
The Influence of Operations Strategy, Innovation and it Readiness on Smart City Implementation in Serang City and its Impact on Public Organization Performance

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ABSTRACT

Globalization and an increase in population have changed urban demography in various countries in the world, including Banten Province, especially in Serang City as the capital of Banten Province. One of the variables that can drive this performance increase is the implementation of smart cities which are considered as a solution to solving current urban problems. The research was conducted on 15 public apparatus organizations using a purposive sampling technique and using as many as 50 indicators to measure each latent variable. The method of analysis in this study uses descriptive index numbers and SEM PLS as inferential analysis. The results showed that 8 hypotheses were accepted while 2 hypotheses were rejected. The operational strategy has a significant effect on the implementation of smart cities and the performance of public organizations.

Keywords: Operations Strategy, Innovation, IT Readiness, Smart City Implementation and Performance of Public Organizations.

INTRODUCTION

Serang City has a population growth of 1.88% and is ranked 4th among the cities/regencies in Banten Province after South Tangerang City, Tangerang Regency and Tangerang City (BPS Banten Province, 2022). This significant increase in urbanization is not only experienced by the city of Serang or other large cities in Indonesia, but also occurs in all countries, even in developed countries experiencing similar things. In several developed countries, problems are even becoming more complex with the increase in immigrants from foreign countries.

The problem arising from increasing urbanization and increasing population in large cities and medium-sized cities is the level of adequacy of the population, most of which live below adequate standards. Many of them even have to survive in slums and illegal settlements. The concept of regional development that leads to environmental protection or is environmentally friendly has become a necessity, this is driven by shifts in social attitudes, government policies, climate change and information technology which is increasingly rapid and able to influence people's current mindset.

Many cities in various countries are currently making innovations in terms of urban governance by implementing the Smart City concept to reduce levels of inequality. The implementation of Smart City will encourage all cities to be able to improve their performance in a better direction by focusing on the economy, population, government, mobility and environment. So that all cities can control infrastructure, effectively and efficiently by optimizing the resources they have and can involve the community in its implementation through careful planning. The implementation of Smart City is also perceived as a solution that is able to answer a measure of success in achieving the vision,

mission of regional heads and deputy regional heads in Serang City which have been set in the 2019-2023 RPJMD Main Performance Indicators (IKU).

The Main Performance Indicators (IKU) for Serang City are measures that support the implementation of the vision and mission of Banten Province as stated in the 2017-2022 Banten Province RPJMD through five regional development missions and superior priorities of the Governor and Deputy Governor of Banten. The implementation of a smart city will be able to answer the challenges that are the issues in the Serang City strategy above, considering that the dimensions of a smart city cover all the problems found in urban areas.

The city of Serang itself has now started the smart city concept stage since 2017. In fact, the City of Serang has completed an assessment within the framework of the Movement towards a smart city program initiated by the Director General of Information Applications, Ministry of Communication and Information of the Republic of Indonesia in 2021 and has been declared to have met the requirements. The first follow-up to this program will be to carry out an MoU between the Serang City Government and the Directorate General of Information Applications regarding the implementation of the movement towards a Smart City in 2022.

It is this level of IT Readiness that should be increased to be able to increase the effectiveness of the smart city in Serang City considering that no matter how sophisticated the existing technology is without the readiness of IT users it will be in vain, both in terms of readiness in terms of improving the quality of technology and physical capital, readiness in terms of human resources such as the ability and competence of operators from each OPD, to the readiness of application users.

From the results of external studies, it was found that internet network readiness is still weak which influences public interest and interest in helping the government in developing smart cities and can even gain financial benefits from using applications in Serang City, this is from the percentage of the population aged 5 years and over. who access the internet in Banten Province, where Serang City is ranked 5th out of 8 City Districts. Apart from that, the percentage of the population who access the internet in Serang City is below the average percentage for Banten Province (58.63%).

