

**ANALYSIS OF PROVINCIAL GOVERNMENT INNOVATION IN
INDONESIA**



**ACCOUNTING STUDY PROGRAM
FACULTY OF BUSINESS AND ECONOMICS
ISLAMIC UNIVERSITY OF INDONESIA
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2023

DECLARATION OF AUTHENTICITY

"I declare that in this thesis there are no works that have been submitted by other people to obtain a degree in a university, and to the best of my knowledge there are also no works or opinions that have been written or published by other people, except those that are written in this manuscript and mentioned in the references. If in the future it is proven that this statement is not true, I am willing to accept any punishment or sanction in accordance with applicable regulations."



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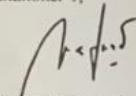
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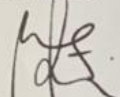
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MOTTO

“Good knowledge is knowledge that provides benefits, not just remembered.”

(Imam Syafi'i)

“The most important investment you can make is in yourself.”

(Warrent Buffet)

“A great person is one who has the ability to hide distress, so that others think that he is always happy.”

(Imam Syafi'i)

“It is possible for Ordinary people to choose to be Extraordinary.”

(Elon Musk)

“The secret to success is knowing what other people don't know.”

(Aristotle Onassis)

“The only way to do great work is to love what you do.”

(Steve Jobs)

ABSTRACT

Indonesia has 34 provinces with their own local government systems. Local government in Indonesia is led by a governor at the provincial level. The entire local government is under the auspices of the Ministry of Home Affairs. One of the assessment programs conducted by the Ministry of Home Affairs is the assessment of the regional innovation index. This assessment is intended for reform in local government in order to improve regional performance. This study aims to determine the innovations in each local government in Indonesia based on regional innovation assessment criteria. The method used in this study is qualitative research method. The data analysis method used is descriptive analysis with a qualitative approach. This research data was obtained through various reading sources/literature studies and literature on provincial government innovations in Indonesia in the 2019-2021 period. The results of this study show that there are 5 indicators that influence provincial innovation in Indonesia, namely leadership, quality of human resources, number of PAD, local government level, and population.

Keywords: Regional Innovation, Provinces in Indonesia



ABSTRAK

Indonesia memiliki 34 provinsi dengan sistem pemerintahan daerahnya masing-masing. Pemerintahan daerah di Indonesia dipimpin oleh seorang gubernur untuk di tingkat provinsi. Seluruh pemerintahan daerah berada di bawah naungan Kementerian Dalam Negeri. Salah satu program penilaian yang dilakukan oleh Kementerian Dalam Negeri adalah penilaian indeks inovasi daerah. Penilaian ini dimaksudkan agar adanya pembaharuan dalam pemerintahan daerah demi meningkatkan kinerja daerah. Penelitian ini bertujuan untuk mengetahui inovasi yang terdapat di setiap pemerintah daerah di Indonesia berdasarkan kriteria penilaian inovasi daerah. Metode yang digunakan dalam penelitian ini adalah metode penelitian kualitatif. Metode analisis data yang digunakan adalah analisis deskriptif dengan pendekatan kualitatif. Data penelitian ini diperoleh melalui berbagai sumber bacaan/studi pustaka dan literatur mengenai inovasi pemerintah provinsi di Indonesia dalam rentang tahun 2019-2021. Hasil penelitian ini menunjukkan bahwa terdapat 5 indikator yang mempengaruhi inovasi daerah provinsi di Indonesia yaitu kepemimpinan, kualitas SDM, jumlah PAD, level pemerintah daerah, dan jumlah penduduk.

Kata Kunci: Inovasi Daerah, Provinsi di Indonesia



FOREWORD

Assalamu'alaikum wr.wb

Praise is offered to Allah SWT with His love and wisdom, so that the Thesis entitled "Analysis of Provincial Government Innovation in Indonesia" can be completed properly. This thesis is prepared as one of the requirements to get a Bachelor of Education degree in Accounting Study Program, Department of International Accounting Program, Faculty of Business and Economics, Islamic University of Indonesia.

In making and preparing this Thesis, of course, all of that is inseparable from the support, enthusiasm, and guidance from various parties, both moral and material. Therefore, thanks were conveyed, among others to:

1. Allah Subhanahu Wa Ta'ala, who has given all gifts, graces and favors to the author so that the author can finish this thesis properly, insya allah.
2. Dr. Mahmudi, SE., M.Si, Ak., CMA. as the supervisor of the author who has provided corrections, directions, guidance, advice and support in the preparation of this thesis.
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5. To Muji Dianti Malik as my girlfriend who has accompanied me for providing support and motivation, I say thank you
6. Along with friends and names that cannot be mentioned one by one who have provided support and encouragement so that this thesis can be completed properly

Of course, there are still many shortcomings in writing this thesis. Therefore, all suggestions and constructive criticism from all parties are welcome. In addition, hopefully this thesis can be useful for readers, can increase knowledge and become a reference for those in need.

Yogyakarta, July 2023



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BAB I

INTRODUCTION

1.1 Background

The Republic of Indonesia has 34 provinces with their respective local government systems. Local government in Indonesia is led by a governor at the provincial level. While at the regency / city, it is led by a regent for the regency and a mayor for the city. Administratively, the number of regencies in Indonesia is 415 regencies and the number of cities in Indonesia is 93 cities.

All local governments are of course under the auspices of the Ministry of Home Affairs. The Ministry of Home Affairs conducts assessments for all regions in Indonesia at the provincial, district, and city levels. One of the assessment programs conducted by the Ministry of Home Affairs is the assessment of the regional innovation index. This assessment is intended for reforming in local government in order to improve regional performance.

The implementation of this assessment is expected to have a positive impact on all regional governments. It aims to be able to create and update the system and improve positive things that have been done before. In addition, this assessment can provide suggestions and constructive criticism so that local governments can continue to make updates and improvements.

There are several criteria in the assessment of this regional innovation index. These criteria include (Publik, 2016):

1. Contains renewal to regional programs
2. Benefit the region and/or the community

3. Does not result in loading and/or throttling
4. The government manages regional authority wisely
5. exemplary for each region

The forms of assessment of this regional innovation index include the following (Publik, 2016):

1. Good regional governance to realize regional programs
2. Public services that meet the principle standards set by the state
3. innovations role which are in accordance government affairs that become the regional authorities.

Broadly speaking, for the provincial level, the details of the regional innovation index assessment from 2019-2021 are as shown in Table 1.1 below:

Table 1. 1 Regional Innovation Index Value 2019-2021

No.	Province Name	Regional Innovation Index		
		2019	2020	2021
1.	Aceh	-	2.778	46.40
2.	North Sumatra	5.320	1.578	39.41
3.	West Sumatra	41.950	7.066	61.13
4.	Riau	22.060	3.078	38.82
5.	Jambi	9.580	5.244	61.03
6.	South Sumatra	7.470	24.062	79.51
7.	Bengkulu	280	3.585	57.93
8.	Lampung	-	14.599	50.18
9.	Bangka Belitung Islands	280	1.555	57.12
10.	Riau Islands	100	3.080	42.10
11.	Jakarta	51.870	10.532	58.68
12.	West Java	59.350	6.879	62.82
13.	Central Java	22.560	36.357	62.57

14.	DI Yogyakarta	11.460	956	30.41
15.	East Java	12.780	5.043	63.15
16.	Batam	14.230	8.191	60.52
17.	Bali	11.590	316	27.02
18.	West Nusa Tenggara	-	3	75.67
19.	East Nusa Tenggara	-	3.831	53.38
20.	West Kalimantan	100	23	52.74
21.	Central Kalimantan	380	73	15.69
22.	South Kalimantan	170	1.006	36.72
23.	East Kalimantan	190	51	44.19
24.	North Kalimantan	220	3.110	39.63
25.	North Sulawesi	-	1.553	43.36
26.	Central Sulawesi	790	3.243	49.57
27.	South Sulawesi	690	2.530	49.24
28.	Southeast Sulawesi	-	982	25.26
29.	Gorontalo	40	59	50.42
30.	West Sulawesi	-	794	36.64
31.	Maluku	100	25	32.66
32.	North Maluku	200	205	24.44
33.	Papua	240	71	49.36
34.	West Papua	60	201	40.64

Source : (Kementerian Dalam Negeri Republik Indonesia, 2019) , (Kementerian Dalam Negeri Republik Indonesia, 2020), (Kementerian Dalam Negeri Republik Indonesia, 2021).

From the description of the details of the regional innovation index assessment above, there are 3 assessment predicates, namely very innovative, innovative, and less innovative and there is 1 information, namely regions that have not filled in the data so that they cannot be classified into existing predicates. Details of the predicate are contained in Table 1.2 as follows:

Table 1. 2 Predicate of Regional Innovation Index Value for 2019-2021

No.	Predicate Type	Range of Values		
		2019	2020	2021
1.	Highly Innovative	>1.000	>1.000	60-100
2.	Innovative	400-1.000	400-1.000	30-60
3.	Less Innovative	0-400	0-400	0-30
4.	Haven't Filled in Data	-	-	-

*Source : (Kementerian Dalam Negeri Republik Indonesia, 2019) ,
(Kementerian Dalam Negeri Republik Indonesia, 2020),
(Kementerian Dalam Negeri Republik Indonesia, 2021).*

Based on the various explanations described above, the factors that influence the assessment of the regional innovation index are important to explore further.

1.2 Problem Statement

Based on the background described in the points above, the problem to be discussed is how local governments are considered innovative based on regional innovation assessment criteria.

1.3 Research Objectives

Based on the formulation of the problem that the author explained above, it can be concluded that the purpose of this study is to find out the innovations contained in each local government in Indonesia based on regional innovation assessment criteria.

1.4 Research Benefits

This research is certainly expected to provide benefits for various parties and from all existing aspects.

1.4.1 For Authors

This research certainly has its own benefits for the author. Research is useful to determine the aspects of assessment used by the government in determining the regional innovation index that is carried out sustainably from year to year. In addition, it can provide information on which regions have innovation indices ranging from good to bad. In particular, the results of research in this thesis can contribute as a source of literature in their fields.

1.4.2 For Government

The research also has benefits for the government. As known that the government acts as a party that holds national regional innovation index activities. This research can be a detailed material on the regional innovation index along with details per region.

1.4.3 For Readers

This research is useful for readers which can be a reference related to research on the regional innovation index program and provide an overview of the factors that can affect the regional innovation index.

1.5 Systematics of Writing

Broadly speaking, the systematics in writing this thesis is divided into 5 chapters where each chapter consists of several sub-chapters, in more detail the explanation is as follows:

CHAPTER I INTRODUCTION

This chapter consists of several sub-chapters, namely the background of the problem, the formulation of the problem, the purpose of the problem, the benefits of the problem, and the systematics of writing.

CHAPTER II LITERATURE REVIEW

This chapter explains the theory related to the research title and supports research problems related to factors that affect the regional innovation index.

CHAPTER III RESEARCH METHODS

This chapter describes the methods used in research as well as the explanation of data related to research. In detail, this chapter will discuss the types of research, data sources, data collection techniques, units of analysis, and data analysis methods.

CHAPTER IV RESEARCH RESULTS AND DISCUSSION

This chapter will explain the results of the research that has been carried out and a detailed discussion of the research results.

CHAPTER V CONCLUDING

This chapter contains conclusions from the results of data analysis that has been carried out and suggestions for research that can be used as consideration.

BAB II

LITERATURE REVIEW

2.1 Theoretical Foundation

2.1.1 Regional Innovation Index

The term innovation is always interpreted differently by some experts. According to (Anatan & Ellitan, 2009), innovation is defined as changes made in the organization that include creativity in creating new products, services, ideas, or processes both existing in the organization and developing from outside the organization. Innovation according to (Duncan, Holbek, & Zaltman, 1973) an idea, exercise or processing raw materials into something new.

Innovation is the key to increasing economic growth, regional competitiveness, and improving community welfare. Local government is one of the spearheads of public services that are obliged to innovate. Innovative public services will improve services, community empowerment, economic growth, and higher competitiveness. The high competitiveness ability of the region will in turn improve the welfare of the community.

The importance of an innovation made the Ministry of Home Affairs launch the Regional Innovation Index assessment program in Indonesia. The regional innovation index is a collection of regional innovations that have been reported to the minister of home affairs as a form of renewal in the administration of local government in accordance with government affairs that become regional authorities. This program is expected to have a positive impact on all local governments in Indonesia. In addition, this program aims to

create and update the system and improve positive things that have been done in the past. The existence of programs can provide suggestions and constructive criticism so that local governments can continue to make updates and improvements.

This regional innovation assessment activity is intended to encourage positive competition between provincial governments and between district/city governments in the implementation of regional government, so that it can be realized to improve services to the community and increase development, in order to realize people's welfare. according to Publik (2016) the assessment of the regional innovation index in Indonesia is influenced by several factors such as Leadership, Quality of Human Resources (Resources Human), Total PAD (Regional Original Income), Local Government Level, and Total population .The objectives of the Innovative Government Award assessment and awarding activities are:

1. Motivating provincial and district/city governments to improve innovation in community services in accordance with the categories of highly innovative, innovative, and motivating local governments to be less innovative and cannot be assessed;
2. Encouraging the implementation of *good governance*;
3. Increasing community participation in innovation processes carried out by local governments; and
4. Giving awards to local governments that have succeeded in implementing innovations in the implementation of local government

transparently in an effort to improve public services, community welfare and regional competitiveness.

This program originated from the existence of Law of 2014 Number 23 concerning Regional Government as stipulated in article 388 paragraph (9) and paragraph (11) which states that "The central government provides an assessment of innovations implemented by local governments" and "The central government provides awards and/or incentives to local governments that successfully implement innovations". As a form of elaboration of the legislation, Government Regulation of 2017 number 38 concerning Regional Innovation was issued as an implementation guide for local governments in implementing innovative practices in the administration of regional government.

This program has other legal bases in its implementation. The legal basis is Minister of Home Affairs Regulation of 2018 number 104 concerning the measurement, assessment, and awarding of regional innovation awards and / incentives. The stages referred to in the Minister of Home Affairs Regulation above are networking, measurement, assessment, field validation, designation, rewards and incentives. A detailed explanation of the stages in Minister of Home Affairs Regulation of 2018 number 104 can be seen in Table 2.1 below.

Table 2. 3 Details of Minister of Home Affairs Regulation of 2018 Number 104

No.	Stages	Article	Details
-----	--------	---------	---------

1.	Networking	5	<ul style="list-style-type: none"> • Socialization • Local governments <i>input</i> regional innovation data through the regional innovation index application system: https://indeks.inovasi.litbang.ke.mendagri.go.id/ • It is transparent, open, and <i>real time</i>.
2.	Measurement	6	<ul style="list-style-type: none"> • Validation, analysis of variables, and indicators of the regional innovation index. • <i>Quality control</i> over validation results through the regional innovation index application system • Generate values and rankings of regional innovation indices determined with the Ministry of Home Affairs
3.	Valuation	7	<ul style="list-style-type: none"> • Koefisien Daerah Hijau KDH presented the application of regional innovations in their respective regions in front of the assessment team • KDH who made the presentation is the local government that has the highest rank on a certain scale.
4.	Field Validation	8	<ul style="list-style-type: none"> • Validation, carried out through field reviews or local governments proved with valid supporting data.
5.	Assignment	9	<ul style="list-style-type: none"> • The results of the presentation and validation are used as the basis for ranking innovative regional winner nominees through the final session of the assessment team. • The results of the final session of the assessment team were submitted and determined by the minister as the Ministry of Home Affairs.

6.	Appreciation	16	<ul style="list-style-type: none"> The decision of the minister of home affairs is used as the basis for awarding the 2021 <i>Innovative Government Award</i>
	Incentive	18	<ul style="list-style-type: none"> The Minister of Home Affairs through the BPP of the Ministry of Home Affairs recommends the results of the regional innovation assessment to the minister of finance to obtain an allocation of regional innovation incentive funds. The provision of regional innovation incentives is carried out in accordance with applicable mechanisms and regulations through transfer funds (T + 2).

