

Why Some Innovation Sustainable and Some Not ?

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Abstract. Why some public service innovations carried out by local governments in Indonesia are sustainable and many others are not? This is the question that this article attempts to answer. This article is based on research conducted on ten public service innovations introduced by the Government of Bone Regency, South Sulawesi, which have persisted and even inspired other public service innovations. Case study data and information on these ten public service innovations were collected through focus group discussions and in-depth interviews with innovators. This study finds several factors that support why their public service innovations can survive or are sustainable until now. First, there is high motivation from innovators to provide better services to the community. They have a kind of sense of meaningfulness so that they seriously realize their goal of creating service innovations. "There is an invaluable sense of satisfaction seeing my innovations help people meet their needs." So, the innovation that is created is not just to fulfill the requirements of the public service training they attended. Second, there is a sense of belonging to the members of the organization where the innovation is implemented. Public service innovations are generally from the idea of an innovator but then all members of the organization feel that they have the innovation. On the other hand, many public service innovations seem to belong to the initiator so that other members of the organization do not feel part of the innovation. As a result, when the initiator of the innovation is transferred to another unit, the story of the innovation ends. Third, there is support from the leadership of the organization where the innovation was introduced as well as support from the highest executive officer (regent, mayor, or governor) of the local government. In this study, all cases of innovation continued because they received support from organizational leaders. This happens because one of the performance assessments of the work unit leader is the service innovation introduced to the organization he leads. The Regent also greatly appreciated the innovations made by his staff. The Regent's commitment and support is realized even by bringing this innovation at the village level with the obligation for each village to have at least one innovation in 2022 to come.

Keywords: innovation; public service; sustainable

1 Introduction

One of the efforts to accelerate the improvement of the quality of public services in Indonesia is to promote service innovation. Various innovation efforts have been made in order to provide a public service model that is fast, cheap, and easy. Improving the quality of public services has also been used as a parameter of the progress of bureaucratic reform and good governance. The program to improve the quality of public services aims to improve the quality of public services from each government agency in accordance with the needs and expectations

of the community. To meet the community's need for excellent service, it is necessary to build government capacity to innovate and find solutions to common problems in society (Bloch and Bugge 2013) [1]. Public sector organizations are always looking for ways to achieve goals. From a public service perspective, government organizational innovation is a process of creating, developing and implementing new ideas that can provide better benefits such as reducing costs, increasing efficiency, and service effectiveness (Nesta, 2014) [2].

One of the factors driving the emergence of innovation actions in government organizations is the change in demands for improving the quality of services from the external environment and stakeholders and is also driven by policies implemented by the government through the program agenda to accelerate bureaucratic reform. One of the bureaucratic reform agendas is carried out through the "public service innovation competition" program. The target to be achieved from this program is a world-class government (World Class Government) by 2025 (Imanuddin, 2016) [3]. From year to year, the number of agencies participating in this competition shows an increase. In 2021, there were 3,178 innovation contestants to be selected to become the Top 45. In fact, in 2014 the number of participants who took part was only 515 participants and in 2015 it increased to 1,188 participants (KemenPAN-RB, 2015).

There are quite a number of studies that discuss and evaluate the implementation of public service innovations in Indonesia. However, there is still limited research that discusses how to implement public service innovations in government institutions, especially in improving public services, the factors that determine the success of these public service innovations, and strategies for replicating and disseminating public service innovations (Djellal and Gallouj, 2015; Serrat, 2017) [4]. This study aims to fill research gaps related to public service innovation, especially the factors that support sustainable public service innovation so that it can be an inspiration for other local governments and develop a better understanding of how innovation can develop in local government agencies.

2 Literatur Review

2.1. Public Service Innovation.

Innovation has a broad definition. Innovation in its concept is not always related to products but innovation can also be in the form of ideas, methods or objects that are perceived by people as something new. This innovation is interpreted as something completely new experienced by the community. The term innovation from Mulgan and Albury, is also almost the same as the understanding put forward by Suryani which defines innovation as follows: "Successful innovation is the creation and implementation of new processes, products, services and methods of delivery which result in significant improvements in outcomes efficiency, effectiveness or quality."

