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## **Implementation of Public Service Innovation in Dynamic Governance of Dukcapil Pekanbaru City**

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### **Abstract**

*Institutional or governmental innovation is a benchmark in carrying out a dynamic governance perspective. It is intended that the government is able to implement these policies with dynamic changing conditions. This research intends to add an explanation of how the concept of dynamic governance is applied in public service innovation in local government organizations. One interesting case to be elaborated in this research is public service innovation in one of the Pekanbaru City regional apparatus organizations, namely the Population and Civil Registration Office, which applies many dynamic governance principles. The purpose of this study is to determine the success and failure of the application of public service innovation in the perspective of dynamic governance in Pekanbaru City, which conducts a study at the Population and Civil Registration Office. This research uses the theory of Service Innovation according to Rogers and the theory of dynamic governance according to Boon and Geraldine. This research uses qualitative research methods with case study methods. Researchers use case studies with intrinsic types. This type is research conducted on the basis of interest in a particular case. In this case, researchers see how the form of application of public service innovation in the perspective of dynamic governance in Pekanbaru City. The results obtained from this study are the successes and failures found in each instrument of service innovation in the perspective of dynamic governance.*

**Keywords:** *Public Service Innovation; Dynamic Governance; Population and Civil Registration Office.*

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### **Introduction**

Public service innovation is a new trend promoted by the Ministry of Administrative Reform and Bureaucratic Reform, which has been contested with certain rankings. This research will give birth to the form of the application of dynamic governance in public service innovation in government. Public service innovation synchronized with dynamic governance should reach a broader goal, namely to accelerate the improvement of the quality of public services. (Muhammad, 2009).

In this case, researchers conducted this dynamic governance research in Pekanbaru City in terms of the application of public service innovations. What is applied in Pekanbaru City is almost similar to the concept of dynamic governance that has been applied in several previous research locations in Indonesia. The three main components of dynamic governance, namely thinking ahead, thinking again and thinking across, (Boon Siong Neo; Geraldine Chen. 2007, n.d.) have begun to approach the implementation of public service innovation in Pekanbaru City, although it has not been fully implemented in writing either in the vision and mission of the Pekanbaru City Population and Civil Registration Office or in the Regional Regulation.

There have been many studies on dynamic governance including: (Gulbrandsen, 2014; Kusuma, 2015; Ompusunggu et al., 2022; Rahman & Bakri, 2019; Tahir & Harakan, 2015)

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Their studies mostly discuss the problem of implementing dynamic governance in government management and public organizations. It is unfortunate that not much explanation is given by experts on how dynamic governance is used in looking at public sector service innovation. Whereas in the development of public organizations today, the role of service innovation is very crucial in developing the capacity of public organizations.

Therefore, this research will be a new breakthrough considering that this research examines how the form of implementation of public service innovation in the perspective of dynamic governance at the Pekanbaru City Dukcapil Office which has the same problem as previous researchers, namely policies that have not been perfectly implemented. In this study, researchers are required to obtain how the form of implementation and influencing factors from the study of the application of dynamic governance in public service innovation in Pekanbaru City which conducts a study at the Pekanbaru City Dukcapil Office.

## **Method**

This research uses a qualitative approach with a case study method. According to Febriani et al., (2020) a case study is an empirical inquiry that: (i) investigates phenomena in the context of real life, when; (ii) the boundaries between phenomena and context are not clearly visible, and where; (iii) multiple sources of evidence are utilized. Meanwhile, the type of case study used is instrumental. This type is used to examine a particular case in order to present a perspective on an issue or improve a theory (Denzin & Lincoln, 2009)

Researchers use case studies with intrinsic types. This type is research conducted on the basis of interest in a particular case. In this case, researchers see how the implementation of public service innovation in the perspective of dynamic governance in Pekanbaru City. This research was conducted to fully understand the case, without having to produce general theories or concepts. With this approach and method, it allows researchers to obtain unexpected discoveries or information. In addition, field findings that help researchers to dig deeper information that is sensitive and confidential, such as information on actions that lead to a form of application of public service innovation to the perspective of dynamic governance. Therefore, this research is expected to produce information in the form of descriptive data obtained from answers and documents originating from sources or informants that are researched and can be trusted (Yin, 2015)

