

Transformational Leadership In Improving Public Services At The Human Resources Development And Staffing Agency (BKPSDM) Of Simeulue Regency

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Abstract

Quality public service delivery remains a major challenge for government institutions, including the Civil Service and Human Resource Development Agency (BKPSDM) of Simeulue Regency. The key issues identified include limited service effectiveness due to inadequate planning, uneven competence among civil servants, and resistance to organizational change. This study aims to analyze the implementation of transformational leadership in enhancing the quality of public services at BKPSDM Simeulue. A descriptive qualitative approach was employed, with data collected through interviews, observations, and documentation. Thematic analysis was used to identify patterns of transformational leadership practices. The findings indicate that: (1) visionary strategic planning was developed with a focus on enhancing human resource competencies, utilizing information technology, and fostering an adaptive work environment; (2) transformational leadership was consistently applied through inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration manifested in open communication and employee empowerment; (3) evaluations of organizational change demonstrated significant improvements in service speed, transparency, and citizen satisfaction; and (4) supporting and inhibiting factors included leadership commitment, a collaborative work culture, and technological support, while challenges such as resistance to change, budget constraints, and low digital competence were addressed through training, mentoring, and program efficiency initiatives. In conclusion, transformational leadership at BKPSDM Simeulue has positively contributed to public service improvement. Nevertheless, sustainable strategies are still required to address internal challenges and strengthen long-term organizational transformation.

Keywords: Transformational Leadership, Public Service, Strategic Planning, Employee Empowerment, Organizational Evaluation, BKPSDM Simeulue



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INTRODUCTION

Transformational leadership has become a crucial topic in public administration and organizational studies because it emphasizes leaders' capacity to inspire, motivate, and transform individuals to achieve meaningful and sustainable change (Armansyah, 2022). In both public and private institutions, this leadership approach is considered essential for promoting innovation, improving organizational effectiveness, and encouraging employee commitment. Transformational leaders act as agents of change who build an innovative culture and guide organizations toward long-term development goals (Chis-Manolace, 2022). According to Crefton (2006), transformational leadership consists of four core components idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration which together

foster exemplary behavior, clear communication, and attention to employee growth.

In the public sector, transformational leadership plays a strategic role in overcoming bureaucratic rigidity and enhancing public service quality. Bass (1985) and Jiang et al. (2017) define transformational leadership as the leader's ability to inspire subordinates through a compelling vision while encouraging creativity and innovation. However, existing studies often focus on large-scale public institutions in urban areas, leaving limited discussion on how transformational leadership operates within remote or resource-limited regions. This gap highlights the need to investigate how transformational leadership can address contextual challenges such as limited infrastructure, human resources, and accessibility factors that strongly influence public service delivery in remote areas (Dewi, 2019).

Simeulue Regency in Aceh Province exemplifies such challenges. Within the Civil Service and Human Resource Development Agency (BKPSDM) of Simeulue, bureaucratic reform efforts have been hindered by limited training programs, excessive regulation, and a lack of adaptive human resources (Suryanto, 2020). As noted by Nopriandi (2022), civil servants are required to enhance their competencies to deliver faster, more transparent, and accurate services. Transformational leadership could provide a practical framework for empowering employees, fostering continuous learning, and strengthening organizational commitment (Eliyana et al., 2019). Several studies emphasize that transformational leadership improves public sector performance by developing an innovative and collaborative work culture (Sinaga et al., 2018; Wang et al., 2022). Leaders who apply this approach can shape an adaptive organizational culture built on trust, transparency, and accountability (Putri et al., 2020; Mitchell, 2013). Yet, empirical evidence on the implementation of transformational leadership in local government institutions, especially in remote island regions, remains limited. This study seeks to fill that gap by focusing on the application of transformational leadership within BKPSDM Simeulue.

Therefore, the main objective of this research is to analyze how transformational leadership contributes to improving public service delivery in BKPSDM Simeulue. Specifically, this study examines how transformational leadership influences employee motivation, competency development, and innovation in overcoming bureaucratic constraints. It also explores the relationship between leadership style and organizational culture transformation. By doing so, this study aims to contribute to the broader understanding of leadership practices in public administration, offering a contextualized model that complements existing theories and provides practical implications for enhancing public sector performance in under-resourced regions.