Research conducted by Kumar, et.al (2020) The role of IoT technology to make cities more stylish and better, as well as the best wireless technology for smart cities. Within the IoT technology community, large-scale implementation aims to make city operations effective while restoring the quality of life of urban residents. So that safe and trusted smart cities and core security objectives can also be served. Likewise, the results of research conducted by Ge, et.al (2019) show that the Internet of Things (IoT) is a vital supporter of smart city services and discusses various smart city architectures and the challenges faced in implementing smart city applications. From this research, the author can conclude that the Internet of Things (IoT) has a significant influence on smart cities,

The effectiveness of smart city and internet of thought also cannot run optimally without an operational strategy, where the operational strategy carried out by the Serang City Government currently, without a strategic plan launched, will not become a smart city. Operational strategy is also something that explains the long term, consisting of the mission, goals or objectives, policies and distinctive competence of a government.

The results of research conducted by Wahyudi, et.al (2022) show that the implementation of smart cities is created through implementing several strategies in their implementation, where these strategies are adapted to existing obstacles, such as carrying out two-way communication by accommodating various aspirations given by the community, optimizing resources. resources, as well as conducting training by policy implementers. So if

policies, strategies, goals, targets and programs can be accommodated well, then the implementation of Smart City through programs and activities carried out by SKPD can be realized well.

With the problems that are currently emerging, it is necessary to implement strategic management and operational management which go hand in hand, but between the two there are different concepts, strategic management is the development of strategic plans by high-level leaders of the organization. Based on the phenomena and obstacles faced by Serang City in implementing smart city, the researcher proposes a comprehensive research model using Operational Strategy, innovation and IT Readiness as antecedents of smart city implementation in Serang City and is expected to be able to improve the performance of each regional apparatus organizations in Serang City..

From the background explanation of the previous problem, therefore, the aim of this research is to determine and analyze the influence of Operational Strategy, innovation, IT readiness on Smart City Implementation and the performance of public organizations in Serang City.

LITERATUR REVIEW

Public Organization Performance

In relation to management science, the definition of public organizations is defined as a particular field of a collective nature where public organizations play a role as law enforcers, health, education, national security, etc. which are held to provide services to the community. Therefore, public organizations are organizations that regulate services needed by the wider community which are different from business organizations.

In the context of the performance of public service bureaucracy in Indonesia, Dwiyanto (1995:9) suggests several indicators that can be used to measure the performance of public bureaucracy, namely:

- a. Productivity The concept of productivity not only measures efficiency, but also effectiveness. Productivity is generally understood as the ratio between input and output.
- b. Service Quality There are many negative views about public organizations due to public dissatisfaction with the quality of services received from public organizations.
- c. Responsiveness Responsiveness is the ability of an organization to recognize community needs, set service agendas and priorities and develop public service programs according to community needs/aspirations.
- d. Responsibility Responsibility explains whether the implementation of public organization activities is carried out in accordance with correct administrative principles or in accordance with organizational policies, both explicit and implicit.
- e. Accountability Accountability refers to the extent to which the policies and activities of public organizations are subject to political officials elected by the people and are consistent with the will of the community at large.

Operations Strategy

According to several experts, the meaning of operational strategy in organizational development is:

- 1) Anderson et.al (1984)
Operational strategy is a long-term vision, consisting of the mission, goals, policies and distinctive competence of a company.
- 2) Hill (1989)

Strategy is a way that emphasizes things related to manufacturing and marketing activities. All of them aim to develop a corporate perspective through the agency.

3) Skinner (1978)

Strategy is a philosophy related to tools to achieve goals.

4) Hayes and Wheel Wright (1978)

Strategy means all activities within the scope of the company, including the allocation of all resources owned by the company.

So it can be concluded that the definition of operational strategy has several indicators that are able to form operational strategy. Here are some indicators including; commitment to activities within the scope of the organization, current and planned conditions, the transformation process, namely organizational activities that can change input into added value output, and distinctive competence, namely the specific capabilities that exist in the company to produce added value through transformation process and contains overall company goals.