Innovation is the creation and implementation of new processes, products, services and methods of service delivery. Several study literatures emphasize different aspects of innovation in their definitions. Schumpeter (2003) [5], an innovation theorist, emphasizes novelty in innovation outcomes. This means that a change can be considered as an innovation when it contributes to the development of something completely different from before, in terms of novelty of product quality, production method, or market scope. The discussion of innovation found in the contemporary literature tends to define innovation with an emphasis on the processes that occur that produce outputs.

There is also Bason (2018) [6], who defines innovation as a process by which organizations are able to select and generate the best ideas, implement them effectively, and ensure that they

provide value to the public. Innovation appraisals tend to be more on the subjective side because they describe innovations as ideas, practices, or objects that are “considered” new by individuals or groups (Borins, 2014; Walker, 2014) [7].

2.2. Sustainable Innovation.

An innovation in the public service sector can be said to be great and successful if the innovation can continue even though the leadership changes and the management has moved to someone else. Thus the service providers must be able to continue what has been made, do not stop just because of the change of leadership.

According to the Deputy for Public Service at the Ministry of PANRB, great innovation is innovation not because it depends on the leader or the person, but continues when the leadership changes and the management has changed to someone else. According to him, public service innovation is not only great when it becomes a top innovation, but will be part of the change when it is institutionalized and sustainable. This requires a commitment not only from the employees but also by the regional heads themselves. Through these efforts, it is hoped that the innovations that have been created will have a positive impact that can be enjoyed by the community.

Sustainable innovation is the process by which sustainability considerations (environmental, social, financial) are integrated into the enterprise system from idea generation to research and development (R&D) and commercialization. This applies to products, services, and technologies, as well as new business and organizational models (Charter, 2007) [8]. The principle of sustaining innovation was initially developed in the business sector which has various problems and constraints in marketing efforts. Therefore, in the business world, a breakthrough is needed in the face of highly competitive competition. This is the reason why in the public sector, especially in the new public service (NPS) paradigm, sustaining innovation is absolutely necessary.

According to Brands and Kleiman (2010) [9]., there are five important points related to sustaining innovation that are needed to run optimally. First, inspiration is the most important step in the form of finding a leader who inspires and encourages the innovation process. The second is the courage in making unusual decisions to initiate innovation because every innovation always has risks. Not all ideas will be successfully executed, and each idea must have its own risk of what will be caused. The third is the new product development process. A formal process with timelines and milestones is a must. This usually includes key elements such as idea generation, prioritization, commercialization and others.

Fourth is value creation. Successful innovation must be able to turn ideas into profit, to increase consumer value and increase shareholder value. The increasing value of the product in the long term gives birth to a better valuation value. Lastly is accountability. This is a key component of equality of trust, even when the process is closely related to oversight. In this phase, it is an important point in creating public trust in an innovation. In the administration of the state, innovation must continue to be encouraged so that problems in public services can be overcome. Therefore, the concept of sustainable innovation, which was first introduced in the business world, must also be applied to state administration. Leaders are an important part that is very influential with the sustainability of sustainable innovation because they are required to think creatively.

Strategies for Sustained Innovation

Continuous innovation comes from developing shared goals, from engaging the creativity of people throughout the organization, and from teaching them how to recognize unusual

opportunities. Leaders create a psychological environment that encourages continuous innovation at all levels. The challenge is that as organizations grow, management structures and bureaucracies designed to channel growth tend to create barriers to small-scale improvement.

Commitment to building the right psychological conditions for innovation needs to start at the top. This means that, as a leader, it is necessary to consider the leaders' own assumptions about innovation and their role in creating and changing the culture of the organization they lead. Leaders need to appreciate the value of incremental as well as major innovations, understand the psychology of innovation and take the lead in promoting an innovative culture. Otherwise, innovation sustainability will not occur.

Here are seven strategies to sustain innovation in organizations according to Karlsberg and Adler (2005) [10].