METHODS

This study employed a qualitative descriptive approach to obtain an in-depth understanding of transformational leadership in improving public service quality at the Civil Service and Human Resource Development Agency (BKPSDM) of Simeulue Regency. The qualitative method was chosen because it allows researchers to explore meanings, behaviors, and experiences in their natural context (Hamidi, 2018). The focus of the study was on understanding how leadership processes and policy implementation influence employee performance and the quality of public services. The research was conducted at BKPSDM Simeulue, an institution responsible for managing civil servants and developing human resources to enhance regional public service quality. The study took place over four months, from March to June 2025,

encompassing data collection, analysis, and validation phases.

The unit of analysis in this study was BKPSDM Simeulue, while the research subjects were individuals directly involved in leadership and public service implementation. Informants were selected using a purposive sampling technique, where participants were chosen based on their relevance to the research objectives and their ability to provide credible information (Sugiyono, 2020). Ten informants participated in this study, including the Head of BKPSDM, the Secretary, two division heads, two administrative staff members, and four community service users. These individuals were selected because they possessed experience, knowledge, and involvement in the transformational leadership process and the implementation of public services within the agency.

The data consisted of both primary and secondary sources. Primary data were obtained directly from field observations, interviews, and member checks with informants. Secondary data were collected from documents and written materials such as policies, program reports, organizational structures, activity archives, statistical data, regional regulations, and academic references that supported the contextual understanding of the research. Data collection was conducted using three main techniques: observation, interviews, and documentation. Observation was used to obtain a real picture of employee interactions, behaviors, and leadership dynamics. Semi-structured interviews were conducted using flexible guidelines to explore the perceptions and experiences of informants regarding transformational leadership and public service delivery. Documentation was used to gather supporting materials, including institutional policies, reports, and administrative records.

The main research instruments consisted of the researcher as the key instrument, supported by interview guides, observation sheets, and documentation checklists. Data validity was ensured through triangulation of sources, methods, and time, as well as member checking, which involved confirming findings and interpretations with informants (Augina Mekarisce, 2020). These procedures strengthened the credibility and consistency of the research data. Data were analyzed using the interactive model of Miles and Huberman, which includes four stages: data reduction, data display, conclusion drawing, and verification (Hartono, 2018). Data reduction was carried out by selecting and focusing on relevant information; data display was presented in narrative and matrix forms to facilitate interpretation; conclusion drawing involved identifying patterns and meanings; and verification was done by cross-checking data sources and validating findings with informants.

To ensure research trustworthiness, four criteria were applied: credibility, transferability, dependability, and confirmability. Credibility was achieved through triangulation and member checking, transferability was maintained by providing detailed contextual descriptions, dependability was ensured through systematic documentation of research procedures, and confirmability was reinforced through peer discussions and validation by academic supervisors. Ethical considerations were also observed throughout the research process. The researcher maintained the confidentiality of informant identities, obtained informed consent, used the data solely for academic purposes, and secured official permission from relevant authorities. Overall, the research was conducted transparently, systematically, and professionally, ensuring that the findings are valid, reliable, and scientifically accountable in explaining how transformational leadership contributes to improving the quality of public services at BKPSDM Simeulue.

FINDINGS AND DISCUSSION

The results of this study were obtained through a series of in-depth interviews with structural officials, implementing staff, and employees within the Civil Service and Human Resource Development Agency (BKPSDM) of Simeulue Regency. These findings were further enriched by direct observations of public service activities and the analysis of various official documents, including performance reports and the institution's strategic plans. The collected data provide a comprehensive picture of how the principles of transformational leadership are applied within the agency's managerial and operational processes. The focus of the research was directed toward four main aspects: strategic planning formulated by the leadership, the implementation of transformational leadership styles in daily practices, the evaluation of organizational changes that have been achieved, and the identification of both supporting and inhibiting factors affecting the success of organizational transformation. Accordingly, the presentation of these results serves as an essential foundation for the subsequent discussion section, which connects empirical findings with relevant leadership and public service theories, thereby offering a more holistic understanding of the dynamics of transformational leadership within BKPSDM Simeulue Regency.

