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Implementation of The Maluku Innovation and Creativity Program (Kreasiku) In Maluku Province

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Abstract: This research is a descriptive qualitative study aimed at examining the implementation process of the Maluku Innovation Creativity Program (Kreasiku). The program is designed to facilitate innovation development clinics for Regional Apparatus (PD), both at the provincial district and city levels, as well as as a reference for annual innovation. At the provincial level, the program focuses on developing policies that can be implemented more widely, while at the district and city levels. The results indicate that the program has received support from the Maluku Provincial Government in response to regulations concerning local government and innovation. However, the implementation of the program has faced several challenges, such as a lack of resources and resistance to change. Nonetheless, the program has produced several innovations that have positively impacted the quality of public services and the image of Maluku Province as an innovative region. Therefore, this study concludes that the (Kreasiku) has the potential to support the acceleration of bureaucratic reform and the enhancement of public service quality in Maluku Province.

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1 Introduction

Regional Innovation Program, particularly through the Maluku Innovation Creativity Program Kreasiku, launched by the Regional Development Planning Agency (BAPPEDA) of Maluku Province, is an initiative aimed at promoting the realization of innovation in regional governance, particularly at the provincial, district, and city levels. Concrete efforts to encourage and facilitate various innovations at the regional level. This program aims to stimulate creativity and innovation from various regional offices in Maluku Province in providing better public services, as well as improving efficiency in regional governance. Although there are challenges such as low human resource (HR) capacity and the lack of availability of science and technology (S&T) in the PD, the implementation of the Kreasiku Program has shown significant progress in responding to the need for innovation in public services and regional development. Concrete steps such as coaching clinics and innovation trials have become an important part of the implementation process carried out by the Maluku Provincial BAPPEDA. Thus, an in-depth evaluation of the implementation of the Kreasiku Program becomes crucial to understanding the categories of innovation that occur, the obstacles faced and the impacts generated. This research is expected to provide deeper insights for the relevant parties to continuously improve and optimize regional innovation programs to achieve the development goals and welfare of the people of Maluku Province effectively and efficiently.

This research focuses on the analysis of the implementation of the Kreasiku Program conducted by the BAPPEDA of Maluku Province, particularly in the field of Regional Research and Development, covering the program implementation process, supporting and inhibiting factors, as well as the impact and benefits of the Kreasiku Program on public service effectiveness and regional development. The objective of this research is to deepen the understanding of the implementation process of the Kreasiku Program, identify the factors influencing its implementation, and analyze its impacts and benefits. The benefits of this research include theoretical contributions to the development of insights and knowledge in the field of local government innovation implementation, as well as practical benefits for stakeholders and the general public in improving the quality of services and the efficiency of local government management. Thus, this research is expected to contribute to the Maluku Innovation Creativity (Kreasiku) initiative launched by the Regional Development Planning Agency (BAPPEDA) of Maluku Province, which aims to encourage the realization of innovation in regional governance, particularly at the provincial, district, and city levels. This program not only serves as a platform for the development of creative ideas but also provides technical support and guidance in the implementation of innovations to improve the quality of public services. Kreasiku is also designed to provide space for each regional apparatus to share knowledge and experiences, thereby creating better collaboration in promoting more innovative and sustainable regional development, making significant contributions to the literature on policy, innovation, and public services at the regional level, particularly in the development of innovative policy models that can be effectively implemented to improve the effectiveness and quality of public services in the region.

Implementation is a series of actions carried out by various policy implementers with the support of certain means, by the established rules, to achieve the predetermined goals. This process is a crucial stage in the policy cycle that determines the success of the formulated policy. Implementation involves the distribution of policy outputs to target groups with the ultimate goal of producing the expected output or outcome. Differences in expert opinions highlight the complexity and challenges in effectively implementing policies, which include aspects of management, actor engagement, and responses to existing social and political dynamics (Van Meter & Van Horn, 1975).