Source: (Minister of Home Affairs Regulation of 2018 number 104)

2.1.2 Legal Basis

Each program or activity certainly has its own legal basis in carrying it out. The following is the legal basis of the regional innovation index program:

1. Government Regulation of 2017 Number 38 concerning Regional Innovation;
2. Regulation of the Minister of Home Affairs of 2016 Number 17 concerning Guidelines for Regional Innovation Research and Development of the Ministry of Home Affairs and Regional Government;
3. Minister of Home Affairs Regulation of 2018 Number 104 concerning Assessment and Awarding and/or Regional Innovation Incentives.

2.1.3 Factors Influencing the Regional Innovation Index

2.1.3.1 Leadership

The spirit of leadership is certainly owned by everyone. However, not everyone has a good and pleasant leadership spirit. Not infrequently there are those who have a leadership spirit that is not good and is not liked by the community/people who are in their leadership. According to Katz and Kahn, in various definitions, leadership can basically be classified into three major groups, namely as attributes or completeness of a position, as a characteristic of a person, and as a category of behavior (Watkins, 1992).

The definition of leadership as an attribute or completeness of a position, among others, is stated by Janda in the following (Yukl, 1989): "*Leadership is a particular type of power relationship characterized by a group member's perception that another group member has the right to prescribe behavior patterns for the former regarding his activity as a group member*". This notion means that leadership is a special type of power relationship determined by the presumption of group members that one member of the group has the power to determine patterns of behavior related to his activities as a member of the group).

Furthermore, examples of the notion of leadership as a characteristic of a person, especially associated with the title leader, as stated by that (Gibson, Ivancevich, & Donnelly, 2000): "Leaders are agents of change, persons whose act affects other people more than other

people's acts affect them" which means that leaders *are agents of change, people* who act influence others more than others affect themselves.

The example of the notion of leadership as behavior is put forward by (Sweeney & McFarlin, 2002), *Leadership involves a set of interpersonal influence processes. The processes are aimed at motivating sub-ordinates, creating a vision for the future, and developing strategies for achieving goals.* The process is aimed at motivating subordinates, creating a vision of the future, and developing strategies to achieve goals.

2.1.3.2 HR Quality

Human resources are one of the components in life. Human resources are often known by the acronym HR. This abbreviation is very popular among the people of Indonesia. Human resources in Indonesia are quite numerous and very abundant. Training to improve skills and skills is needed to support life.

In the opinion of Werther and Davis in mentioning the definition of human resources as people who are ready, willing, and able to contribute to the achievement of organizational goals. (Moekijat, 2010) The quality of human resources relates to a person's performance both individually and in groups. In another opinion, according to (Sedarmayanti, 2009) the mention that what is meant by quality related to human resources includes: 1) high stamina so that they are able to work hard; 2) tough; 3) intelligent; 4) skilled; 5) independent; 6) have a sense

of responsibility and loyal comrades; 7) productive; 8) creative; 9) innovative; 10) future-oriented; 11) discipline; and 12) virtuous.

2.1.3.3 Number of PAD

Each region or region certainly has its own financial resources that are useful to support all regional needs. PAD or commonly known as Regional Original Revenue is a term for regional finance in Indonesia.

In Law of 2015 Number 09 concerning Regional Government and Law of 2004 Number 33 concerning Financial Balance between the central government and local governments, it has been stipulated that government revenues consist of Local Original Revenue, Balancing Funds and others that are legal. According to (Bastian, 2006), Regional Original Revenue (PAD) is an accumulation of Tax Revenue Posts consisting of Regional Taxes and Regional Levies, Non-Tax Revenue Posts in the form of revenue from Regional-Owned Companies, as well as investment receipt posts and natural resource management.

PAD is one of the sources of regional spending. If PAD increases, the funds owned by local governments will be higher and the level of regional independence will increase as well. has an impact on local governments that will continue to take the initiative to further explore regional potentials and increase economic growth.

2.1.3.4 Local Government Level

Local governments in Indonesia have an arrangement/sequence in their implementation. After the central government, there is a regional

government with the title of Province which is included in Dati I (Level I Region). Provinces are usually headed by a governor. There is also the term Regency/Municipality which is the structure of government under the province and included in Dati II (Level II Regions). The district is usually headed by a regent and the municipality is headed by a mayor. The explanation of the above is quoted from Law of 1974 Number 5 contained in Chapter IV concerning Administrative Regions, the First Part of Formation and Division precisely in Article 74, Article 77 and Article 79.

2.1.3.5 Number of Inhabitants

Population is a term for people who live in an area/region. The population in Indonesia is one of the largest populations and is very abundant. Population is the number of people residing in an area at a certain time and is the result of demographic processes namely fertility, mortality and migration (Said, 2001). Population according to Nurdiman (2008) are those who live and live in a country. In addition, according to Mulyadi (2008), the number of inhabitants is the number occupying an area at a certain time. The population in Indonesia can be accessed online through <https://djk.kemenkeu.go.id> website.

2.1.4 Regional Innovation Index Assessment Indicators

The regional innovation index has 2 main aspects that are assessed in its program, namely aspects of local government units and aspects of innovation units. From these 2 aspects, 8 variables were created in it and further developed

to obtain 36 assessment indicators in the regional innovation index program.

These indicators can be seen in Table 2.2 below:

Table 2. 4 Regional Innovation Index Assessment Indicators

No.	Aspects	Variable	Indicator	
1.	Local Government Unit	Institution	1. Vision and Mission of Local Government*	
			2. Utilization of SIPD	
			3. APBD on Time	
			4. Licensing Improvement Quality*	
			5. Total Per Capita Income*	
			6. Open Unemployment Rate*	
			7. Amount of Investment Increase*	
			8. Number of PAD Upgrades*	
			9. CPC Opinion*	
			10. LAKIP Achievement Value*	
			11. Poverty Reduction*	
2.	Innovation Unit	Human Resources	12. Value IPM*	
			13. Innovator Award	
			14. Number of Regional Innovations	
			15. SIDA Roadmap	
			16. Number of Research/Innovation Studies	
			Infrastructure	17. Regional Innovation Regulation*
				18. Availability of Regional Innovation Human Resources*
				19. Budget Support
				20. Use of IT
			Knowledge and Technology Output	21. BIMTEK Innovation
				22. Innovation Programs / Activities in RKPD
		23. Involvement of Innovation Actors		
		24. Regional Innovation Implementer		
		25. Innovation Network		
		26. Regional Innovation Socialization		

	Speed of Business Processes	27. Technical Guidelines for Innovation
		28. Ease of Service Information
		29. Ease of Innovation Process
		30. Complaint Resolution
	Product Sophistication	31. <i>Online System</i>
		32. Replication
		33. Speed of Innovation Creation*
	Creative Results	34. Expediency of Innovation*
		35. <i>Monitoring and Evaluation</i>
		36. Regional Innovation Quality*
(*) Mandatory		

Source: (Kementerian Dalam Negeri Republik Indonesia, 2022)

2.2 Previous Research

Previous research related to the Regional Innovation Index from several sources has been summarized and can be seen in Table 2.3 below.

Table 2. 5 Previous research

No.	Researcher Name, Year	Research Title	Research Results
1.	Budiman et al (2021)	Analysis of the Mapping of Regional Innovation Results of Bintan Regency in the 2020 Regional Innovation Index Assessment	Bintan Regency in implementing innovation, basically from mapping analysis in 2020, is still exploring forms of innovation, both carried out by regional officials and the community.
2.	David Julianto Simanungkalit and Eko Prasajo (2020)	The Role of the Research and Development Agency of the Ministry of Home Affairs in Implementing Regional Innovation in accordance with	The implementation of regional innovation policies related to the content of the policy has been well implemented through several implemented programs. Implementation carried out from the leadership level to subordinates and collaborating with various actors is expected to be the main milestone in the

		Government Regulation of 2017 Number 38 concerning Regional Innovation	implementation of regional innovation so that it is useful to improve people's welfare and regional independence.
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Source: (Self-Processed Data, 2023)



CHAPTER III

RESEARCH METHODS

A research method is an overarching way or strategy to find or obtain the necessary data (Soehartono, 2002). In addition, the research method is a systematic thinking regarding different types of problems whose solution requires the collection and interpretation of facts (Ahmadi, 1997). Research methods have various types of approaches, namely quantitative, qualitative, and mixed. The research method that will be used to obtain mature and good data analysis for this research is a qualitative approach.

3.1 Unit Analysis

Unit analysis is a certain unit that is taken into account as the subject of research. In another sense, unit analysis is defined as something related to the focus or component under study. The unit of analysis of a study can be individuals, groups, organizations, objects, regions, and certain times according to the focus of the problem. Therefore, according to this study, the unit of analysis is all provincial local governments in Indonesia with a total of 34 provinces.

3.2 Data Sources

In conducting research, there are 2 data sources, namely primary data sources and secondary data sources. Primary data is data obtained directly from the object to be studied with the intention of using other intermediaries. Primary data must be obtained directly from sources in accordance with the research raised. While

secondary data is data obtained from reading in the form of literature studies and others. Based on this, this study only used secondary data.

3.3 Data Collection Techniques

Data collection techniques from secondary data sources using literature studies. Literature study means data collection techniques by reviewing various kinds of reading such as books, literature, notes, and various reports related to the problem to be solved.

3.4 Data Analysis Methods

The data analysis method is part of the analysis process where the data collected is then processed to produce conclusions in decision making. Research methods are generally divided into two, namely qualitative and quantitative. Data analysis using statistical techniques is for quantitative analysis. Meanwhile, data analysis using text analysis is a qualitative analysis method.

The data analysis method that will be used to support this research is qualitative analysis. This analysis is used because it requires an approach from data that is more subjective in nature. The qualitative data analysis method is a method of processing data in depth with data derived from the results of reading/literature and literature studies. The advantage of this method is the depth of the results of its analysis.

Data analysis is carried out to obtain the results of research that will be carried out. The discussion on innovation in the provincial government of Indonesia includes 5 things that are related and have a role in the achievement of innovation in the government itself. These things can be seen in Figure 3.1 below.



CHAPTER IV
RESULTS OF RESEARCH AND DISCUSSION
CHAPTER IV RESEARCH RESULTS AND DISCUSSION

Based on the research that the author, a study was obtained about the factors that affect the regional innovation index in each province in Indonesia. This regional innovation index includes the value of each province from 2019-2021 and the predicate obtained by the province based on the value obtained. The assessment of the regional innovation index which is carried out every year has different predicates and values that vary from each province. There are provinces that in the initial year did not get scores because they had not filled in the data and in the following year the provinces received grades and predicates because they had started participating in data filling.

4.1 ACEH PROVINCE

Aceh Province is a province located at the very tip of Sumatra Island. Aceh Province only participated in the assessment of the regional innovation index in 2020 and 2021. The predicate of the assessment results obtained by Aceh Province in 2020 is very innovative and in 2021 is innovative. It shows a decrease in Aceh Province in fulfilling regional innovation index indicators.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Aceh in 2019-2021, namely Ir. Nova Iriansyah, M.T., served for two periods, from July 5, 2018 to November 5, 2020 as Acting Governor and November 5, 2020-July 5,

2022 as governor. Quoted from various sources from social media, his leadership is included in the weak leadership and tends to be chaotic in leading Aceh Province.

This is evidenced by the implementation of development programs in each Aceh Apparatus Work Unit (SKPA) which is considered not right on target. In addition, there was also a shift or deviation of the budget four times, which resulted in an inaccurate target for the use of the budget to achieve regional standards of high innovation. Economic growth is still far from expectations, unemployment is very widespread, and people live hard, especially during the Covid-19 Pandemic. Meanwhile, economic equality in 23 districts/cities was not achieved, with a Gini Ratio of 0.319. It shows that the leadership of the governor of Aceh in 2019-2021 is not good and has a major influence on the regional innovation index because it is not running as it should be.

2) HR Quality

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Aceh Province in 2019 was 71.90. While in 2020 it was 71.99 and in 2021 it was 72.18. It shows an improvement in the quality of human resources in Aceh Province in the 2019-2021 period so that it can support regional innovation.

3) Number of PAD

Regional Original Revenue or PAD in Aceh Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation of regional development and regional innovation runs smoothly. The realization of Aceh Province PAD in 2019 was Rp 5.549.65 B (100%). The realization of PAD in 2020 is Rp 5.454.08 B (96.25%) and in 2021 as much as Rp 5.191.46 B (96.53%). Based on these details, there is instability in the realization of the use of the budget ceiling as given and affects the implementation of regional innovations in Aceh Province.

4) Local Government Level

As described in Chapter II concerning Local Government Levels, Aceh Province is included in Dati I (Level I Regions). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 5.227.034 people, in 2020 it was 5.253.512 people, and in 2021 it was 5.288.885 people. Based on these data, there is an increase in the number of population in Aceh Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.2 NORTH SUMATRA PROVINCE

North Sumatra Province is a province located on the island of Sumatra. the consistency in fulfilling regional innovation index indicators in North Sumatra Province in the span of 2019 and 2020 while there was a decrease in 2021 in fulfilling index indicators regional innovation.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of North Sumatra in 2019-2021 is Lieutenant General TNI (Ret.) H. Edy Rahmayadi. He serves for 1 period in September 5, 2018-September 5, 2023. Quoted from various sources from social media, his leadership is included in the transformative and charismatic leadership in leading North Sumatra Province.

It was proven during his leadership period, H. Edy Rahmayadi is known to have succeeded in improving several areas of life in North Sumatra to be called a 'cold-handed leader'. The nickname came from the Chairman of the North Sumatra 14 Democratic Community Association (De-14 Sumut) who praised his leadership success in obtaining an Unqualified Fair opinion (WTP) assessment from the BPK RI institution in 2019 and managed to obtain a good score on the Governor's Statement of Accountability Report (LKPJ) in 2019 given by the North Sumatra DPRD institution.

2) *HR Quality*

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease

in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of North Sumatra Province in 2019 was 71.74. While in 2020 it was 71.77 and in 2021 it was 72.00. It shows an increase in the quality of human resources in North Sumatra Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) Number of PAD

Regional Original Income or PAD in North Sumatra Province is also one of the supports for the success of regional innovation to be realized. finances are a factor that make the implementation of fund the implementation of regional autonomy in accordance with the regional potential as a manifestation of decentralization runs smoothly. The realization of the PAD of North Sumatra Province in 2019 was Rp 11.312.41 M (81.08%). The realization of PAD in 2020 is Rp 10.608.31 AD (81.15%) and in 2021 as much as Rp 12.061.87 M (94.40%). Based on these details, there is an increase in the realization of the use of the budget ceiling as given and affects the implementation of regional innovations in North Sumatra Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, North Sumatra Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation

because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 14.838.678 people, in 2020 it was 14.908.036 people, and in 2021 it was 15.032.170 people. Based on these data, there is an increase in the number of people in North Sumatra Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.3 WEST SUMATRA PROVINCE

West Sumatra Province is a province located on the island of Sumatra. West Sumatra Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained by West Sumatra Province in 2019 to 2021 is very innovative. It shows the consistency in fulfilling regional innovation index indicators in West Sumatra Province in the range of 2019 to 2021.

1) Leadership

Regarding the leadership of a region, of course, it is closely related to the leader in the region. leadership in West Sumatra who became governor there were two people who served, the first was Prof. Dr. H. Irwan Prayitno Psychologist, M.Sc. in 15 terms

August 2010 to August 15, 2015 in the following period February 12, 2016 to February 12, 2021 and he served two terms. then the leadership

was continued by H. Mahyeldi Ansharullah, S.P. for the term of 25 February 2021 to 25 February 2024. Quoted from various sources from social media, his leadership is included in good leadership and advances in leading West Sumatra Province.