Strategic Planning at BKPSDM Simeulue Regency

Planning serves as the fundamental foundation for achieving sustainable organizational transformation within the Civil Service and Human Resource Development Agency (BKPSDM) of Simeulue Regency, particularly in the implementation of transformational leadership. The planning process is carried out in a visionary and participatory manner not merely to fulfill administrative requirements, but as a strategic instrument to cultivate an adaptive, collaborative, and service-oriented organizational culture. The vision and mission of BKPSDM are formulated in alignment with the regional development agenda and the dynamic needs of civil servants. The values of transformational leadership, such as inspirational motivation and idealized influence, are reflected in competency-based and innovation-driven human resource development programs, as well as in the implementation of digital service standard operating procedures (SOPs). A bottom-up approach is employed to ensure that staff and community aspirations are incorporated into the annual planning process. Through training sessions and internal forums, employees are encouraged to become active partners in planning activities, representing a transformation toward a more transparent and participatory organization.

Table 1 Interview Data Findings at the Civil Service and Human Resource Development

Table 1. Agency (BKPSDM) of Simeulue Regency

No	Informant Initials	Position	Description
1	JR	Head of BKPSDM	Develops strategic planning based on actual needs, emphasizing a shared vision, open communication, and innovation to improve the quality of public services.
2	JO	Secretary of BKPSDM	Explains that the planning process begins with identifying service problems and employee potential, involving all division heads to ensure goal alignment.
3	FH	Head of Human Resource Development Division	Focuses on enhancing civil servants' competencies through continuous training, technical guidance, and mentoring that support transformational leadership.
4	JK	Head of Planning and Budgeting Division	Adjusts the budget for priority and innovative programs, including service digitalization, while implementing a participatory (bottom-up) approach.
5	SN	Administrative Staff	Reveals staff involvement in planning forums and leadership encouragement for innovation, such as digital archiving and consultation services.
6	FJ	Public Service User	Notes improvements in services, such as online access and friendly staff attitudes, while expressing expectations for faster and more efficient service processes.

Source: Processed from interview data collected by the researcher at BKPSDM Simeulue Regency, 2025.

Implementation of Transformational Leadership at BKPSDM Simeulue Regency

The implementation of transformational leadership at the Civil Service and Human Resource Development Agency (BKPSDM) of Simeulue Regency has been carried out through a series of concrete actions that reflect a strong commitment to comprehensive organizational change. The Head of BKPSDM demonstrates a leadership style characterized by exemplary

behavior, openness, and staff empowerment key foundations for facilitating transformation within the organization. In practice, the Head of BKPSDM regularly provides coaching and mentoring to division heads to ensure that the organization's overarching vision is translated into measurable work programs that have a direct impact on society. The dimension of inspirational motivation is particularly prominent in the implementation of transformational leadership at BKPSDM. The leadership continuously motivates staff not only through formal directives but also through informal sessions such as morning briefings and coordination forums. In these forums, the leader instills a collective spirit and a sense of ownership toward a shared goal delivering fast, accurate, and responsive public services.

This strategy has created a conducive work environment that fosters high morale and employee loyalty toward organizational change. The implementation also demonstrates strength in the aspect of intellectual stimulation. The Head of the Human Resource Development Division explained that innovation and creativity are strongly encouraged in developing training programs for civil servants, particularly in utilizing information technology and digital systems. A concrete example of this transformation is the use of an e-civil service application, which improves the efficiency of administrative processes for civil servants while enhancing transparency. This digital transformation represents a tangible manifestation of modernizing civil service systems in response to contemporary demands. Furthermore, individualized consideration has been consistently applied.

Employees feel more valued and involved in the formulation of internal policies. The leadership pays special attention to individual needs and potential, encouraging personal capacity development through training and group discussions. This approach has fostered greater confidence and active employee participation in developing better service solutions. The community, as service recipients, has also felt the positive impact of this implementation. Service procedures have become clearer, service times shorter, and staff attitudes more responsive. These indicators serve as concrete evidence that the practice of transformational leadership has produced not only internal improvements but also external benefits in terms of public satisfaction. Nevertheless, the implementation process still faces challenges, particularly resistance from employees reluctant to leave their comfort zones.