## **Results and Discussion**

### ***Public Service Innovation***

Innovation is success due to the introduction of new ways or new combinations of old ways of transforming inputs into outputs that create major changes in the relationship between use value and price offered to consumers or users (Goswami & Mathew, 2005). In (Febriani et al., 2020) this study, innovation is elaborated in public services in order to obtain an effective and efficient form of public service to the community. Public service innovation is a shift in the meaning, principles, processes, procedures and models of old public services to new ones and is designed to benefit the public. Several instruments of public service innovation according to Rogers (2011) are: (1). Relative advantage, (2). Conformity, (3). Complexity, (4). Possibility of experimentation and, (5). Observability.

### ***Relative Advantage***

Relative advantage is one indicator of public service innovation that makes the community a target object in fulfilling service needs based on the benefits obtained by the community itself. Relative advantage is the main consideration in the process of public service innovation both at the center and down to the smallest government. The concept of public service innovation at the Pekanbaru City Dukcapil Office must be touched by the community to the smallest government, therefore the Dukcapil Office gave birth to digital-based service innovations.

The Population and Civil Registration Office (Disdukcapil) has the task of carrying out population administration affairs in the field of Population and Civil Registration based on the Autonomy and Assistance Duties. Disdukcapil has a function in population administration

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services. Disdukcapil Pekanbaru City implements digitalization services in managing administrative services for the people of Pekanbaru. There are several online one-stop services that have been launched such as SIPENDUDUK (Integrated Population Service Information System), SIPINTAR PEDULI (Service System to Complete the Identity of Displaced Persons), Cendikia, Waiting Service (Lost and Damaged E-KTP), PANDAWA (Data Complaints through Whatsapp), and SINOPSIS (Student KTP-el Record).

Researchers concluded that the local government of Pekanbaru City was considered successful in implementing a fast, effective and efficient public service program so that people who in fact have difficulty in accessing information technology and even constrained by the distance from home to the Dukcapil Office can be reached and get excellent service with existing Public Service Innovations. With this innovation, the Dukcapil Service is able to perform hundreds of services on average a day.

#### ***Compatibility***

Innovation also has a compatible nature with the previous innovation. This is intended so that old innovations are not immediately discarded, not only for reasons of low cost factors but also old innovations become part of the transition process to new innovations. Innovation programs launched simultaneously throughout Indonesia can be said to be compatible with previous innovations or innovation programs.

The researcher concluded that in the indicator of the suitability of public service innovations in Pekanbaru City, it was successful. Because previous innovations are still being continued and refined, starting from more attractive designs and features. Such as SIPENDUDUK and PANDAWA services have been active from 2020 until now, while in 2023 the andong service innovation (Anterin dong) has been launched specifically for services in the city.

#### ***Complexity***

Due to its new nature, current public service innovations have a higher level of complexity compared to previous innovations implemented by the previous government. Public service innovation is not a complicated thing. Although there is complexity, public service innovation in Pekanbaru City today is much easier than before. The maximization of applications by the Pekanbaru City Dukcapil Office is a bright spot that public service innovation is not dominated by significant complexity in community service.

In essence, in terms of service, complexity can be said to be non-existent because everything has been facilitated by IT-based application service innovations, but complexity occurs due to application problems such as various internet access methods and network stability.

#### ***Triability***

The superiority of public service innovation lies in the application program that has proven its sophistication and function. In addition to the advantages of public service innovations that lie in the application program, other advantages can only be accepted if they have been tested and proven to have advantages or more value than public service innovations by finding the advantages contained in the applications run by Dukcapil.