During Irwan Prayitno's leadership, he had a response and commitment for realizing the needs and system of public services in accordance with the Law. This is evidenced by the various awards he has won both for West Sumatra and for himself as the head of the region. Some of these awards include the State Civil Service Agency including West Sumatra as the best province in the admission of Civil Servant Candidates (CPNS) IN 2013 admissions with the Computer Assisted Test (CAT) system. In addition, from the Ministry of Tourism, West Sumatra received the highest award in the field of tourism, namely *The Most Improved Travel Club Tourism Award* on November 20, 2014. Previously, West Sumatra also won one of the *National Procurement Award 2014* award categories from the Ministry of National Development Planning for the role of provincial LPSE.

Turning to the leadership of Mahyeldi Ansharullah, he previously served as Mayor of Padang. His programs include market improvement, 12 years of free education, and rehabilitation of uninhabitable houses (RTLH). Market revamping starts from Pasar Raya Padang and then satellite markets. Free 12-year education is held for elementary, junior high and public high school students starting from the second semester of 2014. In 2015, Padang won the Anugerah Peduli Pendidikan (APP) award

from the Ministry of Education and Culture after being judged successful in implementing the 12-year compulsory education program well. In addition, in November 2020, he as the Mayor of Padang City also received the *Best Government Officer* award in *the People of The Year 2020* organized by Metro TV.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of West Sumatra Province in 2019 was 72.39. While in 2020 it was 72.38 and in 2021 it was 72.65. It shows an improvement in the quality of human resources in West Sumatra Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Revenue (PAD) which supports the success of regional innovation so that it can be realized in the West Sumatra region. It is undeniable that finance is one of the factors that make the implementation of regional development and regional innovation run smoothly. The realization of the PAD of West Sumatra Province in 2019 was Rp 4.426.44 B (88.35%). The realization of PAD in 2020 is Rp 4.272.14 B (81.65%) and in 2021 as much as Rp 4.679.17 B (95.07%). Based on these details, there was a decrease in the realization of the use of

the budget ceiling but in the following year it was immediately corrected and there was an increase in the realization of the use of the ceiling. The budget is in accordance with what has been given and affects the implementation of regional innovations in West Sumatra Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, West Sumatra Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 5.533.013 people, in 2020 it was 5.542.994 people, and in 2021 it was 5.568.881 people. Based on these data, there is an increase in the number of people in West Sumatra Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.4 RIAU PROVINCE

Riau Province is a province located on the island of Sumatra. Riau Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate of the assessment results obtained by Riau Province in 2019 and 2020 is very innovative and in 2021 is innovative. It shows the consistency in fulfilling

regional innovation index indicators in Riau Province in 2019 and 2020 while there was a decrease in 2021 in fulfilling index indicators regional innovation.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Riau in 2019-2021 is Drs. H. Syamsuar, M.Si. He served for 1 period, in 20 February, 2019-20 February 2024. Quoted from various sources from social media, his leadership is included in innovative and popular leadership in leading Riau Province.

This is proven during his leadership period, H. Syamsuar is known to have succeeded carrying out various infrastructure developments that can be enjoyed by the people of Riau. In 2019 road infrastructure development was along 44.79 km, in 2020 it was along 25.93 km and in 2021 it was 25.07 km long. Road maintenance in Riau has also experienced development with details, in 2019 along 408.36 km, in 2021 along 25.1 km, and in 2020 along 1.058.22km.

As for bridge construction, in 2019 there were 7 units and in 2020 there were 5 units, and in 2021 there were 2 units. For slum areas, it can be overcome, in 2019 as many as 4 thousand alerts, in 2020 as many as 2 thousand alerts. The Riau Provincial Government has also built the Development of Public Infrastructure, Facilities and Utilities (PSU) with the achievement of environmental roads in 2019 as long as 9.162m, in 2020 along 2.375m, and in 2021 along 50.991.31m.

In addition, there is also the Infrastructure of environmental drainage in 2021, which is 10.831.22 km. Then there was the construction of habitable houses in 2019 as many as 1.783 units, in 2020 as many as 207 units, and in 2021 as many as 1,070 units. The construction of habitable houses from 2019-2021 was 3.060 units.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Riau Province in 2019 was 73.00. While in 2020 it was 72.71 and in 2021 it was 72.94. It shows an improvement in the quality of human resources in Riau Province in the 2019-2022 period 1 although it had decreased, the Riau Provincial government was able to swiftly overcome it so that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Revenue or PAD in Riau Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation of regional development and regional innovation run smoothly.. The realization of Riau Province PAD in 2019 was Rp 6.176.29 B (93.61%). The realization of PAD in 2020 is Rp 5.889.53 B (82.91%) and in 2021 as much as Rp 6.960.76 B (96.04%). Based on these details, there was a

decrease initially in budget realization and the following year it can be resolved by an increase in the realization of the use of the appropriate budget ceiling which has been given and influenced the implementation of regional innovations in Riau Province.

4) Local Government Level

As described in Chapter II concerning Local Government Level, Riau Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 6.054.554 people, in 2020 it was 6.149.692 people, and in 2021 it was 6.220.680 people. Based on these data, there is an increase in the number of people in Riau Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.5 JAMBI PROVINCE

Jambi Province is a province located on the island of Sumatra. Jambi Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate of the assessment results obtained by Jambi Province from 2019 to 2021 is very innovative. It shows the consistency in fulfilling regional innovation index indicators in Jambi Province during 2019 to 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Jambi in 2019-2021 is Dr. Drs. H. Fachrori Umar, M.Hum. with tenure 13 February 2019 - 12 February 2021 and Dr. H. Al Haris, S.Sos., M.H. with a term of office July 7, 2021- July 7, 2024. Quoted from various sources from social media, his leadership is included in a firm and open leadership in leading Jambi Province.

This was proven during the leadership of Fachrori Umar was known to be able to neutralize all government administrative tools and was able to optimize the Program Jambi Tuntas. Then during the leadership of Al Haris, he had the Jambi MANTAP Program, namely Advanced, Safe, Comfortable, Orderly, Trustful, and Professional. In governance in filling positions in PLT in the era of Fachrori Umar is means that he was very diligent in lobbying the government of the government. Several Ministers and Coordinating Ministers have visited Jambi and President Joko Widodo and Vice President KH Ma'ruf Amin have visited Jambi. Development has begun to be seen, one of which is from the Governor's Office House which is always filled with various government and community activities.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development

Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Jambi Province in 2019 was 71.26. While in 2020 it was 71.29 and in 2021 it was 71.63. This shows an increase in the quality of human resources in Jambi Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) Number of PAD

Regional Original Revenue or PAD in Jambi Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation of regional development and regional innovation run smoothly.. The realization of Jambi Province PAD in 2019 was Rp 2.949.17 B (103.72%). The realization of PAD in 2020 is Rp 2.738.82 B (89.31%) and in 2021 as much as Rp 3.276.62 B (112.60%). Based on these details, there is an increase and even excess in the realization of the use of the budget ceiling that has been given and affects the implementation of regional innovations in Jambi Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, Jambi Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 3.482.570 people, in 2020 it was 3.491.764 people, and in 2021 it was 3.497.833 people. Based on these data, there is an increase in the number of people in Jambi Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.6 SOUTH SUMATRA PROVINCE

South Sumatra Province is a province located on the island of Sumatra. South Sumatra Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate of the assessment results obtained by South Sumatra Province from 2019 to 2021 is very innovative. It shows the consistency in fulfilling regional innovation index indicators in South Sumatra Province from 2019 to 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of South Sumatra in 2019-2021 is H. Herman Deru, S.H., M.M. He served for 1 period, namely 1 October 2018 - 1 October 2023. Quoted from various sources from social media, his leadership is included in leadership that is close to his people in leading South Sumatra Province.

This is proven during his leadership period it is known that he always fought for his region in the central government. This action is a form of his attention and efforts in the welfare of the people of South Sumatra. He also expanded the establishment of tahfidz houses, mosques, prayer rooms,

and religious activities which became the top priority of one of his work programs. This program of religious work has been running and growing rapidly. Evidence of the realization of this program is the construction of tahfidz houses, the construction of mosques, and prayer rooms in various corners of the region with a number of more than 3 thousand even reaching 4 thousand tahfidz houses that have been established during his leadership.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of South Sumatra Province in 2019 was 70.02. While in 2020 it was 70.01 and in 2021 it was 70.24. This shows an increase in the quality of human resources in South Sumatra Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Income or PAD in South Sumatra Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of PAD of South Sumatra Province in 2019 was

Rp 6.645.69 B (96.51%). The realization of PAD in 2020 is Rp 6.416.34 B (77.82%) and in 2021 as much as Rp 7.159.95 B (85.11%). Based on these details, there is an increase in the realization of the use of the budget ceiling as given and affects the implementation of regional innovations in South Sumatra Province. Although there was a decline at the beginning, it can be immediately corrected and experienced an increase in its realization.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, South Sumatra Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 8.181.312 people, in 2020 it was 8.267.779 people, and in 2021 it was 8.342.101 people. Based on these data, there is an increase in the number of people in South Sumatra Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.7 BENGKULU PROVINCE

Bengkulu Province is a province located on the island of Sumatra. Bengkulu Province has participated in the assessment of the regional innovation index from

2019 to 2021. The predicate from the assessment results obtained by Bengkulu Province in 2019 is less innovative. Bengkulu Province improved matters related to the regional innovation index assessment indicators so that it managed to get an increase in the predicate in 2020, which is very innovative. However, in 2021 there was a decrease in the fulfillment of regional innovation index indicators from this province with the acquisition of the title obtained, namely innovative. It shows the lack of consistency in the fulfillment of regional innovation index indicators in Bengkulu Province in the range of 2019 to 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Bengkulu in 2019-2021 is Prof. Dr. drh. H. Rohidin Mersyah, MMA. He served for two periods, in December 10, 2018-February 12, 2021, 1 and February 25, 2021-February 25, 2024. Quoted from various sources from social media, his leadership is included in visionary leadership in leading Province Bengkulu.

It was proven during the leadership of H. Rohidin Mersyah it was known that he had succeeded in building coordination with cross-sectors and bringing Bengkulu Province to be named the best national inflation controller, for the Sumatra region. Not only that, under his leadership, the Cultural Advancement Development Index of Bengkulu Province, occupies the 4th best position nationally, after Central Java, Bali, and Jogjakarta and outperforms the national average.

2) *HR Quality*

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Bengkulu Province in 2019 was 71.21. While in 2020 it was 71.40 and in 2021 it was 71.64. This shows an increase in the quality of human resources in Bengkulu Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) Number of PAD

Regional Original Revenue or PAD in Bengkulu Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of Bengkulu Province in 2019 was Rp 1.527.82 B (78.66%). The realization of PAD in 2020 is Rp 1.386.89 B (70.51%) and in 2021 as much as Rp 1.614.88 B (98.73%). Based on these details, there was a decrease initially but can be immediately overcome by experiencing an increase in the following year in the realization of the use of the budget ceiling as it has been given and influential on the implementation of regional innovations in Bengkulu Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, Bengkulu Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.987.502 people, in 2020 it was 2.001.578 people, and in 2021 it was 2.014.369 people. Based on these data, there is an increase in the number of population in Bengkulu Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.8 LAMPUNG PROVINCE

Lampung Province is a province located on the island of Sumatra. Lampung Province has participated in the regional innovation index assessment in 2020 and 2021. The predicate of the assessment results obtained by Lampung Province in 2020 is very innovative and 2021 is innovative. It shows an increase from Lampung Province, which improved from 2019 which still has not filled in data and rose in 2020 with very innovative predicate achievements. However, in 2021 it experienced a decline with the achievement of innovative predicates. The consistency in fulfilling the regional innovation index indicators in Lampung Province has not been achieved, which has caused a decrease in the predicate in 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Lampung in 2019-2021, is Ir. H. Arinal Djunaidi. He served for 1 period, in June 12, 2019-June 12, 2024. Quoted from various sources from social media, his leadership is included in visionary leadership in leading Lampung Province.

It is proven during H. Arinal Djunaidi leadership period known to have succeeded in obtaining various achievements. These achievements include reducing poverty and unemployment, maintaining economic growth and investment, controlling inflation, and making Lampung Province becomes one of the regions that is quite innovative in handling the Covid-19 Pandemic. These achievements can be achieved by Arinal Djunaidi because the leadership he poured into various policies and work programs is very visionary.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Lampung Province in 2019 was 69.57. While in 2020 it was 69.69 and in 2021 it was 69.90. It shows that there is an improvement in the quality of human resources in Lampung Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) Number of PAD

Regional Original Revenue (PAD) which supports the success of regional innovation so that it can be realized in the Lampung province region. It is undeniable that finance is one of the factors that make the implementation of regional development and regional innovation run smoothly.. The realization of the PAD of Lampung Province in 2019 was Rp 5.086.19 B (89.07%). The realization of PAD in 2020 is Rp 4.904.17 B (80.53%) and in 2021 as much as Rp 5.552.58 B (89.40%).

Based on these details, there was a decrease in budget use initially but could be overcome immediately and there was an increase in the realization of the use of the budget ceiling as it had been given and influential on the implementation of regional innovations in Lampung Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, Lampung Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 9.103.569

people, in 2020 it was 9.044.962 people, and in 2021 it was 9.062.766 people. Based on these data, there was a decrease in population at first, but the following year there was an increase in the number of residents in Lampung Province, which can be one of the factors Supporting in the assessment of the Regional Innovation Index.

4.9 BANGKA BELITUNG ISLANDS PROVINCE

Bangka Belitung Islands Province is a province located on the island of Sumatra. Bangka Belitung Islands Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained by the Bangka Belitung Islands Province in 2019 is less innovative. Then, there was an increase in 2020 was very innovative and in 2021 it was innovative. It shows an increase from this province which initially had a less innovative predicate in 2019 and received a very innovative title in 2020. Meanwhile, there was a decrease in the assessment of the regional innovation index in 2021 with the achievement of the innovative predicate. The consistency of fulfilling regional innovation index indicators in the Bangka Belitung Islands Province has not been maximally established so that it has decreased in 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Bangka Belitung in 2019-2021 is Dr. H. Erzaldi Rosman Djohan, S.E., M.M. He served for 1 period, in

May 12, 2017-May 12, 2022. Quoted from various sources from social media, his leadership is included in the leadership that focuses on improving his region in leading Bangka Belitung Province.

It is evidenced during H. Erzaldi Rosman Djohan leadership period is known to have succeeded in showing blessings for Bangka Belitung where the largest economic growth was indeed recognized from the mining sector. But he continued to develop other commodities from the agriculture, fisheries, plantations, and tourism sectors. He was able to increase the economic growth of Bangka Belitung the highest in Sumatra and fifth in Indonesia. The province's economic growth reached 6.29% in 2021.

2) HR Quality

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Bangka Belitung Province in 2019 was 71.30. While in 2020 it was 71.47 and in 2021 it was 71.69. It shows an improvement in the quality of human resources in Bangka Belitung Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) Number of PAD

Regional Original Revenue or PAD in Bangka Belitung Province is also one of the supports for the success of regional innovation can be

realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of Bangka Belitung Province in 2019 was Rp 1.634.94 B (106.83%). The realization of PAD in 2020 was IDR 1.444.14 billion (81.75%) and in 2021 as much as Rp 1.726.92 B (115.09%). Based on these details, there is an increase and even excess in the realization of the use of the budget ceiling as given and affects the implementation of regional innovations in the Province Bangka Belitung.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, Bangka Belitung Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.367.126 people, in 2020 it was 1.394.483 people, and in 2021 it was 1.406.583 people. Based on these data, there is an increase in the number of population in Bangka Belitung Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.10 RIAU ISLANDS PROVINCE

Riau Islands Province is a province located on the island of Sumatra. Riau Islands Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained by Riau Islands Province in 2019 is less innovative. in 2020, it was very innovative and in 2021 it was innovative. It shows an increase from this province which initially had a less innovative title in 2019 and received a very innovative title in 2020. Meanwhile, there was a decrease in the assessment of the regional innovation index in 2021 with the achievement of the innovative predicate. The consistency of fulfilling regional innovation index indicators in Riau Islands Province has not been maximally established so that it has decreased in 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. There are 3 people from Riau Islands in 2019-2021, namely Dr. H. Nurdin Basirun, S.Sos., M.Si (May 25, 2016-July 13, 2019), H. Isdianto (July 27, 2020-February 12, 2021), and H. Ansar Ahmad S.E., M.M. (February 25, 2021-February 25, 2024). Based on various sources from social media, his leadership is included in inspiring leadership in leading Riau Islands Province.