To address these challenges, BKPSDM has adopted persuasive approaches and continuous training aimed at changing employees' mindsets and work attitudes. Organizational restructuring has also been part of the implementation strategy. Task redistribution has been carried out to enable each division to focus more effectively on its main duties and functions, thereby improving work efficiency. A reward and punishment system has begun to be implemented objectively to create an accountable and results-oriented work culture. BKPSDM has also established collaborations with external institutions such as the National Civil Service Agency (BKN) and the National Institute of Public Administration (LAN) to strengthen leadership capacity among regional civil servants. Overall, the implementation of transformational leadership has become a driving force in promoting organizational change and enhancing the quality of public service delivery in Simeulue Regency.

Table 2. Interview Data from BKPSDM Simeulue Regency

No	Informant Initials	Position	Description
1	JR	Head of BKPSDM Simeulue Regency	Emphasizes the vision and values of organizational change; encourages innovation and departure from old practices; serves as a role model through discipline and active involvement in institutional activities.
2	JO	Secretary of BKPSDM Simeulue Regency	Utilizes informal approaches such as “morning coffee” sessions to build closeness; entrusts staff to lead certain activities to foster leadership qualities.
3	FH	Head of Human Resource Development Division	Provides opportunities for employee self-development through training, mentoring, and job rotation; encourages potential staff to participate in service digitalization training.
4	JK	Head of Planning and Budgeting Division	Promotes budget efficiency and innovation; provides input on proposed activities; initiates digitalization of the internal budgeting system.
5	SN	Administrative Staff	States that leadership is open to feedback and complaints; regularly conducts staff forums; gives appreciation for employee performance.
6	FJ	Public Service User	Assesses that services have become faster, friendlier, and more organized; administrative processes are now more efficient and informative.

Source: Processed from interview data by the researcher at BKPSDM Simeulue Regency, 2025.

From the interview results, four main tendencies were identified in the implementation of transformational leadership at BKPSDM Simeulue Regency. First, the leadership demonstrates tangible role modeling through discipline and direct involvement, which strengthens credibility and inspires staff. Second, an open communication culture and harmonious working relationships have been established through informal approaches and regular forums. Third, the development of civil servants' capacity has become a priority through training, job rotation, and support for digital innovation. Fourth, there has been a significant improvement in the quality of public services, which have become more efficient and responsive to community needs. These patterns

indicate that the values of transformational leadership have been effectively integrated into BKPSDM's organizational culture, creating a collaborative, innovative, and service-oriented work environment.

Evaluation of Transformational Leadership at BKPSDM Simeulue Regency

The evaluation of transformational leadership at BKPSDM Simeulue Regency indicates that the changes implemented have produced significant positive impacts on both internal performance and public satisfaction. Referring to the transformational leadership model proposed by Bass (1990), a leader's success can be measured by their ability to inspire, motivate, and facilitate meaningful organizational change. In the context of BKPSDM, the evaluation results reveal that the leader has successfully internalized transformational values among employees, fostered collective enthusiasm, and guided the organization toward a more transparent and innovative working system. The performance evaluation system applied is not limited to administrative outputs but also includes work processes and innovation aspects (Hadi & Rastgar, 2017). For instance, the increasing number of civil servants participating in digital training, the faster processing time for personnel services, and the decline in public complaints serve as quantitative indicators of successful organizational transformation.

Evaluation is also conducted through regular public satisfaction surveys. The findings show growing public trust in BKPSDM's performance and positive perceptions of the quality of services delivered. In terms of organizational culture, noticeable changes have occurred. Employees have become more proactive, open to feedback, and appreciative of recognition for their contributions. This demonstrates the successful application of individualized consideration. Employees are also becoming more accustomed to critical and creative thinking in solving problems, reflecting the continuous development of intellectual stimulation fostered by leadership. The Head of BKPSDM also exemplifies idealized influence by serving as a role model, demonstrating integrity and commitment in every organizational activity. This strengthens staff trust and fosters high loyalty toward the direction of change.

However, the evaluation also identifies certain challenges that remain unresolved. Some employees still exhibit resistance to change, particularly regarding the use of technology and performance transparency. Additionally, budget limitations hinder the expansion of training and service digitalization programs. BKPSDM has responded to these challenges by collaborating with other institutions and maximizing the use of online platforms as cost-effective training alternatives. Over all, the evaluation results indicate that the transformational leadership approach has been effectively implemented in driving organizational change at BKPSDM Simeulue Regency. The leadership has succeeded in building effective communication, creating an inspiring work environment, and directing the organization toward a more modern and adaptive public service system. Despite existing challenges, the strategies applied demonstrate flexibility and resilience in managing change. Thus, transformational leadership at BKPSDM has not only remained a theoretical framework but has evolved into a tangible practice that fosters a high-performing government organization.