The researcher concluded that the possibility of experimenting with the application of the Terpana Success public service innovation with collaboration between SD-WAN (Software-Defined Wide Area Network) and SIAK (Population administration information system) in carrying out the Government's IT-based innovation program offers flexibility, simplicity of performance, security and an effective and efficient system so that the application of the instrument is likely to be tested can be said to be successful in the public service process. This technology also facilitates the centralized control of the national Directorate General of Dukcapil with the regions in terms of providing services to the community.

#### ***Observability***

After seeing the procedure/process of public service innovation, of course the whole process is easily carried out or observed to what extent this public service innovation program can be

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implemented and provide benefits and convenience for people who want to get services. This public service innovation program can easily be observed in its implementation with the socialization system run by the local government. Innovation must be observed in terms of how it works.

The researcher concluded that this public service innovation program can easily be observed in its implementation with the socialization system run by the local government. Innovation must be observable in terms of how it works. Researchers assume that the quality of public services that diligently give birth to innovation by considering profit, suitability, complexity, experimentation and observation is an effective and efficient form of public service that is successful and supported by the latest applications with good IT Government quality.

#### ***Dynamic Governance***

Seeing the form of application of public service innovation, researchers use a dynamic governance perspective as a benchmark for the success and failure of the government in implementing public service innovation. The concept of dynamic governance is a concept put forward by Boon Siong Neo; Geraldine Chen. (2007) in Singapore as a method intended for the government system in each region in order to create a more dynamic form of government in supporting developments in all fields. The concept of dynamic governance according to Boon Siong Neo and Geraldine Chen is divided into 3 parts, namely; Dynamic Capabilities (thinking ahead, thinking again, thinking across), Organizational Culture (Honesty and Integrity, Human Resources, Orientation to Results, Independence, Domestic Stability through social justice) and, supporting instruments (able people and agile processes)..

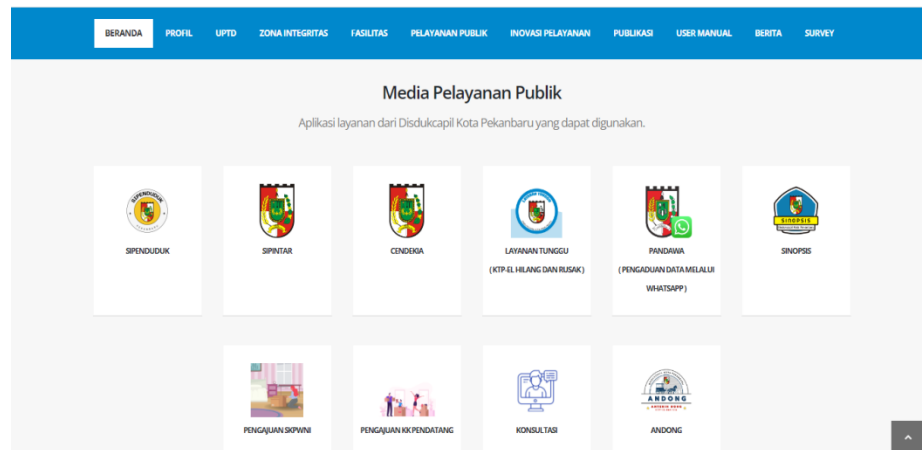
#### ***Dynamic Capability***

Dynamic capability is a learning and stable pattern of a collection of activities carried out systematically by the organization to produce and change its routine operational activities in order to achieve better results. Pablo et al in Darusman (2020) argue that the public sector faces more environmental changes than the business sector, for example, certain policy changes that make government organizational processes have to adapt immediately.

#### ***Thinking Ahead***

The concept of thinking ahead is the government's ability to identify environmental developments and future community needs, understand their implications for activities in achieving organizational goals and identify the various strategies and options needed to anticipate them. Researchers concluded that the concept of thinking ahead focuses on the targets that will be achieved in the future. The following forms of public service innovation exist in the population and civil registration office of Pekanbaru city: (a).sipenduduk application, (b).SIPINTAR, (c). Scholar, (d). Waiting Service (Lost and Damaged KTP), (e). Pandawa, (f). Synopsis, (g). SKPWNI application, (h).KK Pendatang application, (i). Consultation and (j). Andong.