Innovation

Shapiro in Amy YS Rahayu (2013) firmly states that innovation is a capability. For innovative organizations, all aspects of a capability must be considered. Innovation as a capability can be seen at the level of innovation development in the dimension of value addition, conditions of sophistication or sophistication. At the first level, innovation is an event, at the second level it is a process, and at the third level, innovation is a capability.

According to Law Number 18 of 2002 concerning the National System for Research, Development and Application of Science and Technology, innovation is research, development and/or engineering activities aimed at developing practical applications of new scientific values and contexts, or new ways to apply existing science and technology to products or production processes.

IT Readiness

The implementation of Smart City is closely related to technological developments, but the use of technology in the world today has been proven to contribute to environmental damage due to the high carbon emissions released into the environment as a result of inefficient use of energy consumption. The solution to overcome this is by using IT concepts. The application of IT in the world of government is directed at improving quality, meeting user needs and reducing operational costs.

Limintang et al (2021) combine indicators from E-Readiness into the form of a model where they use 9 measurement dimensions including demographics factors, facilitating conditions, security concerns, perceived usefulness, perceived ease of use, behavioral intentions of uses, top management support, Government, organizational readiness and.

Demographic factors describe age, education level, ethnicity, type of work, and income. Facility conditions describe the condition of users who feel confident that there is support in adopting smart city technology. Security focus explains the condition of user trust in the security of smart city technology adoption. Perceived usefulness explains the perceived benefits, the extent to which someone believes that using information technology will improve the work abilities of users.

Smart City Implementation

Smart city is the dream of all big cities around the world. The concept of smart city itself can actually be defined broadly, it could even be said that there is no truly precise or absolute definition. As a parameter, there are several different points of view regarding the definition of a smart city. Various definitions related to smart cities include; Smart City is usually used to represent the ability of a city to provide services to individuals or communities

to explore cyberspace at environmental speed in providing the required information about the city, Gruber in Zhu et al (2002).

The Smart Cities Wheelbased on 6 (six) main categories, namely smart economy, smart environmental practices, smart governance, smart living, smart mobility, and smart people. From each of these categories, Cohen determined 3 (three) key drivers.

METHODS

The approach used in this research is a quantitative approach with a correlational design. The quantitative approach is statistical research through data analysis, with instruments used to collect data randomly through certain populations and samples (Sugiyono, 2018).

Variance based structural equation modeling(VB-SEM) is used as a data analysis technique through the SmartPLS (Partial Least Square) program.The population in this research is the OPD in Serang City which applies the application as many as 15 OPDs with a total of 3,600 employees. This research uses simple random sampling to determine the minimum number of samples that must be taken. Because the research uses the SEM (Structural Equation Modeling) analysis method, the sample size was determined by multiplying the number of indicators by the number 5 (hair et al, 2013). In this research there are 50 indicators so the number of samples that must be taken is 50 x 5, which is 250 samples.

Table 5. Variable Operationalization

Variable	Conceptual Variables	Dimensions	Indicator	Number Item
Operations Strategy (X1)	Operations strategy is a vision of the operations function that sets the overall direction or driving force for decision making	Cost	Clarity of budget targets	SO1
		Service quality	Effectiveness	SO2
		Flexibility	Scheduling	SO3
			Operational Flexibility	SO4
		Speed	Service speed	SO5
		Mode	Clarity of the Project blueprint	SO6
		Standardization	There is a legal umbrella	SO7
			In line with national strategy	SO8
		HR	Labor availability	SO9
		Design and R&D	Risk Analysis	SO10
Innovation (X2)	Ideas, things, methods, ways, man-made items that are observed and perceived as something new for a person or group of people used to solve problems	Service Innovation	New form of service	IN1
		Optimizing public services	Provide optimal service	IN2
		Creating New Innovations	Innovation to maximize service	IN3
		Physical Infrastructure Innovation	Improved internet network quality	IN4
		City System Innovation	Structuring government governance	IN5
			Structuring the social environment	IN6
		Soft Infrastructure Innovation	Service innovation for each OPD	IN7
			Improving the quality of human resources	IN8
		Ecosystem	Community security & comfort	IN9
			Community Concern	IN10
I.T Readiness (X3)	A person's tendency to utilize new technology to	Concern (Awareness)	Public concern for implementing smart cities	ITR1
		Commitment	There is a vision/mission from the government to run services using ICT	ITR2
		Social resources	Openness & public trust in the use of IT	ITR3
			Community culture to share information	ITR4