Policy implementation is a crucial stage in the public policy process that ensures the formulated policy can be executed effectively and achieve the desired goals. According to various definitions and theories discussed, policy implementation involves complex interactions between various actors, organizations, procedures, and techniques to achieve the established policy goals (Pressman &

Wildavsky, 1973). The importance of policy implementation can be illustrated by several key aspects that must be considered, such as clear and consistent communication, adequate resource allocation, the attitudes of policy implementers, and a supportive bureaucratic structure (Grindle, 1980). Without adequate support from these factors, policy implementation can encounter obstacles and fail to achieve the expected results.

In this context, theories such as those proposed by George Edward III in 1980 provide deep insights into the complexities of policy implementation, including the importance of thorough preparation and good planning before implementation takes place. A careful evaluation of these crucial factors can help in designing more effective and efficient implementation strategies. Research and development of policy implementation theories continue to evolve to refine approaches in addressing the complex challenges of public policy execution. It is hoped that a better understanding of the factors influencing policy implementation can enhance the ability of governments and organizations to achieve the established policy goals more effectively. Innovation is a creative process to create and implement new combinations that can provide added value. Innovation is not only limited to new products or services but also includes new processes, policies, and practices that can bring about positive changes in efficiency, effectiveness, or service quality. Innovation is also related to the ability to respond to new challenges or solve existing problems uniquely and creatively (Schumpeter, 1934). The importance of innovation in the public sector is to improve services to the community and optimize the use of organizational resources (Osborne & Brown, 2005).

In practice, innovation requires commitment from leadership, the development of new ideas, and a directed and systematic process. Avoiding common mistakes in innovation is also emphasized, such as not doing too many things at once or focusing too far into the future without considering current needs. Therefore, a comprehensive definition of public sector innovation is an effort to produce significant changes in public services through the development and implementation of new ideas, whether in the form of policies, processes, or products/services, to improve the quality of life and well-being of society as a whole (Mulgan et al., 2007). Innovation in the context of public administration demands specificity, the courage to change the status quo, and a well-directed strategy. To achieve relative excellence, innovation must not only align with the values and needs of the recipients but also be easy to test and observe. The principles of innovation, as outlined by Drucker and Kuratko (2016), emphasize the need for a systematic approach that starts small, with a focus on learning from the process. The types of innovation relevant to public administration include changes in processes, methods, products, and conceptual approaches, all of which contribute to effectiveness, creativity, and unique solutions to existing administrative challenges. By understanding the characteristics, principles, and types of these innovations, it is hoped that stakeholders can plan and implement innovations more effectively and efficiently in supporting the advancement of public administration.

The framework based on the typology of public sector innovation provides a foundation for understanding the various types of innovations implemented. The operational definitions used help in identifying the processes, supporting factors, obstacles, and outcomes of innovation programs such as the Maluku Innovation Creativity (Kreasiku). Overall, this study provides deep insights into how innovation can influence transformation in the context of local governance and public services in Indonesia. Although there has been a lot of research on regional innovation, there are still limitations in studies that specifically discuss the implementation of innovation programs at the regional level, especially in Maluku Province. Most of the previous studies highlight innovation in the national context or regions with more developed infrastructure, while studies on the effectiveness of innovation policies in archipelagic regions such as Maluku are still limited. Therefore, this research seeks to fill this gap by exploring how the KREASIKU program is implemented, the challenges faced, and its impact on regional development.

2 Research Method

This research uses a qualitative descriptive approach to describe and analyze the implementation of the Maluku Innovation Creativity Program (Kreasiku) at the Regional Development Planning Agency (BAPPEDA) of Maluku Province, particularly in the field of Regional Research and Development (Litbang). This method was chosen to enable researchers to generate an in-depth understanding of the observed phenomena, such as behaviors and processes occurring in that environment. The research subjects include the Head of the Research and Development Division and staff involved in BAPPEDA, who serve as informants to provide the necessary data. The object of the research is the implementation process of the Kreasiku Program in that environment. Overall, this research aims to present a comprehensive and holistic picture of how the Kreasiku Program is implemented in the Maluku Province, with the hope that the results can make a significant contribution to the understanding and further development of regional innovation in Indonesia.