The website of the dukcapil office of pekanbaru city can be seen below:



Service innovation of the Population and Civil Service Office of Pekanbaru City

### *Thinking Again*

The Pekanbaru City Government through the Population and Civil Registration Office of Pekanbaru City conducts a review and evaluation of the implementation of public service innovations or the latest program by looking at the impact of various existing aspects, and looking from the time the implementation of public service innovations was first implemented in Pekanbaru City. This research was conducted to analyze new systems to overcome problems based on strategies that have been completed through a policy. Researchers divide thinking again into several processes, which are as follows; Review and analyze actual performance data and public understanding feedback in response to public service innovations

Researching the causes of feedback or observing facts, information related to the development of public service innovations in the field and public behavior. Implementing new policies and systems that are more relevant to society

The researcher concluded that the Pekanbaru City Dukcapil Office, in addition to appreciating researchers in creating service innovation programs in the perspective of dynamic governance, must also be able to evaluate both evaluations of innovation programs that have not been implemented or have been implemented, as well as evaluating the performance of office employees who are considered by the community to be slow in responding to the needs of the people in Pekanbaru city. This will result in the implementation of dynamic governance at the Pekanbaru City Dukcapil Office not being fully achieved because one of its instruments, namely thinking again, is not running well.

### *Thinking Across*

The ability to think across encourages the government to be able to do benchmarking to best practice. This is a way to improve government performance by emulating successful regions. Moreover, now there are many regions that can be used as examples in certain fields. Adopting an innovation made by other regions to one's own region is currently very easy to do. To create innovations for government improvement, bureaucratic apparatus need fresh ideas.

The researcher concluded that sectoral and regional egos are no longer relevant in the context of dynamic governance. Public organizations should not be ashamed to learn from anyone as long as it is aimed at improving the quality of government performance. The example of the Public Service Mall in Pekanbaru city is the best practice in implementing thinking across. According to Novi Budiman, the Public Service Mall concept was inspired by the Public Service Hall (PSH) in Georgia, which is an integrated service center, both between ministries and with local governments. In 2017, this idea was first adapted by Surabaya City, followed by Banyuwangi Regency a year later. And at the end of 2018 MPP Pekanbaru City has also been

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operating precisely on December 26, 2018 which previously the Mayor of Pekanbaru, Firdaus, said that this MPP would be operated in mid-January 2019. (<https://mediacenter.riau.go.id>)

### ***Organizational Culture***

The concept of organizational culture is a concept that has been carried out for generations through consideration of cultural aspects in a government in various countries in the world. Because without paying attention to aspects of organizational culture, the concept of dynamic governance will not be able to make sustainable changes and development. Rajan, (2017) revealed that dynamic organizational culture governance is more about changing the institutional system of government institutions with bureaucratic reform movements, changes in government policies, and strategic devolution (decentralization) because as it is known that it is not uncommon for organizational culture itself to become a barrier aspect in carrying out changes and the opposite also applies. The following are instruments of organizational culture according to Boon Siong Neo and Geraldine Chen;

### ***Honesty and integrity***

Understanding the meaning of honesty and integrity is not enough to be discussed only on the scale of behavior shown by individuals or moral principles held by individuals. Honesty and integrity include both. Therefore, researchers conducted a study and assessment of the honesty and integrity of employees in the Pekanbaru City government which must include both an understanding of the moral principles held by individuals and the behavior shown.

Based on the results of interviews with the staff of the dukcapil office, Mrs. Marta Rona, honesty and integrity are things that must be possessed by a civil servant, especially employees who work in the field of public services. Marta Rona mentioned that there are 4 things that are deemed necessary in implementing public service innovations based on honesty and integrity as follows; : (1)Honesty and integrity as a form of loyalty, in public service innovation, honesty and integrity are a form of loyalty, namely the determination of a person to hold moral principles and values in providing services. (2).Honesty and integrity as a form of ethical decision-making, in explaining ethics related to public service innovation from the perspective of honesty and integrity, researchers see that the same actions taken can be applied by different moral awareness.