	achieve goals is influenced by certain factors	Human Resources	People understand the use of social media	ITR5
			People understand the benefits of using the internet	ITR6
		Technology resources	Have experience in using the internet	ITR7
			Able to face rapid environmental changes	ITR8
		Adaptation	Able to adopt ICT in smart city implementation	ITR9
Able to adapt to system & process changes	ITR10			
Smart City Implementation (Y)	ICT-based city development where the availability of information and integrated infrastructure between local government and business components, society and the potential of the area	Smart Economy	Regional/global competition	ISC1
			Broadband access as a B2B opportunity	ISC2
		Smart Environment	The environment is managed sustainably	ISC3
			Reducing energy use through technological innovation	ISC4
		Smart Governance	Democratic process & inclusion	ISC5
			Integrated governance administration	ISC6
		Smart Living	Quality access to Health services	ISC7
		Smart Mobility	Electronic health record management	ISC8
Smart People	Smart and efficient transportation system	ISC9		
Public Organization Performance (Z)	The level of achievement of an activity or program that has been determined to realize the goals, objectives, vision and mission of a public organization	Reliability	Adequate facilities & infrastructure	KOP1
			Ease of service process	KOP2
		Tangible Evidence	Provide timely service	KOP3
			Clear service standards	KOP4
		Responsive (Responsiveness)	Responsive to applicants	KOP5
			Responsive to complaints	KOP6
		Guarantee (Assurance)	Employee abilities	KOP7
			On-time service guarantee	KOP8
		Empathy (Empathy)	Ease of communication	KOP9
			friendly	KOP10

Source: Results of variable operational development by researchers (2023)

RESULTS

1. Average Variance Extracted (AVE) Parameter Analysis Results

Table 6. Average Variance Extracted (AVE) Analysis Results

Variable	Average Variance Extracted (AVE)
IT-Readines	0.844
Smart City Implementation	0.860
Innovation	0.761
Public Organization Performance	0.799
Operations Strategy	0.813

Source: PLS SEM Data Processing Results (2023)

The validation test of each research model indicator is strengthened by the average variance extracted (AVE) value, namely the variance value of each indicator in the latent variable captured by that variable is greater than the variance caused by measurement errors reflected in each value. AVE is greater than 0.50.

2. Results of Composite Reliability (CR) Parameter Analysis

The composite reliability results from the research model show that the composite reliability value of each latent variable shows a value above 0.90, which illustrates that the indicators of each latent variable have very good consistency in measuring the latent variable. The results of each latent variable composite reliability are shown in table 4.11 below:

Table 7. Results of Composite Reliability (CR) Parameter Analysis

Variable	Composite Reliability
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IT-Readines	0.982
Smart City Implementation	0.984
Innovation	0.969
Public Organization Performance	0.976
Operations Strategy	0.977

Source: PLS SEM Data Processing Results (2023)

3. Empirical Test Results

Ten relationships between variables are depicted in the full model analysis, the results show that eight hypotheses have a significant influence so that the hypothesis developed in the research can be accepted, while two hypotheses do not have a significant influence so the hypothesis is rejected as summarized in table 4.17 below:

Table 8. Significance Test Results/Hypothesis Testing

	T Statistics ((O/STDEV))	P Values
IT-Readines -> Smart City Implementation	4,117	0,000
IT-Readines -> Public Organization Performance	3,901	0,000
Smart City Implementation -> Public Organization Performance	2,758	0,006
Innovation -> Smart City Implementation	0,209	0,835
Innovation -> Public Organization Performance	10,227	0,000
Operation Strategy -> Smart City Implementation	7,364	0,000
Operations Strategy -> Public Organization Performance	2,398	0,017
IT-Readines -> Smart City Implementation -> Public Organization Performance	2,190	0,029
Innovation -> Smart City Implementation -> Public Organization Performance	0,199	0,842
Operations Strategy -> Smart City Implementation -> Public Organization Performance	2,775	0,006