The data collection techniques used include observation, interviews, and documentation. Observation was conducted to directly observe the implementation of the Kreasiku program, while interviews were conducted with key informants such as the Head of the Research and Development Division and the Head of the Kreasiku Team to gain in-depth insights into the process and implementation of the program. Data analysis refers to the Miles and Huberman (1992) approach, which involves data collection, data reduction to focus the analysis, presentation of data in a clear form, and drawing conclusions that lead to answers to the research problem formulation (Miles & Huberman, 1992).

3 Result and Discussion

The Implementation Process of the Maluku Innovation Creativity Program (Kreasiku)

The implementation of the Kreasiku program at the BAPPEDA of Maluku Province is a strategic step in enhancing innovation and creativity in the region. This program is designed as a response to the urgent need to develop innovative potential at the PD level, both at the provincial and regency/municipality levels, as well as to help the Province of Maluku emerge from the status of being a less innovative province, which has previously hindered regional development. In this context, the Kreasiku program is expected to change that perception and drive significant changes in governance management and the quality of public services. This support is reflected in various legal foundations, namely Law No. 23 of 2014 on Regional Government, which emphasizes the importance of innovation in improving the quality and effectiveness of regional governance, as well as providing a framework for the implementation of policies based on creativity and innovative solutions.

Government Regulation No. 38 of 2017 on Regional Innovation, and Presidential Regulation No. 95 of 2018 on the Electronic-Based Government System (SPBE), collectively provide the legal and structural basis necessary for the implementation of the program.

The main objective of the Kreasiku Program is to increase the level of innovation in the Maluku Province. It aims not only to improve the quality of public services but also to enhance administrative efficiency and accelerate regional development as a whole. The main benefits include improved reporting of regional innovations at the national level, which provides broader recognition of regional achievements in the field of innovation. The implementation process of the Kreasiku Program involves several important stages. This program includes various activities to support the development of innovation at the regional level. The program's socialization is carried out through seminars, forums, and meetings with stakeholders to introduce the program's objectives and benefits. Training is conducted periodically to enhance participants' understanding of innovation, involving experts in the field. The coaching clinic provides participants with the opportunity to receive direct guidance in developing applicable innovative ideas. In addition, the development of a dedicated website serves as a platform to provide information, learning materials, and a space for regional officials to share experiences and innovative ideas. The results of the study can strengthen some previous research from Wance, et al (2025), that there is still weak research on innovation in the Maluku Province region

(Wance, et al, 2025), the existence of public administration and psychology gap barriers (Grimmelikhuijsen, et al 2017), the interaction of task determination (Seabrooke & Sending, 2022).

Although it has recorded positive results, the implementation of the Kreasiku Program is not without challenges. One of the main challenges is to increase the quantity and quality of the innovations produced. More effort is needed to increase participation from all relevant parties, ensure the availability of adequate resources, and address the technical and administrative constraints that may arise during the implementation process. Various recommendations for improvement have been identified, including enhancing socialization and understanding of the importance of innovation at all levels of government, strengthening innovation reporting and evaluation mechanisms, and expanding collaboration between related agencies and institutions. These steps are expected to help strengthen the implementation of the Kreasiku Program and ensure that this program can continue to make a positive contribution to improving the quality of public services and accelerating the development of innovation in the Province of Maluku. Overall, the implementation of the Kreasiku Program at the BAPPEDA of Maluku Province is a concrete example of how a local government can adopt innovative strategies to address challenges and seize opportunities in regional development. With a strong focus on innovation, active participation from each PD is crucial in ensuring that every idea and program developed can be implemented effectively and is relevant to local needs. Through close collaboration between local governments and other relevant parties, as well as the utilization of technology as a supporting tool, the Kreasiku Program provides a strong foundation for sustainable positive transformation in the Maluku Province.