Table 3 Interview Data Results at BKPSDM Simeulue Regency

No	Informant Initials	Position	Description
1	JR	Head of BKPSDM Simeulue Regency	Assesses leadership success through public satisfaction, employee performance, and cultural change; notes improved punctuality and proactive behavior among staff.
2	JO	Secretary of BKPSDM Simeulue Regency	States that transformation enhances interdepartmental collaboration and reduces resistance; digital monitoring systems facilitate performance evaluation.
3	FH	Head of Human Resource Development Division	Regular training improves employees' digital skills; evaluations are conducted through feedback and periodic performance assessments.
4	JK	Head of Planning and Budgeting Division	Budget efficiency has increased; activities now emphasize outcomes such as on-the-job coaching following seminars.
5	SN	Administrative Staff	Notes a more open and supportive work environment; digital systems simplify tasks and accelerate service delivery.
6	FJ	Service User (Public)	Reports that services are faster, friendlier, and more informative through digital media, though online system disruptions occasionally occur.

Source: Processed from researcher interviews at BKPSDM Simeulue Regency, 2025.

Based on the interview results, several key patterns emerged that reflect the effectiveness of transformational leadership at BKPSDM Simeulue Regency. First, there has been a tangible improvement in public service performance and operational efficiency through the adoption of digital systems that facilitate monitoring and service delivery. Second, the organizational culture has become more collaborative and adaptive to change, as shown by reduced resistance and improved interdepartmental communication. Third, the continuous professional development of civil servants through training and periodic assessments demonstrates a strong commitment to individual and organizational capacity building. Fourth, the work orientation has shifted from focusing solely on output to emphasizing outcomes, leading to more measurable and impactful public service results. These patterns confirm that transformational leadership has significantly

enhanced organizational effectiveness and the quality of public services at BKPSDM Simeulue Regency.

Supporting and Inhibiting Factors at BKPSDM Simeulue Regency

In implementing transformational leadership, BKPSDM Simeulue Regency encountered both supporting and inhibiting factors that influenced the effectiveness of organizational transformation. The primary supporting factors stemmed from the leadership's strong commitment, visionary outlook, openness to new ideas, and consistent role modeling, all of which fostered trust and enthusiasm among employees. The development of a collaborative work culture, the utilization of digital personnel management systems, and the support from local government and external institutions further strengthened the transformation process. However, several obstacles also emerged, including resistance from some employees toward new work patterns, limited digital competence particularly among senior staff budget constraints, and heavy workloads. In addition, public expectations for fast and transparent services demanded continuous adaptation, which was not always fully achieved.

To address these challenges, BKPSDM adopted adaptive strategies such as persuasive and participatory approaches to reduce resistance, digital competency training, and low-budget, high-impact strategies for resource utilization. The strengthening of performance management through key performance indicators (KPIs) and the development of digital services such as online queuing and virtual consultation systems were also implemented. Overall, visionary leadership, a collaborative culture, and the use of technology served as key driving forces, while challenges were managed through inclusive, participatory, and innovative leadership practices. Moreover, support from regional leadership and collective commitment from all civil servants reinforced the ongoing transformation toward more efficient and responsive public services. The success of these initiatives demonstrates that transformation does not solely depend on formal structures, but also on the willingness to adapt, innovate, and continuously learn as a dynamic organization. Hence, BKPSDM Simeulue has the potential to become a model for the implementation of transformational leadership within local government bureaucracy.

Table 4. Interview Data Results at BKPSDM Simeulue Regency

No	Informant Initials	Position	Description
1	JR	Head of BKPSDM Simeulue Regency	Supporting factors: leadership commitment, political backing, enthusiasm of young employees, and access to technology. Inhibiting factors: limited digital HR capacity and training budget.
2	JO	Secretary of BKPSDM Simeulue Regency	Obstacles: differing perceptions among staff and resistance to digitalization. Strategy: personal approach, education on benefits, and gradual training.