- a. Establish a clear sense of direction. Changing culture involves a change of mind and takes time. But as with any initiative, a clear understanding of the target helps accelerate the achievement of the goal. Therefore, the clarity of the organization's mission helps organize and direct the creativity of its employees. What is the goal of consistent innovation in the organization? Is it to add customer value to existing products and services, to speed up service, to improve timely service? Having a clearly articulated message allows everyone to focus on innovations that can deliver the best value.
- b. Open communication. Open communication between management and employees provides space for building trust. But if you want to build a new culture that is more trusting than the first step cannot be expected from subordinate employees. Organizational leaders should initiate an open communication process by sharing information with employees on a regular basis. Leaders of organizations that support innovation offer many opportunities for communication. While not every organization can offer an open-door policy for its senior executives, or even the opportunity for regular face-to-face contact, every organization can institute programs that allow frontline employees to feel heard. From CEO lunches across employee units, to monthly divisional meetings between employees and general managers, to opening intranet forums to share ideas and feedback. Leaders can communicate their openness to hearing innovative ideas from subordinates closest to the community.
- c. Minimize Bureaucracy. Bureaucracy slows action and is a serious obstacle to innovation. Smaller organizations can often move faster in implementing innovative ideas because they have less bureaucracy.
- d. Instill a sense of belonging. Sense of Belonging can be interpreted as a sense of belonging to a group or organization within its members by being shown through expressions and actions. In order for innovation to be sustainable, all members of the organization feel part of the innovation, care about its sustainability, have empathy and have the motivation and initiative to continue to develop the innovation.
- e. Consistent recognition and rewards. Awards are often associated with innovation but are generally only given to the individual or team responsible for the innovation and its implementation. This can create an atmosphere of competition between units or teams and can be counterproductive if teams are formed to compete with each other for prizes. These incentives can hinder the cross-functional collaboration that is critical to maximum performance. Therefore, organizations that are successful in cultivating a culture of

innovation design rewards that reinforce the culture they want to build. If the organization values integrated solutions, then the organization cannot compensate team leaders based on unit performance.

- f. Tolerance to risk and failure. Tolerating certain levels of failure as an essential part of growth is an important part of driving innovation. Innovation is a risk. Employees will not take risks unless they clearly understand the objectives, have a clear yet flexible framework to operate and understand that failure is considered a simple step in the learning process. For example, Toyota's Production system transfers quality management and innovation authority to front-line factory workers. Workers can make adjustments in their work if they see opportunities for improvement. If the innovation is successful, it is put into operation, if not, it is connected with experience. The main psychological benefit of the Toyota method is the development of trust. Employees who trust their bosses are more likely to take smart risks that have potential benefits for the organization.
- g. Eliminate non-functioning activities and processes. When organizations innovate they need to practice what Peter Drucker calls "creative neglect" i.e. activities and processes that no longer contribute to the organization's achievements must be abandoned to make room for progressive new activities. Innovation requires optimism and a consistent attitude to achieve higher performance. Organizations cannot expect employees to maintain an optimistic attitude if they feel compelled to continue with activities that do not produce results.

3 Research Method

The research approach used in this study is a qualitative approach with a case study method. This study explains why various public service innovations in government institutions can be sustainable until now. This research mainly utilizes the public service innovation database accompanied by the LAN Laboratorium Inovasi (LAN Labinov), which contains the results of public service innovations held between 2017 and 2021. Bone Regency, South Sulawesi Province was chosen because this local government is one of the districts that created many public service innovations.

Judging from the social, economic conditions, as well as physical infrastructure, Bone Regency is currently experiencing significant development compared to the conditions in previous years. From the aspect of government innovation and public services, Bone Regency was awarded the State Administration Innovation Award from LAN in 2017; The Best Public Service Award in the Health Sector Free of Extortion from the Inspectorate of General Supervision (Irwasum) of the Police of the Republic of Indonesia in 2019; and Award for Top 30 Public Service Innovation Competitions from the Ministry of PAN RB in 2021.

Data collection was carried out through interviews and focus group discussions with innovation initiators, implementers, facilitators, and policy makers. In addition, data and information are also collected from various relevant documents owned by regional apparatus organizations.