Supporting and Hindering Factors in the Implementation of the Maluku Innovation Creativity Program (Kreasiku)

One of the main challenges faced in the implementation of the Kreasiku Program is the limitation of human resources (HR) and budget. Although this program initially ran without a specific budget, these limitations affect the ability to provide adequate technical support and facilities to local governments, both at the provincial and regency/city levels in Maluku, which can ultimately slow down the process of innovation development and the implementation of effective policies. These limitations, both in terms of human resources, budget, and infrastructure, pose a major challenge in ensuring that each regional apparatus can access optimal support to design and implement innovative ideas. This also affects the consistency in reporting innovation data and hinders the overall efficiency of program management. Personnel changes in the PD also become a significant hindrance. When there is a staff change, the process of socialization and mentoring for Kreasiku needs to be restarted from the beginning for the new staff. This takes extra time and effort to adapt to the new dynamics in each PD, which can slow down the implementation of the program.

On the other hand, some factors support the successful implementation of the Kreasiku Program. The commitment of the Maluku Provincial government to make this region an innovative province is very strong. This is reflected in the active efforts to foster an innovative spirit among the PD. In addition, the existence of clear Standard Operating Procedures (SOPs) also provides a solid foundation and clear mechanisms for implementing this program consistently, structured, measurable, effective, and efficient. Quality human resources become a crucial supporting factor. Human resources who understand and master information technology (IT) help in managing and implementing the Kreasiku program effectively. Technical support and innovation development at the regional level are also driven by the superior quality of this human resource.

The Kreasiku Program in the Maluku Province has become an important milestone in efforts to enhance the level of innovation and regional development. Through various initiatives and activities, this program has successfully made a significant impact, including the improvement of public service quality, the development of resources in Regional Devices (PD), and the development of regional flagship products. However, to ensure sustainability and enhance its positive impact, measurable and sustainable strategic steps are needed. One crucial strategic step in enhancing the sustainability of the

Kreasiku program is the strengthening of human resources in each PD, both at the provincial and district/city levels, who can adapt to technological changes and the latest innovation trends. Quality human resources with extensive knowledge of innovation and information technology will be the main driving force in the implementation of this program. Continuous training and programmed skill development need to be provided to human resources at all levels, from managerial to field executives. This training not only covers the technical aspects of how to manage innovation and use information technology but also managerial and leadership aspects to ensure the effectiveness and sustainability of program implementation. For example, human resources must be equipped with skills in data analysis, project management, and team leadership, so they can manage innovation more efficiently and effectively. Strengthening human resources must also be supported by the development of an organizational culture that fosters innovation. An organizational culture that is open to new ideas, daring to take risks in innovative experiments, and has mechanisms for reward and recognition for innovators will help foster a spirit of innovation in every Provincial and district/city device. In addition, a collaborative approach between PD and external parties, such as academic institutions or private companies, can help fill gaps in skills and knowledge that may not be available internally.

Although some PDs have started allocating budgets for innovation, the need for a more significant increase in budget allocation remains urgent. Adequate budget allocation is necessary not only to support the development of broader and more sustainable innovations but also to ensure the availability of supporting facilities and infrastructure, such as up-to-date information and communication technology. As the complexity and scale of the program increase, adequate funding will help ensure that all aspects of the Kreasiku program can run smoothly and effectively. The strategy for increasing budget allocation can involve an inclusive approach, including a review of budget allocations in each PD to prioritize innovation as an integral part of annual plans and activities. This also includes exploring alternative funding sources, such as partnerships with the private sector or participation in grant programs from international donor agencies. With an integrated and sustainable approach to the financial management of Provincial and Regency/City PD, it can optimize the use of existing financial resources to support the Kreasiku Program more efficiently.

The existing SOP needs to be continuously updated and adjusted to the latest developments in innovation and government policies. A strong and standardized SOP will provide clear and systematic guidance for every step in the implementation of the Kreasiku Program. This will ensure that all processes, from proposal submission to program implementation and evaluation, can be carried out with high consistency and efficiency. The update of the SOP must also pay attention to being responsive to internal and external dynamics that affect program implementation. For example, changes in regulations or local government policies related to innovation must be promptly reflected in the SOP to ensure compliance and relevance to the changing operational environment. Additionally, the integration of monitoring and evaluation mechanisms into the SOP will help systematically measure program effectiveness and provide a basis for continuous improvement.

