucial role in cultivating collective awareness of innovation, particularly in bureaucratic public sector organizations. The public sector innovation literature further indicates that awards and institutional recognition constitute key mechanisms for promoting innovation diffusion within government organizations characterized by strong hierarchical structures (Mulgan, 2019). Within such bureaucratic hierarchies, awards function as organizational signals that reduce the perceived risks of innovation among civil servants, as innovative behavior is recognized and institutionally supported.

Moreover, the facilitation of community and village-based innovation through the *Bali Swacita Nugraha* award demonstrates that Klungkung's innovation strategy extends beyond internal bureaucratic processes and adopts an inclusive, participatory orientation. Thus, the regional organizational strategy has succeeded at the stage of mobilizing innovation participation. However, it continues to face challenges at the stages of consolidation and institutionalization, ensuring that innovations do not remain temporary outputs but instead evolve into documented, sustainable practices aligned with national evaluation standards. In essence, while the award-based strategy is effective in increasing the quantity of innovation (mobilization), it does not automatically guarantee the quality, measurability, and evaluative alignment required within the IGA framework.

4.2. The Innovation E-Clinic: Strengthening Compliance with the 20 Indicators

The study finds that the Regional Innovation E-Clinic constitutes a key operational strategy in safeguarding the quality of innovations submitted to the Innovative Government Award (IGA) system. Through intensive one-on-one mentoring, BRIDA ensures that proposed innovations comply with the 20 assessment indicators established by the Ministry of Home Affairs.

This assistance includes verifying regulatory readiness, ensuring the availability of comprehensive innovation profiles, and securing supporting evidence, elements that frequently become obstacles during national-level validation. This operational strategy is crucial in minimizing the gap between reported innovations and those administratively verified by the central government. In this regard, the E-Clinic functions as a regional innovation quality assurance mechanism, transforming innovations from mere ideas into assessment-ready innovation packages.

From a public sector innovation management perspective, mentoring mechanisms such as the Innovation E-Clinic can be understood as a process of innovation curation, an organizational effort to select, refine, and formalize innovations to meet public policy evaluation standards. This process is essential because many bureaucratic innovations fail to progress not due to weak ideas, but because of insufficient administrative capacity to systematically document and present them. The findings clarify that challenges in public sector innovation often lie in evidence capacity, which, within the IGA framework, becomes a decisive factor in determining whether an innovation passes the validation stage.

Critical indicators such as the existence of supporting regulations, budgetary allocation, and visual documentation (including innovation videos) constitute primary focal points of the mentoring process. Without the E-Clinic mechanism, the risk of validation failure would likely be substantial, particularly given the increasingly stringent evidentiary standards of the IGA (Ministry of Home Affairs, 2024; Febrianto, 2023). These findings reinforce the argument that public sector innovation is shaped not only by creative ideas but also by administrative and technocratic capacity to meet national evaluation standards. Accordingly, BRIDA's operational strategy underscores the importance of an innovation-curating institution in ensuring that bureaucratic innovations are institutionalized within the national evaluation system. Analytically, the E-Clinic links the operational strategy dimension to regional innovation performance outcomes by enhancing evidentiary readiness and compliance with required indicators.

4.3. Analysis of Latent Innovation: Leakage of Potential from Training Pathways

One of the most significant findings of this study is the existence of latent innovation that has not been systematically accommodated by BRIDA. The research identifies three primary channels of innovation generation that remain unintegrated into the regional innovation reporting system: reform projects from Leadership Training Programs (Diklat PIM II and III), actualization projects from Civil Servant Basic Training (Latsar CPNS), and individual innovations recognized through outstanding civil servant performance assessments.

Theoretically, this condition reflects a "broken link" within the resource strategy dimension, whereby investments in civil servant competency development are not optimally capitalized into formally recorded regional innovation outputs (Aswad, 2021). From an organizational knowledge management perspective, this situation indicates a failure in knowledge capture and knowledge integration processes, in which innovative knowledge generated through bureaucratic training programs is not successfully incorporated into the organizational innovation system. In other words, latent innovation represents a failure to convert "learning outputs" into "institutional innovation assets."