During Nurdin Basirun's leadership, there was a sharing of controversies starting from him issuing a policy that invited the anger of civil servants because of the mutation of echelon II-IV officials of the Kepri Government which was implemented suddenly on November 7,

2016. There are at least 9 provisions violated by the Kepri Provincial Government in carrying out the mutation. It was this finding of violation that initiated 22 legislators to apply for the right of interpellation. Since Riau Islands Province was formed in 2002, this is the first time a governor has been interpellated by the DPRD Kepri.

Then leadership, the community considered that he was principled, responsible, popular, humble, hardworking, and someone who continued to be committed to regional progress. The community claimed that he was the right leader for the Riau Islands. Concrete evidence of his contribution is the assistance during the Covid-19 pandemic and tornado disaster. He not only sat in the office, but traveled to every region, even to the islands.

Unlike the case with Ansar Ahmad's leadership, considering that the pandemic is not over yet, the first step he took was to form *herd* immunity or community immunity so that it is not easily attacked by the corona virus. One way is to maximize the provision of vaccines for the people of Kepri, both dose I, dose II and dose III (booster vaccine). All Regional Leaders Coordination Forum (FKPD), Community Organizations, the press and other stakeholders took part by holding mass vaccinations, so that the results nationally the vaccination rate in Kepri was included in the top 3 best achievements. At its peak, at the end of 2021, serology was carried out in Kepri. This survey is to measure the immunity of the Kepri community and the results of community immunity reached 89.6 percent.

It means that the immunity of the people of Kepri is good enough, so the government's efforts to urge vaccination are considered fruitful.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Riau Islands Province in 2019 was 75.48. While in 2020 it was 75.59 and in 2021 it was 75.79. It shows an increase in the quality of human resources in Riau Islands Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) **Number of PAD**

Regional Original Revenue (PAD) which supports the success of regional innovation so that it can be realized in the Riau province region. It is undeniable that finance is one of the factors that make the implementation of regional development and regional innovation run smoothly. The realization of the Riau Islands Province PAD in 2019 was Rp 3.467.48 B (100.36%). The realization of PAD in 2020 is Rp 2.913.59 B (77.25%) and in 2021 as much as Rp 3.393.25 B (91.28%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovations in Riau Islands Province.

4) Local Government Level

As described in Chapter II concerning Local Government Levels, Riau Islands Province is included in Dati I (Level I Regions). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.913.660 people, in 2020 it was 1.961.388 people, and in 2021 it was 1.983.597 people. Based on these data, there is an increase in the number of people in Riau Islands Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.11 DKI JAKARTA PROVINCE

DKI Jakarta Province is a province located on the island of Java. DKI Jakarta Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate of the assessment results obtained by DKI Jakarta Province in 2019 and 2020 is very innovative and in 2021 is innovative. It shows the consistency in fulfilling regional innovation index indicators in DKI Jakarta Province in the 2019 and 2020 periods, while there was a decrease in 2021 in fulfillment indicators of the regional innovation index.

1) Leadership

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of DKI Jakarta in 2019-2021 is H.

Anies Rasyid Baswedan, S.E., M.P.P., Ph.D. (October 16, 2017-October 16, 2022). Based on various sources from social media, his leadership is included in the smart and good communication leaders in leading DKI Jakarta Province.

Anies' leadership can be seen in terms of his intelligence in deciding a decision and good communication in his delivery. While leading as Governor of DKI Jakarta, Anies tried to encourage his subordinates to build a better Jakarta province. During his leadership, there were several aspects of his real work that had been carried out in the mission of organizing and making DKI Jakarta more advanced, such as successfully stopping reclamation plans in Jakarta Bay, increasing interest and the use of public transportation such as Trans Jakarta, revitalization or revamping sidewalks, etc.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Riau Islands Province in 2019 was 80.76. While in 2020 it was 80.77 and in 2021 it was 81.11. It shows an increase in the quality of human resources in DKI Jakarta Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Revenue or PAD in DKI Jakarta Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the DKI Jakarta Provincial PAD in 2019 was Rp 45.707.40 B (90.29%). The realization of PAD in 2020 is Rp 37.414.75 B (65.00%) and in 2021 as much as Rp 41.606.31 B (80.18%). Based on these details, there was a decrease in budget use but it was soon resolved and increased the following year in the realization of the use of the appropriate budget ceiling which has been given and influenced the implementation of regional innovations in DKI Jakarta Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, DKI Jakarta Province is included in Dati I (Level I Regions). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 10.647.383 people, in 2020 it was 11.011.862 people, and in 2021 it was 11.100.929

people. Based on these data, there is an increase in the number of residents in DKI Jakarta Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.12 WEST JAVA PROVINCE

West Java Province is a province located on the island of Java. West Java Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate from the assessment results obtained by West Java Province from 2019 to 2021 is very innovative. It shows the consistency in fulfilling regional innovation index indicators in West Java Province in the range of 2019 to 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of West Java in 2019-2021 is Dr. (H.C.) H. Mochamad Ridwan Kamil, S.T., M.U.D., (September 5, 2018-September 5, 2023). Based on various sources from social media, his leadership is included in the leadership that is adaptive, transformative, and interactive in leading Java Province West.

During his leadership, he recorded 345 awards at national and international levels. Some of the programs implemented during his tenure are the obligation of every agency in West Java to create at least one innovation every year so that within two years the West Java Regional Government has had 167 new innovations with four excellent innovation programs. The four flagship programs are SI LINDA West Java (West

Java Regional Inflation Control Information System) which can help West Java residents to find out price inflation trends in West Java, JELITA (West Java *Electronic Information Assistance*) which can make it easier for West Java residents to apply for various licenses online, West Java branch which helps provide access to electricity for the poor, as well as the Acceleration of Village Development Based on the Building Village Index as an empowerment program for each village about the importance of data as a basis for preparing development plans.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of West Java Province in 2019 was 72.03. While in 2020 it was 72.09 and in 2021 it was 72.45. It shows an improvement in the quality of human resources in West Java Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) **Number of PAD**

Regional Original Revenue or PAD in West Java Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation

carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of West Java Province in 2019 was Rp 44.150.91 B (102.56%). The realization of PAD in 2020 is Rp 39.915.36 B (79.48%) and in 2021 as much as Rp 45.351.78 B (91.46%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of budget regulations according to what has been given to each region and influenced the implementation of regional innovation in West Java Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, West Java Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 44,886,479 people, in 2020 it was 45,632,714 people, and in 2021 it was 46,092,205 people. Based on these data, there is an increase in the number of people

in West Java Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.13 CENTRAL JAVA PROVINCE

Central Java Province is a province located on the island of Java. Central Java Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate of the assessment results obtained by Central Java Province from 2019 to 2021 is very innovative. It shows the consistency in fulfilling regional innovation index indicators in Central Java Province in the range of 2019 to 2021.

1) Leadership

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Central Java in 2019-2021 is H. Ganjar Pranowo, S.H., M.I.P. (September 5 , 2018-September 5, 2023). Based on various sources from social media, his leadership is included in the popular and decisive leadership in leading Central Java Province.

During his leadership, he also initiated the planting of 3.000 tree seedlings including mango, avocado, duku, chili, and others as well as MSME bazaars to improve the people's economy. he has won 40 awards in just one year.

2) HR Quality

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency

(BPS), the HDI of Central Java Province in 2019 was 71.73. While in 2020 it was 71.87 and in 2021 it was 72.16. It shows an increase in the quality of human resources in Central Java Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) Number of PAD

Regional Original Revenue or PAD in Central Java Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of Central Java Province in 2019 was Rp 28.648.04 M (104.47%). The realization of PAD in 2020 is Rp 28,056.37 M (90.89%) and in 2021 as much as Rp 31.611.20 AD (107.02%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the uIn the realization of the use of budget regulations according to what has been given to each region and influenced the implementation of regional innovation in Central Java Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, Central Java Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation

because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 36.118.770 people, in 2020 it was 36.614.603 people, and in 2021 it was 36.896.752 people. Based on these data, there is an increase in the number of people in Central Java Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.14 YOGYAKARTA PROVINCE

Special Region of Yogyakarta Province (Yogyakarta Province) is a province located on the island of Java. Yogyakarta Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate of the assessment results obtained by Yogyakarta Province in 2019 is very innovative. However, there was a decline in 2020 with the title of innovative. Then, in 2021 this province also received an innovative title. It shows a decrease in achievement in 2020 and improvements were made which led to consistency in fulfilling regional innovation index indicators achieved in 2021.

1) Leadership

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of DI Yogyakarta in 2019-2021, is H. Sri Sultan Hamengkubawana X (October 3, 1998-lifetime who is inaugurated every 5 years) H. Sri Sultan Hamengkubawana X was born as

Bendara Raden Mas Herjuno Darpito is the king of Yogyakarta Sultanate who has reigned since 1989. Based on various sources from social media, his leadership is included in the democratic and charismatic leadership in leading Yogyakarta Province. His reign Sultan Hamengku Buwono X has made significant strides forward.

He determined to work step by step, consistently, and with sectoral synergies to carry out program activities to achieve special goals against all challenges. Sultan Hamengkubuwono X also adheres to the Javanese concept, namely the concept of Ing Ngarso Sung Tuludho, Ing Madyo Mangun Karso, Tut Wuri Handayani, this concept was formulated by Ki Hajar Dewantara. This motto means that when the leader is in the front, he must be able to set an example, when the leader is in the middle it means being able to provide support or encouragement, and if he is behind it is able to provide motivation. So this concept explains that wherever the leader is, he must be able to give the best in accordance with his position.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Yogyakarta Province in 2019 was 79.99. While in 2020 it was 79.97, and in 2021 it was 80.22. This shows an increase in the

quality of human resources in Yogyakarta DI Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) Number of PAD

Regional Original Income or PAD in Yogyakarta Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of PAD Yogyakarta Province in 2019 was Rp 4.742.51 B (109.56%). The realization of PAD in 2020 is Rp 4.190.37 B (88.34%) and in 2021 as much as Rp 4.337.92 B (105.47%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovation in Yogyakarta Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, Yogyakarta Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 3.618.084 people, in 2020 it was 3.645.487 people, and in 2021 it was 3.668.304 people. Based on these data, there is an increase in the number of population in Yogyakarta DI Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.15 EAST JAVA PROVINCE

East Java Province is a province located on the island of Java. East Java Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate of the assessment results obtained by East Java Province from 2019 to 2021 is very innovative. It shows the consistency in fulfilling regional innovation index indicators in East Java Province in the range of 2019 to 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of East Java in 2019-2021 is Dra. Hj. Khofifah Indar Parawansa, M.Si. (February 13, 2019-February 13, 2024). Based on various sources from social media, his leadership is included in visionary and authoritative leadership in leading East Java Province.

During his leadership, he joined his government with the CETAR program, which is an akronim (acronym) for Fast, Effective, Responsive, Responsive. He was able to provide new break throughs by unifying

political strategy and leadership patterns that were applied directly. East Java was able to become the second largest contributor to the national economy with an achievement of 25.01%. Even the food security sector also experienced growth of 4.3%. Under his leadership, East Java's GRDP during 2020 was able to reach Rp 581.5 trillion. The investment sector in East Java Province also experienced an increase accompanied by an increase in the quality of provincial road infrastructure which reached 93.4%. In addition, the unemployment rate in urban areas also decreased to 4.49%.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of East Java Province in 2019 was 71.50. While in 2020 it was 71.71 and in 2021 it was 72.14. It shows an increase in the quality of human resources in East Java Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) **Number of PAD**

Regional Original Revenue or PAD in East Java Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the

regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of East Java Province in 2019 was Rp 39.344.67 B (110.94%). The realization of PAD in 2020 is Rp 37.042.89 B PAD (93.11%) and in 2021 as much as Rp 40.942.41 B (110. 5.2%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovations in East Java Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, East Java Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 40.315.537 people, in 2020 it was 40.706.075 people, and in 2021 it was 40.963.227 people. Based on these data, there is an increase in the number of population in East Java Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.16 BANTEN PROVINCE

Banten Province is a province located on the island of Java. Banten Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained by Banten Province from 2019 to 2021 is very innovative. It shows the consistency in fulfilling regional innovation index indicators in Banten Province between 2019 and 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Banten in 2019-2021, Dr. H. Wahidin Halim, M.Si. (May 12, 2017-May 12, 2022). Based on various sources from social media, his leadership is included in a firm leadership in leading Banten Province.

He is a decisive and courageous figure in making decisions. However, he had poor coordination with the members under him. An example is the resignation of two resignations by the Regional Secretary during his leadership. In addition, poor coordination and communication between him and other mayors/regional heads under his leadership also became a poor record for his reign.

2) *HR Quality*

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Banten Province in 2019 was 72.44. While in 2020 it

was 72.45 and in 2021 it was 72.72. It shows an increase in the quality of human resources in Banten Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) Number of PAD

Regional Original Revenue or PAD in Banten Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of Banten Province PAD in 2019 was Rp 15.763.02 B (102.32%). The realization of PAD in 2020 is Rp 13.725.18 B PAD (77.82%) and in 2021 as much as Rp 15.672.70 B (99.53%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovations in Banten Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, Banten Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 10.599.671 people, in 2020 it was 10.868.810 people, and in 2021 it was 11.042.523 people. Based on these data, there is an increase in the number of people in Banten Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.17 BALI PROVINCE

Bali Province is a province located on the island of Bali. Bali Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate of the assessment results obtained by Bali Province in 2019 is very innovative. However, in 2020 and 2021 there was a decrease in the achievements obtained by Bali Province with a less innovative predicate. It shows the inconsistency in fulfilling the regional innovation index indicators in Bali Province in 2020 and 2021 so that there was a decrease in both years.

1) Leadership

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Bali in 2019-2021 is Dr. Ir. I Wayan Koster, M.M. (September 5, 2018-September 5, 2023). Based on various sources from social media, his leadership is included in spontaneous and simple leadership in leading Bali Province.

He was awarded as the winner of the Indonesia Awards 2022 through the Regional Culture Advancement Category with an award as an *Exemplary Leader of Local Culture Advancement in Disruption Era*. He

has also invited the community to have coffee together and listen to all their aspirations and complaints as citizens. This activity also took place simply, far from all the protocol attributes inherent in him as governor.

2) HR Quality

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Bali Province in 2019 was 75.38. While in 2020 it was 75.50 and in 2021 it was 75.69. It shows an increase in the quality of human resources in Bali Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) Number of PAD

Regional Original Revenue or PAD in Bali Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of Bali Province PAD in 2019 is Rp 12.305.57 B (89.19%). The realization of PAD in 2020 is Rp 7.788.28 B (60.35%) and in 2021 as much as Rp 7.699.98 B (84.99%). Based on these details, there was a decrease in

budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influential on the implementation of regional innovations in Bali Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, Bali Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 4.245.108 people, in 2020 it was 4.236.983 people, and in 2021 it was 4.261.909 people. Based on these data, there was a decrease in population but in the following year there was an increase in the number of residents in Bali Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.18 WEST NUSA TENGGARA PROVINCE

West Nusa Tenggara Province is a province located on Nusa Tenggara Island. West Nusa Tenggara Province has participated in the regional innovation index assessment in 2020 and 2021. The predicate from the assessment results obtained by West Nusa Tenggara Province in 2020 is less innovative and in 2021 is very

innovative. It shows an increase and consistency in fulfilling regional innovation index indicators in West Nusa Tenggara Province in 2019 and 2020.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of West Nusa Tenggara in 2019-2021 is Dr. H. Zulkiefli mansyah, S.E., M.Sc. (September 19, 2018-September 19, 2023). Based on various sources from social media, his leadership is included in the leadership that sets an example in leading West Nusa Tenggara Province.