Source: PLS SEM Data Processing Results (2023)

Based on the results of the hypothesis test above, it can be interpreted as follows. The results of the analysis of the first hypothesis where it is suspected that operational strategy (X1) has a significant effect on smart city implementation (Y), obtained a P-value of 0.000 where this value is smaller than 0.05 and a T-Statistics value of 7.364 where this value is greater than 1.96 so it can be concluded that Ho is rejected and Ha is accepted, which means that there is a significant influence of operational strategy (X1) on the implementation of smart city (Y) in Serang City.

The results of the analysis of the second hypothesis where it is suspected that innovation (X2) has a significant effect on the implementation of smart city (Y) in the city of Serang shows that the P-value is 0.835, where this value is greater than 0.05 and the T-Statistics value is 0.209, where this value is greater. smaller than 1.96 so it can be concluded that H0 is accepted and Ha is rejected, which means there is no significant influence of innovation (X2) on the implementation of smart city (Y) in Serang City.

The results of the analysis of the third hypothesis where it is suspected that IT-Readiness (X3) has a significant effect on the implementation of smart city (Y) in Serang City, obtained a P-value of 0.000 where this value is smaller than 0.05 and the T-Statistic value is 4.117 where This value is greater than 1.96 so it can be concluded that H0 is rejected and Ha is accepted, which means there is a significant influence of IT-Readiness (X3) on the implementation of smart city (Y) in Serang City.

The results of the analysis of the fourth hypothesis where it is suspected that operational strategy (X1) has a significant effect on the performance of public organizations (Z) in Serang City, obtained a P-value of 0.017 where the value is smaller than 0.05 and the T-Statistic value is 2.398 where the value This is greater than 1.96 so it can be concluded that H0 is rejected and Ha is accepted, which means that there is a significant influence of operational strategy (X1) on the performance of public organizations (Z) in Serang City.

The results of the analysis of the fifth hypothesis where it is suspected that innovation (X2) has a significant effect on the performance of public organizations (Z) in Serang City, obtained a P-value of 0.000 where this value is smaller than 0.05 and a T-Statistic value of 10.227 where this value greater than 1.96 so it can be concluded that H0 is rejected and Ha

is accepted, which means there is a significant influence of innovation (X2) on the performance of public organizations (Z) in Serang City.

The results of the analysis of the sixth hypothesis where it is suspected that IT-Readiness (X3) has a significant effect on the performance of public organizations (Z) in Serang City, obtained a P-value of 0.000 where this value is smaller than 0.05 and the T-Statistic value is 3.901 where This value is greater than 1.96 so it can be concluded that H0 is rejected and Ha is accepted, which means that there is a significant influence of IT-Readiness (X3) on the performance of public organizations (Z) in Serang City.

The results of the analysis of the seventh hypothesis where it is suspected that the implementation of smart city (Y) has a significant effect on the performance of public organizations (Z) in Serang City, obtained a P-value of 0.006 where this value is smaller than 0.05 and a T-Statistic value of 2.758 where This value is greater than 1.96 so it can be concluded that H0 is rejected and Ha is accepted, which means that there is a significant influence from the implementation of smart city (Y) on the performance of public organizations (Z) in Serang City.

The results of the analysis of the eighth hypothesis which is an indirect influence, where it is suspected that operational strategy (X1) has a significant effect on the performance of public organizations (Z) through the implementation of smart cities (Y), obtained a P-Values value of 0.006 where this value is smaller than 0.05 and The T-Statistic is 2.775, where the value is greater than 1.98, so it can be concluded that H0 is rejected and Ha is accepted, which means that there is a significant influence of operational strategy (X1) on the performance of public organizations (Z) through the implementation of smart city (Y) in Serang City. . Or it can also be concluded that the implementation of smart city in Serang City is able to mediate the influence of operational strategy (X1) on the performance of public organizations in Serang City (Z).