4 Research Results

The initiation of public service innovations by the Bone Regency Government began in 2017. A number of innovations were developed by regional apparatus organizations. A number of innovations that are included in the top 10 best innovations by the Bone Regency Government, which are also the object of this research, are briefly described below.

a. Ruko Konde – District of Amali

The service innovation of Ruko Konde was originally the final task of the Leadership Training. Funding and funding for the activities of 14 villages and 1 kelurahan in Amali Subdistrict so far still relies on transfer funds from the APBD. Ruko Konde is an innovation in the form of a consultation room that can be used by the community to consult with the sub-district regarding the village economy, in accordance with the purpose of this innovation to prepare a comfortable and informative forum or facility for the community to come to consult on economic problems.

The innovation, which initially only aimed to increase the PAD of each village and sub-district, turned out to encourage other creativity of the village community to produce products of economic value based on local resources. As a banana producer, which has only been sold in raw form, Amali District is now a producer of various types of processed banana-based snacks. This Ruko Konde innovation has succeeded in increasing the opinion of the people of Amali District.

b. Klinik Kemasan Kita – Department of Industry

The innovation of Klinik Kemasan Kita is triggered by the problems faced by small and medium-sized businesses, their ignorance of the products they produce, business legality, and product marketing. The problem that resulted in this innovation was known to the Head of the Industrial Supervision and Control Section at the Industry Office of Bone Regency who went down to the field to carry out monitoring in the Small and Medium Industrial Estate (KIKM). The spirit to help small businesses because this small industry helps the government in solving poverty by utilizing natural resources, and helping small fishermen to become medium fishermen.

c. Peduli Janda – Ajang Ale Health Centre

Peduli Janda Innovation is an abbreviation of Care for Mother's Delivery Distance. This innovation arose because of the low level of public understanding about the use of family planning tools, especially the Long Term Contraceptive Method (MKJP). This innovation was made because there are still mothers who are too young or too old, give birth too close, and give birth to too many children. So the purpose of this innovation is to invite people to care about the health of mothers and children, especially health conditions related to safe and secure childbirth.

d. Dokter Visit Dusun – Lonrong Health Centre

This innovation was inspired by the lack of people visiting the Health Centre not because of the good health conditions of the community but because the location of the Puskesmas is far from residential areas. Through the innovation of Dokter Visit Dusun, a team from the Puskesmas consisting of nurses, doctors, midwives and friends came to the villages. Through the innovation of Doctor Visit Dusun, the number of patients increased dramatically from around 20's per day to 80's or 100's per day.

The enthusiasm and health conditions of the people who gathered at the village hall during the doctors and medical teams made the team members always feel touched and determined to continue this innovation, treating sick people. "There is a sense of emotion and inner satisfaction

watching the community, young and old, come to this team every time they visit," said the doctor who was the coordinator and person in charge of this innovation.

e. My Like Bone – BKPSDM

The My Like Bone innovation is a personnel information service that is inspired by many civil servants who come directly to BKPSDM to take care of their staffing needs. Whereas an employee should only focus on his work, while the personnel affairs of the State Civil Service Agency/BKPSDMD take care of it. Another problem is the distance from the employee's place of duty to the distant BKN/BKPSDMD office and it takes time and if there is an incomplete file then the management of staffing problems is delayed until the next day.

Based on these problems, the My Like Bone Regional Civil Service Agency emerged by utilizing technology in its services, so that all its employee services such as promotion, retirement and so on were transformed from manual to digital services. All the files needed for personnel services are no longer in paper form, but the files are simply sent in soft files.

f. La'Mirape – Livestock and Animal Health Service

This innovation was born because of the concern of the innovator La'Mirape where farmers manage their livestock products traditionally, namely livestock are only sold live or only in the form of meat. This innovation aims to empower the community and increase people's income with an entrepreneurial approach. La'Mirape's innovation is in the form of a showroom to accommodate the processed meat of the community in the form of meatballs, nuggets or chicken eggs. In addition to the showroom, La'Mirape also provides a website that can be used by farmers and the community in Bone Regency to buy products that are sold by their production.