During his leadership, he emphasized the importance of role model for a leader in an organization. Because example is one of the keys to building a positive climate of cooperation to achieve common goals. He had excellent programs during his tenure, namely Industrialisasi, NTB *Zero Waste*, NTB Hijau, Revitalisasi Posyandu, 1000 school , dan D esa wisata.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of West Nusa Tenggara Province in 2019 was 68.14. While in 2020 it was 68.25 and in 2021 it was 68.65. It shows an increase in the quality of human resources in West Nusa Tenggara Province in the 2019-

2021 period so that it can support the realization of innovation in the region.

3) Number of PAD

Regional Original Revenue or PAD in West Nusa Tenggara Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of West Nusa Tenggara Province in 2019 was Rp 3.598.01 B (103.4%). The realization of PAD in 2020 is Rp 3.626.70 B (93.5 4%) and in 2021 as much as Rp 3.872.41 B (98.21%). Based on these details, there was a decrease in budget use in the realization of the use of the budget ceiling that had been given and affected the implementation of regional innovations in Nusa Tenggara Province West.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, West Nusa Tenggara Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 5.258.765 people, in 2020 it was 5.287.577 people, and in 2021 it was 5.321.552 people. Based on these data, there is an increase in the number of people in West Nusa Tenggara Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.19 EAST NUSA TENGGARA PROVINCE

East Nusa Tenggara Province is a province located on Nusa Tenggara Island. East Nusa Tenggara Province has participated in the regional innovation index assessment in 2020 and 2021. The predicate from the assessment results obtained by East Nusa Tenggara Province in 2020 is very innovative and in 2021 it is innovative. It shows an increase in the fulfillment of regional innovation index indicators in East Nusa Tenggara Province in 2020 and a decrease in 2021 in the fulfillment of indicators Regional Innovation Index.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of East Nusa Tenggara in 2019-2021 is Viktor Bungtilu Laiskodat, S.H., M.Si. (September 5, 2018-September 5, 2023). Based on various sources from social media, his leadership is included in a firm and inspiring leadership in leading East Nusa Tenggara Province.

During his leadership, he succeeded in making East Nusa Tenggara develop both in terms of economy, agriculture, and tourism. In addition,

he is also successful in the maritime field specifically in the south east region of Indonesia. One of NTT's successes in the maritime sector is in executing President Jokowi's Nawa Cita program, namely sea tolls. NTT already has around 18 units of ships connected to 34 ports throughout the NTT region.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of East Nusa Tenggara Province in 2019 was 65.23. While in 2020 it was 65.19 and in 2021 it was 65.28. It shows an improvement in the quality of human resources in East Nusa Tenggara Province even though it had decreased in the 2019-2021 range so that it could support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Income or PAD in East Nusa Tenggara Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of East Nusa Tenggara Province in

2019 was Rp 2.844.07 B (99.81%). The realization of PAD in 2020 is Rp 2.650.85 B (74.82%) and in 2021 as much as Rp 2.734.28 B (69.28%). Based on these details, there was a decrease in budget use in the realization of the use of the budget ceiling that had been given and affected the implementation of regional innovations in Nusa Tenggara Province East.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, East Nusa Tenggara Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 5.411.203 people, in 2020 it was 5.426.418 people, and in 2021 it was 5.452.967 people. Based on these data, there is an increase in the number of people in East Nusa Tenggara Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.20 WEST KALIMANTAN PROVINCE

West Kalimantan Province is a province located on the island of Kalimantan. West Kalimantan Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained

by West Kalimantan Province in 2019 and 2020 is less innovative and in 2021 is innovative. It shows the consistency of fulfillment of regional innovation index indicators in West Kalimantan Province between 2019 and 2020 and an increase in 2021 in fulfillment indicators of the regional innovation index.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governors of West Kalimantan in 2019-2021 are Dr. H. Nurdin Basirun, S.Sos., M.Si (May 25, 2016-July 13, 2019), H. Isdianto (July 27, 2020-February 12, 2021), and H. Ansar Ahmad S.E., M.M. (February 25, 2021-February 25, 2024). Based on various sources from social media, his leadership is included in inspiring leadership in leading West Kalimantan Province.

During Nurdin Basirun's leadership, there was a sharing of controversies starting from him issuing a policy that invited the anger of civil servants because of the mutation of echelon II-IV officials of the Kepri Government which was implemented suddenly on November 7, 2016. There are at least 9 provisions violated by the Kepri Provincial Government in carrying out the mutation. It was this finding of violation that initiated 22 legislators to apply for the right of interpellation. Since Riau Islands Province was formed in 2002, this is the first time a governor has been interpellated by the DPRD Kepri.

Then during he leadership, the community considered that he was a leaders, responsible, popular, humble, hardworking, and someone who

continued to be committed to regional progress. The community claimed that he was the right leader for the Riau Islands. Concrete evidence of his contribution is the assistance during the Covid-19 pandemic and tornado disaster. He not only sat in the office, but traveled to every region, even to the islands.

Unlike the case with Ansar Ahmad's leadership, considering that the pandemic is not over yet, the first step he took was to form *herd* immunity or community immunity so that it is not easily attacked by the corona virus. One way is to maximize the provision of vaccines for the people of Kepri, both dose I, dose II to dose III (booster vaccine). All Regional Leaders Coordination Forum (FKPD), Community Organizations, the press and other stakeholders took part by holding mass vaccinations, so that the results nationally the vaccination rate in Kepri was included in the top 3 best achievements. At its peak, at the end of 2021, serology was carried out in Kepri. This survey is to measure the immunity of the Kepri community and the results of community immunity reached 89.6 percent. It means that the immunity of the people of Kepri is good enough, so the government's efforts to urge vaccination are considered fruitful.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency

(BPS), the HDI of West Kalimantan Province in 2019 was 75.48. While in 2020 it was 75.59 and in 2021 it was 75.79. It shows that there is an improvement in the quality of human resources in West Kalimantan Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) Number of PAD

Regional Original Revenue or PAD in West Kalimantan Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that can help smooth its implementation. The realization of the PAD of West Kalimantan Province in 2019 was Rp 3.467.48 B (100.36%). The realization of PAD in 2020 is Rp 2.913.59 B (77.25%) and in 2021 as much as Rp. 3.393.25 B (91.28%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovation in West Kalimantan Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, West Kalimantan Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.913.660 people, in 2020 it was 1.961.388 people, and in 2021 it was 1.983.597 people. Based on these data, there is an increase in the number of people in West Kalimantan Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.21 CENTRAL KALIMANTAN PROVINCE

Central Kalimantan Province is a province located on the island of Kalimantan. Central Kalimantan Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate from the assessment results obtained by Central Kalimantan Province from 2019 to 2021 is less innovative. It shows that there is consistency in fulfilling regional innovation index indicators in Central Kalimantan Province from 2019 to 2021 and there has been no increase in predicate achievement which the province acquired.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Central Kalimantan in 2019-2021 is H. Sugianto Sabran, S.IP. who served for 2 terms (May 25, 2016-May 25, 2021 and May 25, 2021-May 25, 2024). Based on various sources from social media, his leadership is included in inspiring and consistent leadership in leading Central Kalimantan Province.

During his leadership, he carried the vision of "KCentral Kalimantan is advancing independently and fairly for the Welfare of the Entire Community Towards KALTENG BERKAH (Dignified, Beautiful, Religious, Strong, Trustful and Harmonious) ". That became his reference in realizing developments in Central Kalimantan during his tenure. Infrastructure arrangement continues to be optimized, regional income, social, economic, tourism, agriculture and other sectors continue to progress to realize the noble ideals and hopes of KALTENG BERKAH. To support the sea toll program, in 2018 dredging of the Kapuas Murung river channel was carried out, Kapuas. The provincial government also plans the construction of the Sangiang Bay port, Pulang Pisau Regency and proposes the relocation of the Sampit port to a port in Bagendang, specifically loading and unloading.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Central Kalimantan Province in 2019 was 70.91. While in 2020 it was 71.05 and in 2021 it was 71.25. It shows an increase in the quality of human resources in Central Kalimantan Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) **Number of PAD**

Regional Original Income or PAD in Central Kalimantan Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of Central Kalimantan Province in 2019 was Rp 3.467.48 B (106.00%). The realization of PAD in 2020 is Rp 2.944.71 B PAD (83.47%) and in 2021 as much as Rp 3.931.79 B (119.31%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovation in Central Kalimantan Province.

4) **Local Government Level**

As described in Chapter II concerning Local Government Levels, Riau Islands Province is included in Dati I (Level I Regions). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) **Population**

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 2.553.409 people, in 2020 it was 2.577.215 people, and in 2021 it was 2.602.119 people. Based on these data, there is an increase in the number of people in Central Kalimantan Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.22 SOUTH KALIMANTAN PROVINCE

South Kalimantan Province is a province located In the island of Kalimantan. South Kalimantan Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate of the assessment results obtained by South Kalimantan Province in 2019 is less innovative, 2020 is very innovative, and 2021 is innovative. It shows that there is no consistency in fulfilling regional innovation index indicators in South Kalimantan Province.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of South Kalimantan in 2019-2021 is Dr. (HC). H. Sahbirin Noor, S.Sos., M.H. for 2 periods (February 12, 2016-February 12, 2021 and August 25, 2021-August 25, 2024) . Based on various sources from social media, his leadership is included in inspiring and results-oriented leadership and hard work in leading the Province South Kalimantan.

During his leadership, there were more than one hundred national achievements and specifically for 2020 there were around 15 awards won by the Provincial Government and the Governor of South Kalimantan individually. One of the towering achievements is the achievement of the IGA Award (*Innovation Government Award*) of the Ministry of Home Affairs in December 2020. The IGA Award is given for the success of the South Kalimantan Provincial Government which is able to create various innovations in order to improve the quality of public services and human resource development. As known, the South Kalimantan Provincial Government encourages all SKPD to create innovations to accelerate and support development efforts in Banua.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of South Kalimantan Province in 2019 was 70.72. While in 2020 it was 70.91 and in 2021 it was 71.28. It shows an increase in the quality of human resources in South Kalimantan Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) **Number of PAD**

Regional Original Revenue or PAD in South Kalimantan Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of South Kalimantan Province in 2019 was Rp 5.650.04 B (102.41%). The realization of PAD in 2020 is Rp 5.097.73 B PAD (86.75%) and in 2021 as much as Rp 6.065.52 B (106.61%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovations in South Kalimantan Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, South Kalimantan Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 4.008.162

people, in 2020 it was 4.042.565 people, and in 2021 it was 4.070.320 people. Based on these data, there is an increase in the number of people in South Kalimantan Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.23 EAST KALIMANTAN PROVINCE

East Kalimantan Province is a province located on the island of Kalimantan. East Kalimantan Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate from the assessment results obtained by East Kalimantan Province in 2019 and 2020 is less innovative and in 2021 is innovative. It shows the consistency of fulfillment of regional innovation index indicators in East Kalimantan Province between 2019 and 2020 and an increase in 2021 in fulfillment indicators of the regional innovation index.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of East Kalimantan in 2019-2021 is Dr. Ir. H. Isran Noor, M.Si. (October 1, 2018-October 1, 2023). Based on various sources from social media, his leadership is included in the leadership that is sympathetic and close to the people in leading East Kalimantan Province.

During his leadership, one of the ways he got close to the people was to check the availability of basic necessities to face Christmas and New Year. He directly descended on the traditional market and distributor of nine staple ingredients (Sembako) by conducting a surprise inspection

(Sidak). He did this so that all people get basic necessities and the distribution of basic necessities could be right on target. He always strives to solve East Kalimantan's development problems with the vision of "Dare for a Sovereign East Kalimantan".

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of East Kalimantan Province in 2019 was 76.61. While in 2020 it was 76.24 and in 2021 it was 76.88. It shows a decline in the quality of human resources initially and was overcome immediately so that in the following year there was an increase in the quality of human resources in East Kalimantan Province in the 2019-2021 period So that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Revenue or PAD in East Kalimantan Province is also one of the supports for the success of regional innovation can be realized is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of

decentralization of regional development and regional innovation run smoothly. The realization of East Kalimantan Province PAD in 2019 was Rp 9.537.63 B (120.14%). The realization of PAD in 2020 is Rp 7.910.85 B (83.10%) and in 2021 as much as Rp 9.451.12 B (116.65%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovation in East Kalimantan Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, East Kalimantan Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 3.536.945 people, in 2020 it was 3.612.106 people, and in 2021 it was 3.661.161 people. Based on these data, there is an increase in the number of people in East Kalimantan Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.24 NORTH KALIMANTAN PROVINCE

North Kalimantan Province is a province located on the island of Kalimantan. North Kalimantan Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained by North Kalimantan Province in 2019 is less innovative, in 2020 it is very innovative, and in 2021 it is innovative. It shows the lack of consistency of North Kalimantan Province in fulfilling regional innovation index indicators in the 2019 and 2021 periods.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. There are 2 Governors of North Kalimantan in 2019-2021, namely Dr. Ir. H. Irianto Lambrie, M.M. (February 12, 2016-February 12, 2021) and Brigadier General Pol. (Ret.) Drs. Zainal Arifin Paliwang, S.H., M.Hum. (February 15, 2021-February 15, 2024). Based on various sources from social media, Drs. Zainal Arifin Paliwang leadership is included in smart leadership and takes the right decisions in leading North Kalimantan Province.

During the leadership of Irianto Lambrie, he built North Kalimantan from scratch with various strengths and efforts he had. Basic infrastructure development became a priority that was boosted during his leadership. It can be seen in terms of roads, bridges, office buildings, to other public facilities. Not only relying on the Regional Revenue and Expenditure Budget (APBD) which is of little value, for its efforts and hard work

lobbying the central government, many infrastructures are built with the government's budget through the State Budget.

The next leadership was continued by Zainal Arifin Paliwang,. There are 10 priority programs of the North Kalimantan Provincial Government, including the acceleration of the development of the Industrial Estate and International Port (KIPI) in Tanah Kuning - Mangkupadi, Tanjung Palas Timur District. Then, there was a Hydroelectric Power Plant (PLTA) construction program in Kaltara. In addition, food commodities are also included in the focus of agricultural programs in Kaltara to date.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of North Kalimantan Province in 2019 was 71.15. While in 2020 it was 70.63 and in 2021 it was 71.19. It shows a decline at first and then an increase in the quality of human resources in North Kalimantan Province in the following year in the 2019-2021 range so that it can support realization innovation in the area.

3) **Number of PAD**

Regional Original Income or PAD in North Kalimantan Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of North Kalimantan Province in 2019 was Rp 1.057.17 B (109.63%). The realization of PAD in 2020 is Rp 1.012.22 B (92.67%) and in 2021 as much as Rp 1.264.98 B (117.60%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovations in North Kalimantan Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, North Kalimantan Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 643,253

people, in 2020 it was 654.994 people, and in 2021 it was 663.696 people. Based on these data, there is an increase in the number of people in North Kalimantan Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.25 NORTH SULAWESI PROVINCE

North Sulawesi Province is a province located In Sulawesi Island. North Sulawesi Province has participated in the regional innovation index assessment in 2020 and 2021. The predicate of the assessment results obtained by North Sulawesi Province in 2020 is very innovative and 2021 is innovative. This shows the lack of consistency of this province in fulfilling regional innovation index indicators in 2020 and 2021.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. Gubernur North Sulawesi in 2019-2021 namely Olly Dondokambey, S.E for 2 periods (February 12, 2016-February 12, 2021 and February 15, 2021-February 15, 2024) . Based on various sources from social media, his leadership is included in a compact and solid leadership in leading North Sulawesi Province.