The results of the analysis of the ninth hypothesis which is an indirect influence, where it is suspected that innovation (X2) has a significant effect on the performance of public organizations (Z) through the implementation of smart cities (Y), obtained a P-Values value of 0.842 where this value is greater than 0.05 and T -The statistic is 0.199, where the value is smaller than 1.98, so it can be concluded that H0 is accepted and Ha is rejected, which means there is no significant influence of innovation (X2) on the performance of public organizations (Z) through the implementation of smart city (Y) in Serang City. Or it can also be concluded that the implementation of smart city in Serang City is unable to mediate the influence of innovation (X2) on the performance of public organizations in Serang City (Z).

The results of the analysis of the tenth hypothesis which is an indirect influence, where it is suspected that IT-Readiness (X3) has a significant effect on the performance of public organizations (Z) through the implementation of smart cities (Y), obtained a P-Values value of 0.029 where this value is smaller than 0.05 and T-Statistics of 2.190 where the value is greater than 1.98 so it can be concluded that H0 is rejected and Ha is accepted, which means there is a significant influence of IT-Readiness (X3) on the performance of public organizations (Z) through the implementation of smart cities (Y) in Serang City. Or it can also be concluded that the implementation of smart city in Serang City is able to mediate the influence of IT-Readiness (X3) on the performance of public organizations in Serang City (Z).

DISCUSSION

The results of research regarding the influence of operational strategy, innovation, IT-Readiness on smart city implementation and its impact on the performance of public organizations in Serang City show that the performance of public organizations receives

positive attention from employees in relevant regional organizations who are respondents, this can be proven with index numbers that are in the high value range for each latent variable.

The first managerial implication that can be drawn from this research is the large influence of operational strategy on the success of smart city implementation in Serang City. This is indicated by the large path coefficient value of the operational strategy variable towards smart city implementation. With this high influence, operational strategies must be formulated clearly and optimally. For example, with a mission statement and operational goals to be achieved, analysis and scanning of the environment both externally and internally, the existence of an internal profile and availability of resources, formulation and evaluation in selecting strategies as well as planning implementation and control.

The second managerial implication is that the influence of innovation on the performance of public organizations in Serang City is high, but on the contrary, the implementation of smart city is very low. This shows that innovation is indeed an absolute necessity for the government in Serang City in improving the quality of public services to gain public trust, but on the other hand, current innovation has not been maximized in smart city implementation, which is predominantly due to the limited budget available for innovation. So many plans have to wait for the budget allocation in the following year so that they can be implemented properly. For this reason, the Serang City government needs to focus on increasing the innovation budget in the future.

The third managerial implementation is related to the dominance of guaranteeing timeliness of service in the performance of public organizations which is of concern to respondents with the highest indicator value. These results show that currently, with the support of communication and information technology, it can increase speed and guarantee accuracy in the services provided by respondents to the public. On this basis, it is necessary to improve the smart city implementation program in every line in Serang City so that public satisfaction in receiving services will increase significantly.

Another implication that can be developed by the government from the research model proposed by researchers is that the seriousness of each public organization that is the locus of research in being able to improve the performance of their respective organizations must be encouraged by policy making by the government that can support the implementation of smart cities such as appropriate budget allocation, higher from year to year for information and communication technology as well as improving the quality of the internet network, considering that internet coverage is still not optimal in various areas in Serang City.

The implementation of smart city in this research which uses six smart city dimensions, including smart economy, smart environment, smart governance, smart living, smart mobility and smart people, shows a high response from the sample respondents as evidenced by the high value of the index number using the three box method. This must be a special concern for leaders in every public organization in Serang City by improving the ten indicators used to measure each of these dimensions.