### ***Human resources***

The human resources referred to here are the form of employee welfare in the Pekanbaru City government environment. Welfare can be given in the form of awards and additional allowances/incentives to employees who have additional service hours outside of working hours as well as officers who are directly involved in the implementation of public services. In improving service quality, the Pekanbaru City Government has updated the Pekanbaru Mayor Regulation (Perwako) Number 55 of 2021, concerning Tambahan Penghasilan Pegawai (TPP) for Aparatur Sipil Negara (ASN) in the Pekanbaru City Government.

### ***Result-oriented***

Result-oriented is defined as the ability to maintain high personal commitment and joint commitment in an organization to complete tasks, be reliable, have a sense of responsibility, and be able to systematically identify risks and opportunities by paying attention to the connection between what has been planned and the results that aim for the success of an organization. As one of the areas led by the pj mayor, Mr. Muflihun, Pekanbaru City is still continuing the previous planning program that has not been realized in Pekanbaru city.

### ***Independence***

In realizing a dynamic government, the government as a state organizer must be able to be independent, where it is required to be able to create and take advantage of existing opportunities. According to Seniwati, to find out the independence of a region can be seen from

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how the region tries to increase their PAD. One of the techniques used is the independence ratio analysis technique, this technique is most often used because with this technique local governments can find out whether they already have the capacity and capability to manage and take care of programs, activities and services to the community independently or still have a large dependence on assistance from the central government.

#### ***Domestic Stability through social justice***

Domestic stability through social justice here means whether Pekanbaru City has regional stability through social justice indicators either by regional leaders or structural officials and even employees from each OPD. Regional stability here examines how in organizational culture, creating a form of stability between Forkopimda and subordinates based on each agency and SKPD that is social justice.

The researcher concluded that regional stability through Forkopimda in the Pekanbaru City government system is very much felt and helps the Pekanbaru City Government in creating conditions of security, order and the course of public service innovation in people's lives and ensuring the implementation of development in Pekanbaru City and making "Pekanbaru Kota Bertuah" which stands for Clean, Orderly, Joint Efforts, Safe and Harmonious, which in turn can improve the welfare of the people of Pekanbaru City.

#### ***Supporting Instruments***

In applying the concept of dynamic governance, what also needs to be considered is the lever or driving factor, namely in the form of "able people" (capable people) whose presence is needed in the development of the concept of dynamic governance. With the presence of capable people, they will be able to identify the direction of policies and programs to be issued. Able people here are employees who have achievements in the field of public services who are able to produce and create good services in accordance with the concept of effective and efficient.

Researchers concluded that Pekanbaru City has succeeded in interpreting the concept of "able people" which can be seen from the mayor's regulation that provides ASN TPP to ASNs who excel in their respective fields so that according to researchers, when ASN is given additional income and given awards from the city government, ASN performance increases and has a good impact on the quality of service to the community and even the Pekanbaru City government received the Innovative Government Award (IGA) 2022 as the 'Most Innovative City' by the Ministry of Home Affairs (Kemendagri) which was received directly by Pj Mayor of Pekanbaru Mr. Muflihun in 2022. This is influenced by the agile process which means the performance and efforts of all Organisasi Perangkat Daerah (OPD) of Pekanbaru City in designing activity programs in a sustainable innovative manner and synergizing innovations in the fields of improving public services, governance and development.

## **Conclusion**

Overall, the researchers concluded that the implementation of public service innovation in the perspective of *dynamic governance* has been successful even though there are still several instruments that have not been fulfilled and a special regulation is needed that regulates the course of *dynamic governance* more specifically and in detail in each SKPD of the Pekanbaru City government. Suggestions from this research day are: (a). Increasing the amount of PAD which aims to achieve maximum results in pursuing the concept of dynamic governance in the field of public services. (b). Conduct more mock studies to Singapore as the originator of the first dynamic governance concept in the world. (c). Making local regulations on public service innovation in order to have compatibility with the next leadership regulation. (d). Make Regional Regulations on the implementation of dynamic governance.

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