During his leadership, he gained significant success and progress in various fields. He and his colleagues are getting stronger and more united in order to build a better North Sulawesi in the future. As concrete proof of its success, North Sulawesi has become one of the fastest recovery and recovery from the onslaught of the Covid 19 outbreak which had become

a threat and ravaged various aspects of life and development in this area to be precise At the beginning of 2020 to the beginning of 2022. In addition, in terms of economy, North Sulawesi is one of the regions that has experienced significant and stable development and improvement in its economy as in the trade balance and more.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of North Sulawesi Province in 2019 was 72.99. While in 2020 it was 72.93 and in 2021 it was 73.30. It shows that there was a decline in the quality of human resources at first but could be resolved soon and there was an increase in the quality of human resources in the following year in North Sulawesi Province in the range of In 2019-2021 so that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Revenue or PAD in North Sulawesi Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run

smoothly. The realization of the PAD of North Sulawesi Province in 2019 was Rp 2380.36 B (101.75%). The realization of PAD in 2020 is Rp 2.054.56 B (82.50%) and in 2021 as much as Rp 2.309.72 B (89.80%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovation in North Sulawesi Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, North Sulawesi Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 2.637.338 people, in 2020 it was 2.645.118 people, and in 2021 it was 2.659.987 people. Based on these data, there is an increase in the number of people in North Sulawesi Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.26 CENTRAL SULAWESI PROVINCE

Central Sulawesi Province is a province located on Sulawesi Island. Central Sulawesi Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained by Central Sulawesi Province in 2019 is less innovative, in 2020 it is very innovative, and in 2021 it is innovative. This shows the lack of consistency of Central Sulawesi Province in fulfilling regional innovation index indicators.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. There are 2 Governors of Central Sulawesi in 2019-2021, namely Drs. H. Longki Djanggola, M.Si. (June 16, 2016-June 16, 2021) and H. Rusdy Mastura (June 16, 2021-June 16, 2024). Based on various sources from social media, his leadership is included in the ideal leadership in leading Central Sulawesi Province.

During Longki Djanggola's leadership, the performance of the Central Sulawesi Provincial Government under his leadership was able to encourage investment growth amid the crush of the Covid-19 pandemic. Therefore, CNBC *Indonesia Award* awarded him as *The Outstanding Leader In Investment* in 2020. During his reign, Central Sulawesi has made the country with the largest economic growth rate in Eastern Indonesia up to 9.98% or far above the average national economic growth in 2016. In addition, Central Sulawesi was also able to survive at 8.83% in 2020 or coincided with the pandemic situation at the end of its second period.

After during the leadership period, Rusdy Mastura had the courage to make important decisions as regional head. Some of the achievements are poverty and unemployment decreased by 1%, HDI increased to 7.28, SAKIP increased from B to BB value, and in the future must be increased Fiscally through PAD to 3T.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Central Sulawesi Province in 2019 was 69.50. While in 2020 it was 69.55 and in 2021 it was 69.79. It shows an increase in the quality of human resources in Central Sulawesi Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) **Number of PAD**

Regional Original Income or PAD in Central Sulawesi Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of Central Sulawesi Province in

2019 was Rp 2.475.59 B (102.58%). The realization of PAD in 2020 is Rp 2.621.21 B (101.93%) and in 2021 as much as Rp 3.190.32 B (118.48%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovation in Central Sulawesi Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, Central Sulawesi Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 2.941.429 people, in 2020 it was 2.969.475 people, and in 2021 it was 2.987.711 people. Based on these data, there is an increase in the number of people in Central Sulawesi Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.27 SOUTH SULAWESI PROVINCE

South Sulawesi Province is a province located on Sulawesi Island. South Sulawesi Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained by South Sulawesi Province in 2019 is less innovative, 2020 is very innovative, and 2021 is innovative. It shows the lack of consistency in fulfilling regional innovation index indicators in South Sulawesi Province.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. Governor South Sulawesi in 2019-2021, namely Prof. Dr. Ir. H. M. Nurdin Abdullah, M.Agr. (September 5, 2018-January 12, 2022). Based on various sources from social media, his leadership is included in professional leadership in leading South Sulawesi Province.

During his leadership, he had 5 excellent programs for South Sulawesi. The programs are Road to Seko, Bua-Rantepao Line, Toraja Airport, Tourism Infrastructure Development, Sea Ambulance, and Regional Hospital. However, his leadership had to end because he was arrested for bribery and gratification of infrastructure projects. As a result of his actions, he was sentenced to five years in prison and fined Rp 500 million. This verdict was handed down by a panel of judges of the Makassar Corruption Court (Tipikor) on Monday (29/11/2021) night. In addition, he was also disabled from his position.

2) *HR Quality*

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of South Sulawesi Province in 2019 was 71.66. While in 2020 it was 71.93 and in 2021 it was 72.24. It shows an increase in the quality of human resources in South Sulawesi Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) Number of PAD

Regional Original Revenue or PAD in South Sulawesi Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of South Sulawesi Province in 2019 was Rp 8.774.01 B (95.52%). The realization of PAD in 2020 is Rp 8.381.14 B (84.63%) and in 2021 as much as Rp 8.812.95 B (85.76%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and

influenced the implementation of regional innovation in South Sulawesi Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, South Sulawesi Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 9.490.123 people, in 2020 it was 9.117.380 people, and in 2021 it was 9.175.971 people. Based on these data, there was a decrease in population at first. Then in the following year there was an increase in the population in South Sulawesi Province which could be one of the supporting factors in the assessment of the regional innovation index.

4.28 SOUTHEAST SULAWESI PROVINCE

Southeast Sulawesi Province is a province located on Sulawesi Island. Southeast Sulawesi Province has participated in the regional innovation index assessment in 2020 and 2021. The predicate from the assessment results obtained by Southeast Sulawesi Province in 2020 and 2021 is less innovative. It shows the consistency in fulfilling the regional innovation index indicators in Southeast

Sulawesi Province in the 2020 and 2021 ranges and an increase in achievements due to 2019 has not followed this assessment.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Southeast Sulawesi in 2019-2021 is H. Ali Mazi, S.H (September 5, 2018-September 5, 2023). Based on various sources from social media, his leadership is included in solid leadership and results-oriented development in leading Southeast Sulawesi Province.

During his leadership, he had a development period in the period 2018-2023, namely the Realization of a Safe, Advanced, Prosperous and Dignified Southeast Sulawesi. He has 5 excellent programs in realizing his vision and mission, namely: 1) Southeast Sulawesi with Culture and Faith; 2) Smart Southeast Sulawesi; 3) Healthy Southeast Sulawesi, 4) Productive Southeast Sulawesi and, 5) Southeast Sulawesi Cares about Poverty. The strategic approach taken is GARBARATA (Movement for the Acceleration of Equitable Development of Land and Sea / Islands).

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Southeast Sulawesi Province in 2019 was 71.20. While

in 2020 it was 71.45 and in 2021 it was 71.66. It shows an increase in the quality of human resources in Southeast Sulawesi Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) Number of PAD

Regional Original Revenue or PAD in Southeast Sulawesi Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of Southeast Sulawesi Province in 2019 was Rp 2.063.34 B (93.05%). The realization of PAD in 2020 is Rp 2.042.42 B (78.41%) and in 2021 as much as Rp 2.552.78 B (103.04%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovations in Southeast Sulawesi Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, Southeast Sulawesi Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional

innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 2.619.504 people, in 2020 it was 2.632.939 people, and in 2021 it was 2.649.845 people. Based on these data, there is an increase in the number of people in Southeast Sulawesi Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.29 WEST SULAWESI PROVINCE

West Sulawesi Province is a province located on Sulawesi Island. West Sulawesi Province has participated in the regional innovation index assessment in 2020 and 2021. The predicate of the assessment results obtained by West Sulawesi Province in 2020 and 2021 is innovative. It shows the consistency in fulfilling the regional innovation index indicators in West Sulawesi Province between 2020 and 2021 and an increase in achievements due to The year 2019 has not followed this assessment.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of West Sulawesi in 2019-2021, Drs. H. Andi Ali Baal Masdar, M.Si. (May 12, 2017-May 12, 2022). Based on various sources from social media, his leadership is a visionary

leadership, has a wide social network, and is innovative in leading West Sulawesi Province.

He is a reflection of a leader who is polite and nurturing to his people. In addition, he is also a leader who is smart, mature, and understands the needs of his people. He is also one of the figures who played a role in the formation of West Sulawesi Province. His concern for improving the standard of living of the community is still being shown when he led West Sulawesi. One of them is by initiating various pro-people programs to improve the community's economy in the midst of a difficult situation due to the Covid-19 Pandemic.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of West Sulawesi Province in 2019 was 65.73. While in 2020 it was 66.11 and in 2021 it was 66.36. It shows that there is an improvement in the quality of human resources in West Sulawesi Province in the 2019-2021 period so that it can support the realization of innovation in the region.

3) **Number of PAD**

Regional Original Revenue or PAD in West Sulawesi Province is also one of the supports for the success of regional innovation can be realized.

It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of West Sulawesi Province in 2019 was Rp 773.57 PAD (94.12%). The realization of PAD in 2020 is Rp 807.73 PAD (94.55%) and in 2021 as much as Rp 904.08 B (101.81%). Based on these details, there has been an increase in the realization of the use of the budget ceiling as given and has an effect on the implementation of regional innovations in West Sulawesi Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, West Sulawesi Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.554.584 people, in 2020 it was 1.563.896 people, and in 2021 it was 1.563.289 people. Based on these data, there was an increase in the population in West Sulawesi Province at first. However, in the following year there was

a slight decrease in the population of West Sulawesi which became one of the factors in the assessment of the regional innovation index.

4.30 GORONTALO PROVINCE

Gorontalo Province is a province located on Sulawesi Island. Gorontalo Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate of the assessment results obtained by Gorontalo Province in 2019 and 2020 is less innovative and in 2021 is innovative. It shows the consistency in fulfilling the regional innovation index indicators in Gorontalo Province between 2019 and 2020 and an increase in 2021 in fulfillment indicators of the regional innovation index.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. governor Gorontalo in 2019-2021, namely Drs. H. Rusli Habibie, M.AP. for 2 periods (January 16, 2012-January 16, 2017 and May 12, 2017-May 12, 2022). Based on various sources from social media, his leadership is included in participatory and simple leadership in leading Gorontalo Province.

During his leadership, he had a vision, namely: "Realizing a Superior, Advanced and Prosperous Gorontalo Society". This vision became his basic reference in running the wheels of his government. There are 8 excellent programs to achieve this vision, including free education, free health, infrastructure development, people's economy, more vibrant religion and culture, more serving government, more global tourism and a

more sustainable environment. All of these programs can be realized thanks to the cooperation of all relevant parties in Gorontalo Province.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Gorontalo Province in 2019 was 68.49. While in 2020 it was 68.68 and in 2021 it was 69.00. It shows that there is an increase in the quality of human resources in Gorontalo Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Revenue or PAD in Gorontalo Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of Gorontalo Province PAD in 2019 was Rp 1.047.31 B (103.95%). The realization of PAD in 2020 is Rp 983.58 B (84.57%) and in 2021 as much as Rp 1.175.50 B (107.12%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following

year in the realization of the use of the budget ceiling as given and affected the implementation of regional innovations in Gorontalo Province.

4) Local Government Level

As described in Chapter II regarding the Regional Government Level, Gorontalo Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.174.107 people, in 2020 it was 1.181.531 people, and in 2021 it was 1.189.685 people. Based on these data, there is an increase in the number of population in Gorontalo Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.31 MALUKU PROVINCE

Maluku Province is a province located on the island of Maluku. Maluku Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate of the assessment results obtained by Maluku Province in 2019 and 2020 is less innovative and in 2021 is innovative. It shows the consistency in fulfilling the regional innovation index indicators in Maluku Province in the 2019 and 2020 periods, as well as an increase in 2021 in fulfillment indicators of the regional innovation index.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of Maluku in 2019-2021 is Irjen. Pol. (Ret.) Drs. Murad Ismail, S.H., M.H. (April 24, 2019-April 24, 2024). Based on various sources from social media, his leadership is included in adaptive and responsive leadership in leading the Maluku Province.

content of regional development 2019-2024 during his leadership, namely Maluku which is managed honestly, cleanly, and serves; guaranteed in welfare; and sovereign over the archipelago. Meanwhile, in 2019 the Maluku Provincial Government continued to produce quite good performance. Among them is the obtaining of an Unqualified Financial Management Opinion (WTP), after only getting the title of Fair With Exception (WDP) opinion in 2018. In addition, there is also quite good development in terms of the number of unemployment that has decreased significantly, the poverty rate that has also decreased, the economic impact of the pandemic Covid-19 is not too heavy, and other things.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Maluku Province in 2019 was 69.45. While in 2020 it

was 64.4 9 and in 2021 it was 69.7 1. It shows an increase in the quality of human resources in Maluku Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) Number of PAD

Regional Original Revenue or PAD in Maluku Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of Maluku Province in 2019 was Rp 1.045.21 B (77.90%). The realization of PAD in 2020 was IDR 1.056.12 billion (77.48%) and in 2021 as much as Rp 1.107.70 B (84. 16%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influential on the implementation of regional innovations in Maluku Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, Maluku Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.838.114 people, in 2020 it was 1.854.229 people, and in 2021 it was 1.864.335 people. Based on these data, there is an increase in the number of people in Maluku Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.32 NORTH MALUKU PROVINCE

North Maluku Province is a province located on the island of Maluku. North Maluku Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate from the assessment results obtained by North Maluku Province from 2019 to 2021 is less innovative. It shows that there is consistency in fulfilling regional innovation index indicators in North Maluku Province in the range of 2019 to 2021 and there has been no increase in provincial achievements this.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of North Maluku in 2019-2021, namely K.H. Abdul Ghani Kasuba, Lc. (May 10, 2019-May 10, 2024). Based on various sources from social media, his leadership is included in transformational leadership and cares for the community in leading North Maluku Province.

During his leadership, if there were events in the region both official and unofficial, he always took the time to attend. In the eyes of the people in every region he visited, he was considered as the most unpretentious leader figure with the community. He is a figure who cares about the community so that many people have hope for him as the leader of North Maluku in the future.

2) HR Quality

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of North Maluku Province in 2019 was 68.70. While in 2020 it was 68.49 and in 2021 it was 68.76. It shows that there was a decline in the quality of human resources at first. However, this was soon overcome by proving that there was an improvement in the quality of human resources in the following year in North Maluku Province in the 2019-2021 range so that it could support realization of innovations in the area.

3) Number of PAD

Regional Original Revenue or PAD in North Maluku Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in

accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of North Maluku Province in 2019 was Rp 990.26 B (84.33%). The realization of PAD in 2020 is Rp 1.004.10 B (68.08%) and in 2021 as much as Rp 1.132.1 B (83.34%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influential on the implementation of regional innovations in North Maluku Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, North Maluku Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.301.279 people, in 2020 it was 1.314.849 people, and in 2021 it was 1.318.178 people. Based on these data, there is an increase in the number of people in North Maluku Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.33 PAPUA PROVINCE

Papua Province is a province located on the island of Papua. Papua Province has participated in the assessment of the regional innovation index from 2019 to 2021. The predicate of the assessment results obtained by North Sumatra Province in 2019 and 2020 is less innovative and in 2021 is innovative. It shows the consistency in the fulfillment of regional innovation index indicators in Papua Province between 2019 and 2020 and an increase in 2021 in the fulfillment of indicators Regional Innovation Index.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. governor Papua in 2019-2021 namely Lukas Enembe, S.I.P., M.H. for 2 periods (April 9, 2013-April 9, 2018 and September 5, 2018-January 10, 2023). Based on various sources from social media, his leadership is included in the democratic and moderate leadership in leading Papua Province.

he succeeded in developing Papua by carrying out a vision, namely: "Papua Rises Independently and Prosperously within the framework of the Republic of Indonesia". He has also received a thematic award for Regional Autonomy from the Ministry of Home Affairs because he is considered to be able to build the welfare of isolated communities in Papua. He has made many innovations in the fields of public services, bureaucracy, environment, and improvement of Natural Resources. One of them is that he once initiated a Social Protection program called Build Generations and Prosperous Families or better known as Papua. The

program is a strategic breakthrough that aims to create a golden generation of indigenous Papuan children who are healthy, smart, and have character and can actively participate in making the name of the Indonesian nation proud in the eyes of the international world.