3	FH	Head of Human Resource Development Division	Support: increasing public service demands. Challenge: employees' adaptability to digital tools. Strategy: peer-to-peer internal mentoring.
4	JK	Head of Planning and Budgeting Division	Constraints: limited budget for training and new systems. Support: interdepartmental coordination and budget efficiency. Solution: flexible, needs-based planning.
5	SN	Administrative Staff	Motivated by open leadership; main barrier is senior employees' low digital adaptability. Suggestion: regular training and simpler digital systems.
6	FJ	Public Service User	Generally satisfied, though online system errors cause inconvenience. Suggests having a backup manual service; appreciates the staff's informative and friendly attitude.

Source: Processed from researcher interviews at BKPSDM Simeulue Regency, 2025.

Based on the interview data, four main patterns illustrate the dynamics of transformational leadership implementation at BKPSDM Simeulue Regency. First, regional and political support, along with the enthusiasm of younger staff, constitute a strong social capital driving organizational change. Second, the main challenges arise from limited digital competence and budget constraints, which slow down innovation. Third, adaptive strategies such as gradual training, internal mentoring, and flexible planning have proven effective in addressing these challenges. Fourth, positive public responses to service improvements demonstrate tangible outcomes of organizational transformation, although a supporting manual system is still required to anticipate technical disruptions. These patterns affirm that transformational leadership at BKPSDM Simeulue has developed through a combination of commitment, innovation, and adaptability to environmental changes, establishing a foundation for sustainable improvement in local public service delivery.

CONCLUSION

The findings of this study indicate that transformational leadership at the Simeulue District Human Resources and Personnel Development Agency (BKPSDM) has been implemented in a manner consistent with the theoretical framework proposed by Bass and Avolio (1994) and reaffirmed by Qoyyimun Nafal et al. (2024), which encompasses four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In terms of organizational planning, the leadership of BKPSDM has demonstrated a strong effort to establish a vision and mission aligned with regional development priorities and the evolving needs of civil servants (Aparatur Sipil Negara). The planning process emphasizes not only administrative compliance but also cultural transformation toward a public service-oriented mindset. This finding aligns with Yukl (2013), who argues that transformational leaders are capable of articulating long-term visions that are adaptive to contemporary organizational challenges.

In the implementation phase, the dimension of inspirational motivation is particularly evident. The head of BKPSDM consistently motivates staff through both formal and informal forums, such as morning briefings and casual meetings (locally referred to as “morning coffee” sessions). These activities foster collective enthusiasm, mutual trust, and a shared sense of ownership toward the organization’s goals. This supports Burns (1978), who emphasized that transformational leaders influence followers not merely through formal authority but through exemplary conduct, trust, and moral commitment to change. The dimension of intellectual stimulation is reflected in the promotion of innovation and creativity, especially through the digital transformation of personnel management systems using the e-kepegawaian application. This innovation has not only increased administrative efficiency but also encouraged employees to think critically and embrace new technological approaches.

Similarly, individualized consideration has been demonstrated through the leader’s genuine attention to employee development by providing mentoring, rotational assignments, and continuous training programs tailored to individual potential. The evaluation results show a substantial positive impact on both internal organizational performance and public satisfaction. Internally, employees have become more proactive, communicative, and service-oriented. Externally, the public perceives significant improvements in service delivery, particularly in terms of speed, transparency, and accessibility. These findings are consistent with Robbins and Judge (2016), who note that transformational leadership enhances employee satisfaction and motivation, ultimately leading to higher organizational performance and better public service outcomes. Nevertheless, several challenges remain, including resistance among some employees to changes in work routines and limited budgetary capacity for training.

This finding corroborates the observations of Tummers and Knies (2016) and Tyssen et al. (2014), who argue that the implementation of transformational leadership in public bureaucracy often encounters barriers related to rigid organizational culture and constrained resources. In summary, the implementation of transformational leadership at BKPSDM Simeulue has moved beyond a theoretical concept and evolved into a practical model for regional public administration reform. The transformation emphasizes the development of an adaptive, innovative, and collaborative organizational culture that enhances the quality of public service delivery. Furthermore, the success of this transformation demonstrates that sustainable organizational

change can be achieved when leaders act as role models, inspire their subordinates, and empower them through open communication, consistent policies, and a fair reward system. Cross-departmental collaboration and the strategic use of information technology have also proven to be key enablers in accelerating public service innovation within the regional bureaucracy.

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