Effective communication and coordination among PD, districts/cities, and other related parties are key factors in ensuring the success of the Kreasiku Program. Good coordination will help minimize information silos and expedite the process of reporting innovation data. Initiatives to improve communication among stakeholders can include the establishment of regular discussion forums, cross-sector coordination meetings, or the use of digital platforms for real-time information sharing. Improving communication should also be supported by the establishment of networks and strategic partnerships with various stakeholders, including the academic community, industry, and civil society. This collaboration will not only expand the influence of the Kreasiku program but also open doors for the discovery and adoption of innovations from various sectors and disciplines. The research findings may have implications for strengthening some of Hartley's (2021) research on population level improvement, innovation and learning from Hartley's (2022) opinions, state authorities and administrative practices (Hartley, 2022).

The periodic evaluation process needs to be integrated into the Kreasiku program management system. This evaluation is not only to measure program achievements but also to identify opportunities for improvement and continuous learning. The evaluation results should be used as a basis to optimize program design, improve operational efficiency, and adjust implementation strategies to be more responsive to environmental changes. Lessons from the evaluation can also be reintegrated into the training and development process of human resources, ensuring that the knowledge and skills needed to manage innovation are continuously updated according to needs. Moreover, transparent and accountable evaluations will enhance the accountability of the Maluku Innovation Creativity Program (Kreasiku) to the community and other stakeholders.

Based on the analysis conducted, it was found that the implementation of the Kreasiku program has provided a positive boost to community innovation and creativity in Maluku. The program has successfully increased collaboration between various stakeholders, including government, academia and the private sector. However, the main challenge still faced is limited resources, both in terms of funding and infrastructure. In addition, further efforts are still needed to increase community understanding and participation in the program so that its impact can be broader and more sustainable. Thus, there needs to be a more integrated strategy to overcome the existing obstacles and ensure the long-term sustainability of the program.

Conclusion

The Maluku Innovation Creativity Program (Kreasiku) has become a significant milestone in accelerating bureaucratic reform and improving the quality of public services in the Province of Maluku. This initiative, led by the Bappeda of Maluku Province in the field of research and development, aims to become the main facilitator in fostering innovation for Regional Devices (PD) and districts/cities in the region. Launched in response to regulations increasingly emphasizing innovation in regional governance, such as Law Number 23 of 2018 and Government Regulation Number 38 of 2027 on Regional Innovation, the Kreasiku program demonstrates the strong commitment of the Maluku Provincial Government to promote a culture of innovation at all levels of government. The main supporting factors of this program include consistent government commitment, the existence of regulations that support regional innovation, and a strong focus on fostering innovation at the level of Regional Devices and regencies/cities. However, this program also faces several challenges, such as limited resources, resistance to change at the bureaucratic level, and a lack of understanding of the benefits gained from implementing innovations to improve the quality of public services. The results of the Kreasiku implementation can be measured by the number of innovations produced by Regional Devices each year, as well as by the effectiveness of these innovations in improving the quality of public services and supporting faster bureaucratic reform. The positive impacts of this program include the improvement in the quality of public services felt by the community, efficiency in the management of public resources, and the enhancement of regional competitiveness in the context of innovation. More broadly, Kreasiku also provides benefits such as accelerating the bureaucratic reform process, increasing public participation in the innovation process, and strengthening the image of Maluku Province as a progressive and innovative government entity. Through continuous efforts to foster innovation and respond to the dynamics of changing public needs, Kreasiku provides a strong foundation to achieve the strategic goals of Maluku Province in enhancing community welfare and regional competitiveness at the national level. Thus, the Student Innovation Creativity Program (Kreasiku) not only serves as a platform for the creation of new ideas and the enhancement of administrative efficiency but also symbolizes the ongoing commitment of the Maluku Province to creating a responsive, transparent, and results-oriented government.

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