His brilliant leadership and fruitful work for Papua must end with a track record of bad cases against him. He was arrested on January 10, 2023 by the ranks of the Corruption Eradication Commission (KPK) precisely while at a restaurant in A be pura. Furthermore, he was taken to Jakarta to be prosecuted for his actions.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of Papua Province in 2019 was 60.84. While in 2020 it was 60.44 and in 2021 it was 60.62. It shows a decrease in the quality of human resources at first and then there is an increase in the quality of human resources in the following year in Papua Province in the 2019-2021 range so that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Income or PAD in Papua Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation

carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the Papua Province PAD in 2019 was Rp 3.496.50 B (126.90%). The realization of PAD in 2020 is Rp 2.711.06 B (91.2 0%) and in 2021 as much as Rp 4.092.23 B (112.81%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according to the has been given and influenced the implementation of regional innovation in Papua Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, Papua Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 4.323.825 people, in 2020 it was 4.346.593 people, and in 2021 it was 4.354.468 people. Based on these data, there is an increase in the number of people in Papua Province, which can be one of the supporting factors in the assessment of the regional innovation index.

4.34 WEST PAPUA PROVINCE

West Papua Province is a province located on the island of Papua. West Papua Province has participated in the regional innovation index assessment from 2019 to 2021. The predicate from the assessment results obtained by West Papua Province in 2019 and 2020 is less innovative and in 2021 is innovative. It shows the consistency in fulfilling regional innovation index indicators in West Papua Province between 2019 and 2020 and an increase in 2021 in fulfillment indicators of the regional innovation index.

1) *Leadership*

Regarding the leadership of a region, of course, it is closely related to the leader in the region. The Governor of West Papua in 2019-2021 is Drs. Dominggus Mandacan (May 12, 2017-May 12, 2022). Based on various sources from social media, his leadership is included in inspiring leadership in leading West Papua Province.

During his leadership, he was named the Father of Development by the people of West Papua because of his achievements and success in developing West Papua. He also succeeded in bringing West Papua as the province with the highest level of tolerance in Indonesia. The Regional Government through the West Papua Provincial Liaison Board also carried out *the Semarak Maju Papua Barat* event. This activity is useful for reporting the results of local government work during the 2017-2022 period which is packaged in a milestone video and book "West Papua Towards Sustainable Development" which is a summary of development activities and performance achievements in West Papua Province in the

five years of leadership of Governor Dominggus Mandacan and Deputy Governor Mohamad Lakotani.

2) **HR Quality**

The quality of human resources in a region can affect the course of government in the region. One way to determine the increase or decrease in the quality of human resources is through the Human Development Index (HDI). Based on data obtained from the Central Statistics Agency (BPS), the HDI of West Papua Province in 2019 was 64.70. While in 2020 it was 65.09 and in 2021 it was 65.26. It shows an increase in the quality of human resources in West Papua Province in the 2019-2021 period so that it can support the realization of innovation in the area.

3) **Number of PAD**

Regional Original Revenue or PAD in West Papua Province is also one of the supports for the success of regional innovation can be realized. It is undeniable that finance is one of the factors that make the implementation carry out the implementation of regional autonomy in accordance with the regional potential as the implementation of decentralization of regional development and regional innovation run smoothly. The realization of the PAD of West Papua Province in 2019 was Rp 1.096.24 B (91.68%). The realization of PAD in 2020 is Rp 1.069.26 B (83.27%) and in 2021 as much as Rp 1.098.87 B PAD (83.62%). Based on these details, there was a decrease in budget use but it was immediately handled and increased the following year in the realization of the use of the budget ceiling according

to the has been given and influential on the implementation of regional innovation in West Papua Province.

4) Local Government Level

As described in Chapter II concerning the Regional Government Level, West Papua Province is included in Dati I (Level I Region). This is one of the factors that can support the implementation of regional innovation because it has access and a large role in the realization of regional innovation.

5) Population

The number of population can affect the increase in the innovation index in an area. The population in this province in 2019 was 1.132.151 people, in 2020 it was 1.148.154 people, and in 2021 it was 1.146.666 people. Based on these data, there was an increase in population at first. However, in the following year there was a slight decrease in the population in West Papua Province, which could have an impact as a factor in the assessment of the regional innovation index.

From the 34 explanations of regional innovation indicators in each province in Indonesia in the 2019-2022 range above, it can be seen that there are differences in the advantages of indicators from each region. A summary of the explanation of the region's innovation indicators can be seen in Table 4.1 below:

Table 4. 1 Regional Innovation Indicators in Indonesia

No.	Province	Regional Innovation Indicators	Research Results
1.	Aceh	<i>Leadership</i>	The leadership is weak and tends to be chaotic
		HR Quality	There are improvement of HR quality
		Number of PAD	There is instability in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
2.	North Sumatra	<i>Leadership</i>	The Leadership is transformative and charismatic
		HR Quality	there is improving the quality of human resources
		Number of PAD	There is an increase in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
3.	West Sumatra	<i>Leadership</i>	Good leadership and advancing
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in the realization of the use of the budget ceiling but in the following year it was immediately corrected and there was an increase in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)

		Number of Inhabitants	There is an increase in population
4.	Riau	<i>Leadership</i>	Innovative and popular leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There is an initial decrease in budget realization and the following year can be overcome by an increase in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
5.	Jambi	<i>Leadership</i>	Firm and open leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There is an increase or even an excess in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
6.	South Sumatra	<i>Leadership</i>	The Leaders is who are close to their people
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease at the beginning but it can be corrected immediately and experienced an increase in its realization
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
7.	Bengkulu	<i>Leadership</i>	Visionary leadership
		HR Quality	There is an improvement in the quality of human resources
		Number of PAD	There was a decrease initially but could be overcome immediately by experiencing

			an increase in the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
8.	Lampung	<i>Leadership</i>	Visionary leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use initially but could be overcome immediately and there was an increase in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is a decrease in population at first but the following year there was an increase in population
9.	Bangka Belitung Islands	<i>Leadership</i>	The Leadership is focuses on improving its region
		HR Quality	There is improving the quality of human resources
		Number of PAD	There is an increase or even an excess in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
10.	Riau Islands	<i>Leadership</i>	Inspiring leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)

		Number of Inhabitants	There is an increase in population
11.	Jakarta	<i>Leadership</i>	Smart leaders and good communication
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was soon resolved and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
12.	West Java	<i>Leadership</i>	Adaptive, transformative, and interactive leadership.
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was soon resolved and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
13.	Central Java	<i>Leadership</i>	Popular and decisive leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population

14.	DI Yogyakarta	<i>Leadership</i>	Democratic and charismatic leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
		15.	East Java
HR Quality	There is improving the quality of human resources		
Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling		
Local Government Level	This included in Dati I (Level I Region)		
Number of Inhabitants	There is an increase in population		
16.	Banten	<i>Leadership</i>	
HR Quality		There is improving the quality of human resources	
Number of PAD		There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling	
Local Government Level		This included in Dati I (Level I Region)	
Number of Inhabitants		There is an increase in population	
17.		Bali	<i>Leadership</i>
HR Quality	There is improving the quality of human resources		

		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
18.	West Nusa Tenggara	<i>Leadership</i>	Leadership that sets an example
		HR Quality	There is improving the quality of human resources
		Number of PAD	There is a decrease in budget use in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
19.	East Nusa Tenggara	<i>Leadership</i>	Decisive and inspiring leadership
		HR Quality	There is an improvement in the quality of human resources even though it has decreased
		Number of PAD	It becomes a decrease in the use of budget in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
20.	West Kalimantan	<i>Leadership</i>	Inspiring leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)

		Number of Inhabitants	There is an increase in population
21.	Central Kalimantan	<i>Leadership</i>	Inspiring and consistent leadership in leading
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
22.	South Kalimantan	<i>Leadership</i>	Inspirational and result-oriented leadership and hard work in leading
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
23.	East Kalimantan	<i>Leadership</i>	Leadership that is sympathetic and close to the people
		HR Quality	There is a decrease in the quality of human resource first and overcome immediately so that in the following year there is an increase in the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling

		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
24.	North Kalimantan	<i>Leadership</i>	Smart leadership and making the right decisions
		HR Quality	The decline at first and then there was an improvement in the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
25.	North Sulawesi	<i>Leadership</i>	Compact and solid leadership
		HR Quality	There was a decline in the quality of human resources at first but it could be resolved immediately and there was an increase in the quality of human resources in the following year
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
26.	Central Sulawesi	<i>Leadership</i>	Ideal leadership in leading
		HR Quality	There is an improvement in the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling

		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
27.	South Sulawesi	<i>Leadership</i>	Professional leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
28.	Southeast Sulawesi	<i>Leadership</i>	Solid leadership and results-oriented development
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population.
29.	Gorontalo	<i>Leadership</i>	Participatory and simple leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population

30.	West Sulawesi	<i>Leadership</i>	Visionary leadership, wide social networks, and innovative
		HR Quality	There is improving the quality of human resources
		Number of PAD	This is an increase in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There was an increase in population at first. However, the following year there was a slight decrease in population
31.	Maluku	<i>Leadership</i>	Adaptive and responsive leadership
		HR Quality	There is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
32.	North Maluku	<i>Leadership</i>	Transformational leadership and care for the community
		HR Quality	There was a decline in the quality of human resources at first. However, this was soon overcome by proving an improvement in the quality of human resources in the following year
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)

		Number of Inhabitants	There is an increase in population
33.	Papua	<i>Leadership</i>	Democratic and moderate leadership
		HR Quality	There is a decrease in the quality of human resource first and then there is an increase in the quality of human resources in the following year
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There is an increase in population
34.	West Papua	<i>Leadership</i>	Inspiring leadership
		HR Quality	A is improving the quality of human resources
		Number of PAD	There was a decrease in budget use but it was immediately addressed and increased the following year in the realization of the use of the budget ceiling
		Local Government Level	This included in Dati I (Level I Region)
		Number of Inhabitants	There was an increase in population at first. But the following year there was a slight decline in population.

Source: (Self-Processed Data, 2023)

Regional innovation indicators from each province in Indonesia which are found during the research include:

1. *Leadership*

The true spirit of leadership has been possessed by every human being on this earth. As it is clearly written in the holy book of the Qur'an that man was

created on earth as a caliph. Caliph or Khalifa means a leader who can be interpreted as a human duty in leading himself, his family, society, and his country. Based on research that has been conducted, all provincial leaders in Indonesia, commonly referred to as governors, have various types and styles of leadership. Some of these types and styles of leadership lead to the positive (Get regional goals) and some lead to the negative (Not Get regional goals).

As an example is the Governor of West Sumatra Province who has many positive achievements (sumbar, 2023). This has an impact on West Sumatra Province holds the title of the most innovative region for several years. In this study it was also found that several provinces in Indonesia where the leadership was not implemented optimally so that the provinces were considered not feasible to enter the criteria for innovative areas. This matter shows that implicitly, the leadership style of each regional head has an important role in the increase or decrease of regional innovation index because he has a role in leading the area.

2. Quality of Human Resources

The quality of Human Resources (HR) in a region / region can affect the running of government in the region / region. As for measuring the quality of human resources in a region, it can be seen through the Human Development Index (HDI). Data on HDI can be accessed through the Central Statistics Agency (BPS). Based on research that has been done, there are 2 results regarding HDI in each province in Indonesia.

There are 29 regions that show results that there is an improvement in the quality of human resources in the area. As for the other 5 regions, there was a decline in the quality of human resources at first and was overcome immediately so that in the following year there was an increase in the quality of human resources in the area. The existence of qualified or under qualified human resource in each region can affect the innovation index of the region. It is because it relates to the performance of employees who strive to realize regional innovations.

3. Total PAD (Local Original Revenue)

Regional Original Revenue or commonly abbreviated as PAD has its own role in regional innovation. Regional Original Revenue is one of the funds in realizing regional innovation program plans that have been designed by various government agencies in each region. Based on the research that has been done, there are two provinces that have instability in the realization of the use of the budget ceiling, they are Aceh Province and West Nusa Tenggara Province. It has an impact on decreasing the achievement of regional innovation in the province because the use of budget cannot be used properly and as planned.

In addition, there are 2 provinces that have increased in the use of the budget ceiling and even tend to experience excess use of the budget in an effort to achieve regional innovation in the provinces These provinces are Jambi Province and Bangka Belitung Islands Province. Then, there are 2 other provinces that have increased in the realization of the use of budget ceilings

from year to year, they are North Sumatra Province and West Sulawesi Province.

Then, there are 28 other provinces that experienced a decrease in the use of budget ceilings in the previous year. However, it was soon overcome and experienced an increase in the following year in the realization of the use of the budget ceiling as planned. From the description above, it is clearly illustrated that PAD plays an important role in the realization of regional innovation.

4. Local Government Level

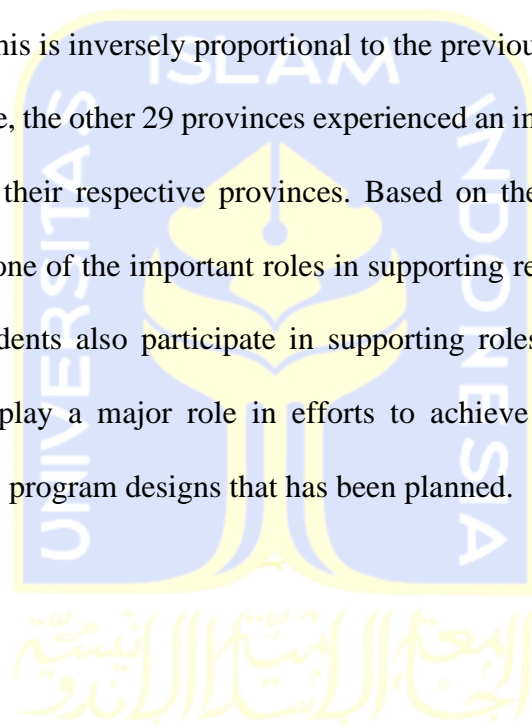
Local governments in Indonesia have an arrangement / sequence in their implementation. The central government is certainly the pinnacle of leadership in a country. Then there is a regional government with the title of Province which is included in Dati I (Level I Region). Province is usually headed by a governor. Provinces has direct access to the central government because they are directly under the central government. This is one of the factors that can support the implementation of regional innovation. The Governor as the leader of each province in Indonesia certainly has a big role in the realization of regional innovations in their respective provinces.

5. Number of Inhabitants

Population is a term for people who live in an area / region. The population in Indonesia is one of the largest populations and is very abundant. Data on the population of each province residing in Indonesia can be accessed through [the https://djpk.kemenkeu.go.id](https://djpk.kemenkeu.go.id) website.

Based on the results of the study, there were 3 provinces that had experienced a decrease in population in the initial year and in the following year there was an increase in the number of residents in the province. These provinces are Lampung Province, Bali Province, and South Sulawesi Province. Unlike the case with the next 2 provinces, namely West Sulawesi Province and West Papua Province. Both provinces experienced an initial population increase and the following year a slight decrease in the number of residents in the province. This is inversely proportional to the previous 3 provinces.

Meanwhile, the other 29 provinces experienced an increase in the number of residents in their respective provinces. Based on the explanation above, residents have one of the important roles in supporting regional innovation. It is because residents also participate in supporting roles and even on some occasions can play a major role in efforts to achieve regional innovation through various program designs that has been planned.