g. Gemar Limas – Bappeda

Data and information held by Bappeda show that around 54,000 adolescents aged 7-24 years are not in school or have dropped out of school. This high number of dropouts or not going to school has given birth to the innovation of the Lisu Massikola Community Movement. This innovation consists of two activities, namely making a data-based education plan at the district level and working with the village government to create a community forum about education for implementation at the village level. Each village head may not have children who have dropped out of school at all levels of secondary education, must not have stunted children under five, must have healthy latrines in their homes, and fourthly, no children may be married off at an early age.

h. Klik Galeri Pada Idi - Departement of Cooperatives and SMEs

This innovation is a forum for SMEs in Bone Regency to market their products online/digital that are cheap and affordable using the Facebook social media platform. One of the advantages of this innovation is that all SMEs can access and update the products they sell. Currently, apart from the Facebook gallery, the Cooperatives Service is starting to try to build its own application and train all business actors to be able to market their products in the form that businesses can directly transact using their cellphones, while their Facebook accounts can create their own and market their products specifically.

Determinants of the success and sustainability of public service innovations in Bone Regency

The results of the study indicate that Bone Regency has various potentials that have been developed and which can be developed for the future. From the practices that have been carried out by the government and the people of Bone Regency, it shows that there are innovations made in providing the best service to the community. The facts also show that these innovations

have had a positive impact on various aspects of people's lives. From the data and information collected, it can be explained several things that are factors that make a number of innovations developed to survive to this day.

a. Motivation

Innovation in Bone Regency is brought by individual employees or the organization's desire to provide the best service to the public. Innovation in Bone Regency was initiated because individuals and organizations want to provide maximum services. Individual employees who are motivated to provide maximum service then look for the most efficient and best service facilities and models. Dokter Visit Dusun Innovation by the Puskesmas Lonrong is one of the public service innovations in Bone Regency which was initiated based on the commitment of doctors to provide fast and effective medical assistance for the village community. "As a young doctor, I feel immense satisfaction watching the enthusiasm of the villagers who come to check their health every time we visit," said the doctor who initiated this innovation.

Meanwhile, the Gemar Limas innovation by Bappeda also shows the government's commitment to improving the quality of public services for children and youth who are not in school or who have dropped out of school. This is the basis for the innovator as the initiator of the Gemar Limas Innovation. "We are very concerned and motivated to help teenagers who cannot access education services even though they are the youth of this nation's next generation," said this innovation innovator passionately.

Peduli Janda innovation by the Puskesmas Ajang Ale was also created because of the high motivation of the Puskesmas staff to reduce maternal and child mortality due to giving birth at a too young or too old age or giving birth too close together and giving birth too often or having too many children. This innovation shows the commitment of Bone Regency to improve the quality of services in the delivery of maternal and child health services. Previous studies have also concluded that organizational commitment affects innovation in the public sector (Agarwala 2003) [11]. According to Damanpour and Schnei der (2009)[12] commitment then affects the adoption of an innovation.

b. Instill a sense of belonging

One of the reasons why the public service innovations in this study can survive is because of a sense of ownership (shared ownership) among employees. Although initially the innovation idea was born from the idea or thought of an employee, in the process of planning, implementing, and evaluating the innovation, it involved employees from different units within the organization. The regent's support for the Gemar Limas innovation initiated by Bappeda, for example, has made eradicating the problem of dropping out of school at a young age a flagship program for the education sector in Bone Regency. With the existing budget support, the Regent targets that within five years of his leadership there will be no more teenagers who drop out or do not attend school in Bone Regency.

The ownership mentality creates a strong incentive for inventive thinking. When an employee is clearly aware of how his or her interests align with those of the organization, he or she has good reason to "go the extra mile" to advance the mission. When employees do not see how their individual efforts affect organizational profitability, they tend to be passive and reactive. To encourage greater engagement, make sure every employee knows how his or her job affects organizational performance.