The performance of public organizations measured in this research model uses five dimensions, including reliability, tangible evidence, responsiveness, assurance and empathy. The research results show a high response from the sample of respondents which can be proven by the high value of the index number using the three box method. This must be a concern and managerial implication for every leader in a public organization in Serang City to be able to improve these five dimensions with more focus on each indicator used in this model.

The final managerial implication is that the high influence of exogenous variables on endogenous variables illustrates that the research model developed has a high impact on the performance of public organizations in Serang City. This must be a concern for all leaders in public organizations in Serang City to be able to prepare clear and targeted operational strategies, increase

public service innovation and increase IT-readiness in order to increase the success of smart city implementation in Serang City and improve the performance of public organizations.

CONCLUSION

Based on the analysis results, both descriptively using three box method descriptive analysis and inferentially using SEM PLS on the empirical research model, the researcher concluded the overall research results as follows:

1. The results of the first hypothesis test showed that the P-Value was $0.000 < 0.05$ and the T-Statistics value was $7.364 > 1.96$, which illustrates that operational strategy has a significant influence on smart city implementation in Serang City.
2. The results of the second hypothesis test showed that the P-Value value was $0.835 > 0.05$ and the T-Statistics value was $0.209 < 1.96$, which illustrates that innovation has no significant effect on smart city implementation in Serang City.
3. The results of the third hypothesis test showed that the P-Value value was $0.000 < 0.05$ and the T-Statistics value was $4.117 > 1.96$ which illustrates that IT-Readiness has a significant effect on the implementation of smart city in Serang City.
4. The results of the fourth hypothesis test showed that the P-Value value was $0.017 < 0.05$ and the T-Statistics value was $2.398 > 1.96$ which illustrates that operational strategy has a significant effect on the performance of public organizations in Serang City.
5. The results of the fifth hypothesis test obtained a P-Value value of $0.000 < 0.05$ and a T-Statistics value of $10.227 > 1.96$ which illustrates that innovation has a significant effect on the performance of public organizations in Serang City.
6. The results of the sixth hypothesis test showed that the P-Value value was $0.000 < 0.05$ and the T-Statistics value was $3.901 > 1.96$, which illustrates that IT-Readiness has a significant effect on the performance of public organizations in Serang City.
7. The results of the seventh hypothesis test showed that the P-Value value was $0.000 < 0.05$ and the T-Statistics value was $2.758 > 1.96$ which illustrates that the implementation of smart city has a significant effect on the performance of public organizations in Serang City.
8. The results of the eighth hypothesis test obtained a P-Value value of $0.000 < 0.05$ and a T-Statistics value of $2.190 > 1.98$ which illustrates that the implementation of smart city has a significant effect in mediating the influence of operational strategy on the performance of public organizations in Serang City.
9. The results of the ninth hypothesis test showed that the P-Value value was $0.842 > 0.05$ and the T-Statistics value was $0.199 < 1.98$, which illustrates that the implementation of smart city has no significant effect in mediating the influence of innovation on the performance of public organizations in Serang City.
10. The results of the tenth hypothesis test showed that the P-Value value was $0.006 < 0.05$ and the T-Statistics value was $2.775 > 1.98$ which illustrates that the implementation of smart city has a significant effect in mediating the influence of IT-Readiness on the performance of public organizations in Serang City.

Based on the results of the research and discussion and conclusions that have been explained, the researcher provides suggestions, namely: In general, respondents' responses related to operational strategy, innovation, IT-Readiness, smart city implementation and the performance of public organizations in Serang City are high, which is illustrated by the high level of respondents' assessments of the questionnaire. which is distributed. However, it still needs to be improved, especially in relation to the innovation variable. The Serang City Government also needs to increase the amount of budget for smart city implementation, but of course with the existing budget limitations it needs to be maximally supported by the

central government such as the provincial and central government. Improving the quality of human resources through increasing readiness to use information and communication technology really needs to be improved. Considering the research results show that IT-Readiness has a significant effect. No matter how high the technology is used, without high quality human resources, smart city implementation will not run optimally.

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