BAB V

CONCLUSIONS

5.1 CONCLUSION

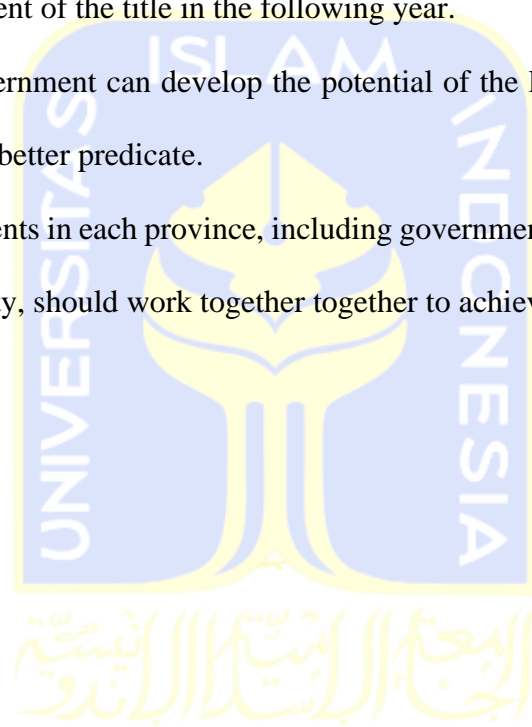
The purpose of this study is to determine the increase and decrease in the regional innovation index obtained by each province in Indonesia based on the assessment that has been carried out. In addition, this research is also useful so that each province can improve and achieve a higher predicate or maintain the existing predicate. Based on the description in Chapter IV above, it can be concluded that out from 34 provinces in Indonesia in the assessment of the regional innovation index, only 6 provinces get scores and Predicates that have survived well or improved quite well.. These provinces include West Sumatra Province, West Java Province, Central Java Province, East Java Province, Banten Province, and West Nusa Tenggara Province. It can certainly be a reference for other provinces on how these 6 provinces can maintain and improve their predicates very well.

In addition to the predicate obtained from the assessment of the regional innovation index, there are also 5 factors that can affect the regional innovation index. These five factors are *Leadership*, Quality of Human Resources (Human Resources), Number of PAD (Local Original Income), Local Government Level, and Number of Population. Based on the research that has been done, it can be concluded that the five factors above are very influential in the government's efforts to realize new innovations for their respective regions. The realization of these innovations is related and can have a major impact on the assessment of the regional innovation index.

5.2 SUGGESTION

Based on the conclusions and discussion in this study, author can provide several suggestions and inputs for increasing the regional innovation index for each province in Indonesia, as follows:

1. There is a need of improvement in various element various elements in the local provincial government so that there is an increase in the achievement of the title in the following year.
2. Each government can develop the potential of the local area in order to support a better predicate.
3. All elements in each province, including government, private sector, and community, should work together together to achieve a better predicate.



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APPENDIX

Appendix 1: Regional Innovation Indicators in 2019

No.	Province	Regional Innovation Indicators				
		Leadership	HR Quality	Number of PAD	Local Government Level	Number of Inhabitants
1.	Aceh	Weak and chaotic leadership	71,90	100%	Dati I (Level I Regions)	5.227.034 people
2.	North Sumatra	Transformative and charismatic leadership	71,74	81.08%	Dati I (Level I Regions)	14.838.678 people
3.	West Sumatra	Good leadership and advancing leadership	72,39	88.35%	Dati I (Level I Regions)	5.533.013 people
4.	Riau	Innovative and popular leadership	73,00	93.61%	Dati I (Level I Regions)	6,054,554 people
5.	Jambi	Firm and open leadership	71,26	103.72%	Dati I (Level I Regions)	3.482.570 people
6.	South Sumatra	Leaders who are close to their people	70,02	96.51%	Dati I (Level I Regions)	8.181.312 people
7.	Bengkulu	Visionary leadership	71,21	78.66%	Dati I (Level I Regions)	1.987.502 people
8.	Lampung	Visionary leadership	69,57	89.07%	Dati I (Level I Regions)	9.103.569 people
9.	Bangka Belitung Islands	Leadership focused on improving the region	71,30	106.83%	Dati I (Level I Regions)	1.367.126 people
10.	Riau Islands	Inspiring leadership	75,48	100.36%	Dati I (Level I Regions)	1.913.660 people
11.	DKI Jakarta	Smart leaders and good communication	80,76	90.29%	Dati I (Level I Regions)	10.647.383 people
12.	West Java	Adaptive, transformative, and interactive leadership	72,03	102.56%	Dati I (Level I Regions)	44.886.479 people
13.	Central Java	Popular and decisive leadership	71,73	104.47%	Dati I (Level I Regions)	36.118.77 people
14.	DI Yogyakarta	Democratic and charismatic leadership	79,99	109.56%	Dati I (Level I Regions)	3.618.084 people

15.	East Java	Visionary and authoritative leadership	71,50	110.94%	Dati I (Level I Regions)	40.315.537 people
16.	Banten	Decisive leadership	72,44	102.32%	Dati I (Level I Regions)	10.599.671 people
17.	Bali	Spontaneous and simple leadership	75,38	89.19%	Dati I (Level I Regions)	4.245.108 people
18.	West Nusa Tenggara	Leadership that sets an example	68,14	103.14%	Dati I (Level I Regions)	5.258.765 people
19.	East Nusa Tenggara	Decisive and inspiring leadership	65,23	99.81%	Dati I (Level I Regions)	5.411.203 people
20.	West Kalimantan	Inspiring leadership	75,48	100.36%	Dati I (Level I Regions)	1.913.660 people
21.	Central Kalimantan	Inspiring and consistent leadership in leading	70,91	106.00%	Dati I (Level I Regions)	2.553.409 people
22.	South Kalimantan	Inspirational and result oriented leadership and hard work in leading	70,72	102.41%	Dati I (Level I Regions)	4.008.162 people
23.	East Kalimantan	Leadership that is sympathetic and close to the people	76,61	120.14%	Dati I (Level I Regions)	3.536.945 people
24.	North Kalimantan	Smart leadership and making the right decisions	71,15	109.63%	Dati I (Level I Regions)	643.253 people
25.	North Sulawesi	Compact and solid leadership	72,99	101.75%	Dati I (Level I Regions)	2.637.338 people
26.	Central Sulawesi	Ideal leadership in leading	69,50	102.58%	Dati I (Level I Regions)	2.941.429 people
27.	South Sulawesi	Professional leadership	71,66	95.52%	Dati I (Level I Regions)	9.490.123 people
28.	Southeast Sulawesi	Solid leadership and results oriented development	71,20	93.05%	Dati I (Level I Regions)	2.619.504 people
29.	Gorontalo	Participatory and simple leadership	68,49	103.95%	Dati I (Level I Regions)	1.174.107 people
30.	West Sulawesi	Visionary leadership, wide social networks, and innovative	65,73	94.12%	Dati I (Level I Regions)	1.554.584 people
31.	Maluku	Adaptive and responsive leadership	69,45	77.90%	Dati I (Level I Regions)	1.838.114 people

32.	North Maluku	Transformational leadership and care for the community	68,70	84.33%	Dati I (Level I Regions)	1.301.279 people
33.	Papua	Democratic and moderate leadership	60,84	126.90%	Dati I (Level I Regions)	4.323.825 people
34.	West Papua	Inspiring leadership	64,70	91.68%	Dati I (Level I Regions)	1.132.151 people

Appendix 2: Regional Innovation Indicators in 2020

No.	Province	Regional Innovation Indicators				
		Leadership	HR Quality	Number of PAD	Local Government Level	Number of Inhabitants
1.	Aceh	Weak and chaotic leadership	71,99	96.25%	Dati I (Level I Regions)	5.253.512 people
2.	North Sumatra	Transformative and charismatic leadership	71,77	81,15%	Dati I (Level I Regions)	14.908.036 people
3.	West Sumatra	Good leadership and advancing leadership	72,38	81.65%	Dati I (Level I Regions)	5.542.994 people
4.	Riau	Innovative and popular leadership	72,71	82.91%	Dati I (Level I Regions)	6.149.692 people
5.	Jambi	Firm and open leadership	71,29	89.31%	Dati I (Level I Regions)	3.491.764 people
6.	South Sumatra	Leaders who are close to their people	70,01	77.82%	Dati I (Level I Regions)	8.267.779 people
7.	Bengkulu	Visionary leadership	71,40	70.51%	Dati I (Level I Regions)	2.001.578 people
8.	Lampung	Visionary leadership	69,69	80,53%	Dati I (Level I Regions)	9.044.962 people
9.	Bangka Belitung Islands	Leadership focused on improving the region	71,47	81,75%	Dati I (Level I Regions)	1.394.483 people
10.	Riau Islands	Inspiring leadership	75,59	77.25%	Dati I (Level I Regions)	1.961.388 people
11.	DKI Jakarta	Smart leaders and good communication	80,77	65.00%	Dati I (Level I Regions)	11.011.862 people
12.	West Java	Adaptive, transformative,	72,09	79.48%	Dati I (Level I Regions)	45.632.714 people

		and interactive leadership				
13.	Central Java	Popular and decisive leadership	71,87	90.89%	Dati I (Level I Regions)	36.614.603 people
14.	DI Yogyakarta	Democratic and charismatic leadership	79,97	88.34%	Dati I (Level I Regions)	3.645.487 people
15.	East Java	Visionary and authoritative leadership	71,71	93.11%	Dati I (Level I Regions)	40.706.075 people
16.	Banten	Decisive leadership	72,72	99.53%	Dati I (Level I Regions)	10.868.810 people
17.	Bali	Spontaneous and simple leadership	75,50	60.35%	Dati I (Level I Regions)	4.236.983 people
18.	West Nusa Tenggara	Leadership that sets an example	68,25	93.54%	Dati I (Level I Regions)	5.287.577 people
19.	East Nusa Tenggara	Decisive and inspiring leadership	65,19	74.82%	Dati I (Level I Regions)	5.426.418 people
20.	West Kalimantan	Inspiring leadership	75,59	77.25%	Dati I (Level I Regions)	1.961.388 people
21.	Central Kalimantan	Inspiring and consistent leadership in leading	71,05	83.47%	Dati I (Level I Regions)	2.577.215 people
22.	South Kalimantan	Inspirational and result oriented leadership and hard work in leading	70,91	86.75%	Dati I (Level I Regions)	4.042.565 people
23.	East Kalimantan	Leadership that is sympathetic and close to the people	76,24	83.10%	Dati I (Level I Regions)	3.612.106 people
24.	North Kalimantan	Smart leadership and making the right decisions	70,63	92.67%	Dati I (Level I Regions)	654.994 people
25.	North Sulawesi	Compact and solid leadership	72,93	82.50%	Dati I (Level I Regions)	2.645.118 people
26.	Central Sulawesi	Ideal leadership in leading	69,55	101.93%	Dati I (Level I Regions)	2.969.475 people
27.	South Sulawesi	Professional leadership	71,93	84.63%	Dati I (Level I Regions)	9.117.380 people
28.	Southeast Sulawesi	Solid leadership and results oriented development	71,45	78.41%	Dati I (Level I Regions)	2.632.939 people
29.	Gorontalo	Participatory and simple leadership	68,68	84.57%	Dati I (Level I Regions)	1.181.531 people

30.	West Sulawesi	Visionary leadership, wide social networks, and innovative	66,11	94.55%	Dati I (Level I Regions)	1.563.896 people
31.	Maluku	Adaptive and responsive leadership	64,49	77.48%	Dati I (Level I Regions)	1.854.229 people
32.	North Maluku	Transformational leadership and care for the community	68,49	68.08%	Dati I (Level I Regions)	1.314.849 people
33.	Papua	Democratic and moderate leadership	60,44	91.20%	Dati I (Level I Regions)	4.346.593 people
34.	West Papua	Inspiring leadership	65,09	83.27%	Dati I (Level I Regions)	1.148.154 people

Appendix 3: Regional Innovation Indicators in 2021

No.	Province	Regional Innovation Indicators				
		Leadership	HR Quality	Number of PAD	Local Government Level	Number of Inhabitants
1.	Aceh	Weak and chaotic leadership	72,18	96.53%	Dati I (Level I Regions)	5.288.885 people
2.	North Sumatra	Transformational and charismatic leadership	72,00	81.15%	Dati I (Level I Regions)	15.032.170 people
3.	West Sumatra	Good leadership and advancing leadership	72,65	95.07%	Dati I (Level I Regions)	5.568.881 people
4.	Riau	Innovative and popular leadership	72,94	96.04%	Dati I (Level I Regions)	6.220.680 people
5.	Jambi	Firm and open leadership	71,63	112.60%	Dati I (Level I Regions)	3.497.833 people
6.	South Sumatra	Leaders who are close to their people	70,24	85.11%	Dati I (Level I Regions)	8.342.101 people
7.	Bengkulu	Visionary leadership	71,64	98.73%	Dati I (Level I Regions)	2.014.369 people
8.	Lampung	Visionary leadership	69,90	89.40%	Dati I (Level I Regions)	9.062.766 people
9.	Bangka Belitung Islands	Leadership focused on improving the region	71,69	115.09%	Dati I (Level I Regions)	1.406.583 people

10.	Riau Islands	Inspiring leadership	75,79	91.28%	Dati I (Level I Regions)	1.983.597 people
11.	DKI Jakarta	Smart leaders and good communication	81,11	80.18%	Dati I (Level I Regions)	11.100.929 people
12.	West Java	Adaptive, transformative, and interactive leadership	72,45	91.46%	Dati I (Level I Regions)	46.092.205 people
13.	Central Java	Popular and decisive leadership	72,16	107.02%	Dati I (Level I Regions)	36.896.752 people
14.	DI Yogyakarta	Democratic and charismatic leadership	80,22	105.47%	Dati I (Level I Regions)	3.668.304 people
15.	East Java	Visionary and authoritative leadership	72,14	110.52%	Dati I (Level I Regions)	40.963.227 people
16.	Banten	Decisive leadership	72,72	99,53%	Dati I (Level I Regions)	11.042.523 people
17.	Bali	Spontaneous and simple leadership	75,69	84.99%	Dati I (Level I Regions)	4.261.909 people
18.	West Nusa Tenggara	Leadership that sets an example	68,65	98.21%	Dati I (Level I Regions)	5.321.552 people
19.	East Nusa Tenggara	Decisive and inspiring leadership	65,28	69.28%	Dati I (Level I Regions)	5.452.967 people
20.	West Kalimantan	Inspiring leadership	75,79	91.28%	Dati I (Level I Regions)	1.983.597 people
21.	Central Kalimantan	Inspiring and consistent leadership in leading	71,25	119.31%	Dati I (Level I Regions)	2.602.119 people
22.	South Kalimantan	Inspirational and result oriented leadership and hard work in leading	71,28	106.61%	Dati I (Level I Regions)	4.070.320 people
23.	East Kalimantan	Leadership that is sympathetic and close to the people	76,88	116.65%	Dati I (Level I Regions)	3.661.161 people
24.	North Kalimantan	Smart leadership and making the right decisions	71,19	117.60%	Dati I (Level I Regions)	663.696 people
25.	North Sulawesi	Compact and solid leadership	73,30	89.80%	Dati I (Level I Regions)	2.659.987 people
26.	Central Sulawesi	Ideal leadership in leading	69,79	118.48%	Dati I (Level I Regions)	2.987.711 people

27.	South Sulawesi	Professional leadership	72,24	85.76%	Dati I (Level I Regions)	9.175.971 people
28.	Southeast Sulawesi	Solid leadership and results oriented development	71,66	103.04%	Dati I (Level I Regions)	2.649.845 people
29.	Gorontalo	Participatory and simple leadership	69,00	107.12%	Dati I (Level I Regions)	1.189.685 people
30.	West Sulawesi	Visionary leadership, wide social networks, and innovative	66,36	101.81%	Dati I (Level I Regions)	1.563.289 people
31.	Maluku	Adaptive and responsive leadership	69,71	84.16%	Dati I (Level I Regions)	1.864.335 people
32.	North Maluku	Transformational leadership and care for the community	68,76	83.34%	Dati I (Level I Regions)	1.318.178 people
33.	Papua	Democratic and moderate leadership	60,62	112.81%	Dati I (Level I Regions)	4.354.468 people
34.	West Papua	Inspiring leadership	65,26	83.62%	Dati I (Level I Regions)	1.146.666 people