Bappeda's Gemar Limas innovation, for example. Although initially this idea was initiated by the data department, the next process is that all departments in Bappeda take part in planning and implementing this innovation. In fact, organizations outside Bappeda, especially the village

government, are actively involved in implementing this innovation. The village government even made this innovation part of their work program.

Likewise with La'Mirape's innovation at the Livestock and Animal Health Service. The idea of innovation from an employee who was concerned about the welfare of the breeders later became an activity that was adopted by this Department so that almost all employees were involved in activities related to this innovation. With the involvement of many employees, the innovation which initially only provided a showroom where to sell processed meat from farmers directly was later developed by employees who have IT skills to also open online sales outlets.

The same thing happened to the innovation of Ruko Konde in Amali District. The innovation that was originally the final assignment of a sub-district staff who took part in the Leadership Training eventually became part of the activities not only for employees at the sub-district office but also for activities in the village. Innovations to increase income in two villages are currently targeted at providing consultations in 14 villages in the sub-district. This can only be realized because of the participation of civil servants at the sub-district and village offices. With the participation of other employees with different skills, the innovation that initially only provided a consultation room for village incomes has now also produced local community products using local raw materials.

Driven by an employee in the promotion administration service, My Like Bone's innovation initially only transformed the promotion service administration from manual to digital. After employees in other service units are involved in implementing this innovation, all personnel administration services ranging from promotions, periodic salary increases, equalization of degrees and education, to retirement have now transformed from paper-based manual services to paperless digital services.

3. Leadership

Leadership support both at the organizational level that implements innovation and at the district level, namely the regent as the highest executive leader, clearly affects the sustainability of public service innovations in Bone Regency. The Regent's support for the Gemar Limas innovation initiated by Bappeda, for example, by making alleviating the problem of dropping out or not going to school at a young age becomes the flagship program of the education sector in Bone Regency. With the existing budget support, the Regent targets that within five years of his leadership there will be no more teenagers who drop out or do not attend school in Bone Regency.

To ensure this target is achieved, in a sustainable manner, the Regent always accommodates the aspirations of the community on various occasions. As Regent, Andi Fashar Padjalangi often makes visits to various villages. This activity is carried out to obtain a real picture of the living conditions of the community. As a leader, the Regent understands the conditions and problems that are really felt by the community. In addition, the Regent also builds a more open relationship with the community in order to realize an effective development plan.

The Regent's support was also shown for other innovation ideas and became the main determining element for the sustainability of public sector innovation in Bone Regency. The regent as the regional head is very committed to the sustainability of innovation by holding a regional innovation festival every year in Bone Regency. The Regent's commitment and support is realized even by bringing this innovation at the village level with the obligation of each village to have at least one innovation by 2022. This was driven by the Regent's intention to improve the quality of public services.

Leadership support at the organizational unit level also plays a role for continuous innovation in each organizational unit. The My Like Bone innovation, for example, which cuts

down the manual service of personnel administration which has been used by some employees to get facilitation payments or the like is unlikely to continue if it does not get serious support from the unit leadership. Employees who have experienced illegal income from other employees who take care of their personnel administration initially tried to thwart this innovation. It is only with the support of the organization's leadership that this innovation can survive and develop to this day.

5 Conclusion

This study concludes three reasons why innovation in Bone Regency can continue. First and foremost is leadership support. The leadership practiced in Bone Regency is clearly a factor that is very fundamental in terms of creating sustainable public service innovations. In this case it must be emphasized that leadership is a very decisive factor in development development in the village. A visionary leader determines the direction of development in the village. Leadership plays an important role in creating public sector innovation and innovation sustainability. In Bone Regency, both the leadership in the organizational unit and the Regent as the highest executive leader show a high commitment to the emergence of innovative ideas and to create and maintain the sustainability of public service innovations.

The second most powerful is the employee's commitment to the innovation that is introduced inside so that employees feel that innovation belongs to all members of the organization, not only to certain initiators or employees. Third, the sustainability of innovation in Bone regency is also determined by the strong motivation of employees to improve the quality of public services. This strong motivation is driven by a strong desire and a sense of satisfaction in having given something to the community they serve.

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