Reform projects produced through Leadership Training Programs, which substantively fulfill criteria of novelty and public benefit, are often perceived merely as personal achievements of training participants rather than as institutional assets. Similarly, Latsar CPNS actualization projects have the potential to generate hundreds of innovations annually, yet no formal mechanism exists to transfer these innovations into the regional innovation system. This finding aligns with Mulgan and Albury's (2003) critique that public sector innovations frequently fail due to their partial and discontinuous nature. The core issue, therefore, lies not in the production of innovation but in the absence of an effective handover mechanism that transfers innovation from the training arena into the formal regional innovation governance system.

In Klungkung Regency, this condition results in a significant leakage of innovation potential. These innovations continue to operate at the unit level but fail to contribute to improved IGA scores due to the absence of centralized documentation and reporting management under BRIDA. This phenomenon reinforces the concept of latent innovation proposed in this study, namely, a condition in which bureaucratic innovations have in fact emerged in organizational practice but remain formally unintegrated into the regional innovation system. Conceptually, latent innovation helps explain why an increase in the quantity of innovations does not necessarily correlate with higher IGA scores: a portion of innovations remains outside the institutional curation and verification radar.

4.4. Inhibiting Factors in Accommodating Latent Innovation

The analysis reveals that BRIDA's limited capacity to accommodate latent innovation is influenced by several structural and organizational factors. First, strong sectoral ego among agencies, particularly between the Regional Civil Service and Human Resource Development Agency (BKPSDM) and BRIDA, persists in the absence of an integrated innovation data-sharing platform. The lack of data integration hinders early identification of innovations emerging from official training programs, preventing them from entering the curation and evidentiary stages required under the IGA framework.

Second, fluctuations in research funding compel BRIDA to prioritize the maintenance of existing innovations rather than proactively exploring new innovations generated through human resource development pathways. Third, the limited number of innovation analysts constitutes a major constraint in curating and transforming the hundreds of potential innovations produced through Latsar CPNS into documentation that meets IGA standards.

These findings are consistent with previous studies by Fartini and Wijaya (2023) and Nisa (2022), which emphasize institutional capacity as a key determinant of successful innovation management in the public sector. The broader public sector innovation literature similarly indicates that failures in bureaucratic innovation are often attributable not to the absence of innovative ideas, but to limited organizational capacity to manage and integrate those innovations within broader policy systems (Osborne, 2020). Without adequate human resources to perform technical curation functions, latent innovation potential will remain outside the formal regional reporting system. Accordingly, the identified barriers underscore that the issue of latent innovation is fundamentally one of inter-organizational coordination and institutional capacity, rather than merely a matter of individual motivation.

4.5. Strategy for Integrating Talent Management and Innovation

Based on the research findings, Klungkung Regency's innovation strategy needs to shift from the "One Agency, One Innovation" approach toward a "One Person, One Contribution" paradigm. Integrating outputs from Leadership Training Programs, Latsar CPNS actualization projects, and outstanding civil servant performance assessments into a unified innovation database managed by BRIDA constitutes a fundamental prerequisite for enhancing regional innovation competitiveness. This paradigm positions the outputs of civil servant competency development as organizational innovation assets rather than merely individual accomplishments.

This strategy requires closer cross-functional collaboration between BRIDA and BKPSDM to ensure that every output of official training programs is automatically registered and administratively supported. From a regional innovation governance perspective, such integration represents an effort to build a bureaucratic innovation system that connects civil service talent management with regional innovation curation mechanisms. Through this integration, the innovation process can move systematically from the production stage (training and performance outputs) to the curation stage (BRIDA/E-Clinic), and subsequently to the verification and reporting stage within the IGA framework.

The 2025 civil servant recruitment cycle presents a strategic opportunity to simultaneously enhance both the quantity and quality of innovation. By ensuring that each Latsar CPNS actualization project is designed from the outset to meet the 20 IGA indicators, supported through structured guidance from the Innovation E-Clinic, Klungkung has the potential to achieve a significant leap in national innovation rankings. This strategy reinforces the findings of Nurhadryani et al. (2022) and Suwitri (2021), which emphasize that the integration of talent

management and innovation ecosystems is central to sustainable, performance-based bureaucratic transformation. Accordingly, managing latent innovation is not merely an administrative strategy to increase the number of regional innovations, but also an institutional strategy to optimize government investment in civil service capacity development.

The conceptual model of latent innovation integration formulated from this study's findings can be described as follows: outputs from civil servant competency development (Leadership Training reform projects and Latsar CPNS actualization initiatives) generate latent innovation; this latent innovation requires cross-agency identification and handover mechanisms (BRIDA-BKPSDM) to enter the curation and evidence-strengthening process through the E-Clinic; once properly packaged and aligned with required indicators, the innovation can be reported and validated within the IGA system, thereby contributing to regional innovation performance. This model underscores that the success of regional innovation depends on an integrated chain of production-curation-verification. A disconnection at any point in this chain will result in leakage of latent innovation potential.

5. Conclusion

Based on the analysis and discussion, this study concludes that the strategic transformation undertaken by the Klungkung Regency Government within its regional innovation ecosystem has achieved significant progress in the organizational and operational strategy dimensions through reward-based policies (*Nayaka Praja Pratibha*) and technical mentoring initiatives (Innovation E-Clinic). Nevertheless, systemic constraints persist within the resource strategy dimension, particularly in the form of disconnection between talent management and innovation management. The phenomenon of "latent innovation" arising from Leadership Training reform projects and Latsar CPNS actualization programs indicates a leakage of regional innovation assets that are not converted into Innovative Government Award (IGA) performance outcomes due to data fragmentation and limited curation capacity within BRIDA.

These findings demonstrate that bureaucratic innovation depends not only on an organization's ability to generate new ideas, but also on institutional capacity to identify, curate, and formally integrate those innovations into the regional innovation system. Accordingly, the performance gap in IGA outcomes should be understood as an issue of innovation governance rather than merely a matter of creativity or innovation quantity.

In strengthening the regional innovation system, cross-agency integration becomes a prerequisite for shifting from a focus on increasing sectoral innovation quantity toward orchestrating innovations that are validated, well-documented, and aligned with national evaluation standards. Conceptually, this study underscores the importance of integrating civil service talent management with the regional innovation system as an institutional strategy to optimize latent bureaucratic innovation potential. The principal contribution of this research lies in formulating the concept of latent innovation as an analytical lens for explaining bureaucratic innovation leakage resulting from disconnections in curation, documentation, and reporting processes.

Practically, the findings suggest the need for: (i) an institutional integration mechanism between BRIDA and BKPSDM to ensure that outputs from official training programs enter the regional innovation curation chain; (ii) alignment between innovation indicators and civil servant performance management systems to strengthen institutional incentives; and (iii) enhanced curation and validation capacity within BRIDA to ensure that innovations meet IGA evidentiary standards.

Beyond these practical implications, this study also opens avenues for further research on public sector innovation at the regional level. Future studies may conduct longitudinal analyses of the impact of talent management integration on regional innovation performance and undertake comparative studies with regions that have successfully ranked among the top ten in the Innovative Government Award (IGA) to identify best institutional practices in managing bureaucratic innovation. Subsequent research may also explore in greater depth the mechanisms of innovation diffusion and institutionalization, including how initially localized innovations can be replicated across organizational units and sustained as formal institutional practices.

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7. Declaration of Conflicting Interests

The authors declare that they have no financial or personal affiliations that could have influenced the research or findings presented in this article.

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