

Innovation Capability of Corruption-Free Area and Clean Bureaucracy Area Service in Class II Children Development Institutions in Kendari City

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Abstract - Service Innovation Capability of Corruption-Free Areas and Clean Bureaucratic Areas to Serve at the Kendari Class II Children's Special Guidance Institute in 2019-2021 (Supervised by Moh. Thahir Haning and Nurdin Nara). This study aims to explain the innovation capability of service areas free of corruption and clean bureaucratic areas serving from the Ministry of Administrative Reform and Bureaucratic Reform at the Class II Children's Special Guidance Institute Kendari City by using the Innovation Capability theory from Saphiro with 5 indicators namely strategy, measurement, process, human resources, and technology. This study uses qualitative data analysis techniques, careful interpretation and verification of each information through interviews, secondary data collection as well as literature and other resources. Information was obtained from the head of the work team for the development of a corruption-free area and a clean bureaucratic area to serve, the head of the change management working group, the head of the governance arrangement working group, the head of the human resource management system structuring working group, the head of the accountability strengthening working group, the supervisory and supervisory strengthening working group. head of the working group to improve the quality of public services. The results of this study indicate that the innovation capabilities of corruption-free areas and clean bureaucratic areas serve in special coaching institutions for class II children in Kendari, namely: 1. Strategy, the Children's Special Guidance Institute (commonly known as LPKA) has prepared carefully what things will be done and implemented to improve performance in achieving the predicate of a corruption-free area and a clean bureaucracy serving area. 2.Measurement, the LPKA actively conducts service surveys for service development, namely the Corruption Perception Index and the Community Satisfaction Index as one of the assessment indicators in achieving wbk and wbbm predicates. 3. Process, LPKA runs in accordance with the guidelines from the ministry of utilization of state apparatus and bureaucratic reform 4. Human resources, to create capable human resources for the formation of a wbk and wbbm development work team, LPKA conducts employee assessments in collaboration with the Psychology of Halu Oleo University. 5. Technology, Kendari Class II LPKA has made every effort to provide services for foster children and foster children's families by creating applications that help foster children and foster children's families to stay in touch during the pandemic. The results of this study are expected to be used as a model for other government agencies engaged in the service sector so that together they create good governance and clean government for the community.

Keywords: - Innovation Capability, Corruption-Free Area and Clean-Serving Bureaucracy Area, Kendari Class II Children's Special Guidance Institute.

INTRODUCTION

Corruption-Free Region (WBK) and Clean Serving Bureaucratic Area (WBBM) are predicates given by the Ministry of Administrative Reform and Bureaucratic Reform (Ministry of PAN and RB) in work units in government agencies of at least echelon III that carry out service functions. Corruption-free area (WBK) means the predicate given to a work unit that fulfills most of the change management, governance arrangements, human resource management system structuring, strengthening supervision, and strengthening performance accountability. Meanwhile, the Clean and Serving Bureaucracy (WBBM) area is a predicate given to a work unit that fulfills most of the change management, structuring management, structuring the human resource management system, strengthening supervision, strengthening performance accountability, and strengthening the quality of public services. Government agencies that make a commitment to create a Corruption-free Area and a Clean Serving Bureaucratic Area must first enter the Integrity Zone.

The Integrity Zone is a predicate given to government agencies whose leaders and staff are committed to realizing a Corruption Free Area and a Clean Serving Bureaucratic Area, which is particularly in the prevention of corruption and improving the quality of public services. Indirectly it can be said that government agencies need to enter the Integrity Zone first before committing to achieving the WBK and WBBM predicate.

In its development, the number of government agencies that have succeeded in achieving the WBK predicate is very far from the estimate. In 2018, 901 government agencies were proposed, but only 5 institutions managed to achieve the WBK predicate. As a result of this achievement, the Ministry of State Apparatus Empowerment issued Ministerial Regulation Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones towards Corruption-Free Areas and Clean Bureaucratic Areas Serving within Government Agencies with the aim of providing uniform understanding and action in building Integrity Zones towards WBK and WBBM. One form of the Integrity Zone development guideline is WBK and WBBM Service Innovation by Formation of a work team or Working Group (POKJA) with 6 areas of change referred to in the assessment.

To continue serving the public, it is hoped that public service innovation will become a concrete practice for better performance in services. Innovation is an inspiration, practice, or object that is considered new by individuals [1]. Discovery is a more specific type of change [2]. Invention is a new idea applied to initiate or improve a product or process, as well as a service.

The Ministry of Law and Human Rights participates in the innovation of WBK and WBBM Services for the creation of a good, effective and efficient Ministry of Law and Human Rights, so that it can serve the people quickly, accurately, and professionally in realizing good governance and clean government towards the apparatus of the Ministry of Law and Human Rights. Human rights are clean and free from KKN, increasing excellent service and increasing capacity and performance accountability. In order to eliminate abuse of authority, KKN practices, discrimination and weak supervision.

In 2020, the Ministry of Law and Human Rights is committed to continuing to create a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy (WBBM) area. Bureaucratic Reform (KemenPANRB) as the National Assessment Team. This includes the work unit of a special coaching institution for Class II Children in Kendari City.

The Special Guidance Institute for Class II Children of Kendari City has entered the Integrity Zone in 2019 and has been committed to achieving WBK and WBBM. In the process, LPKA Class II Kendari has followed the guidelines for the development of the Integrity Zone towards WBK and WBBM from the Kemenpan-RB and has innovated WBK and WBBM services in forming a working group but LPKA Class II Kendari continues to fail to achieve the WBK predicate, therefore the author wants to analyze The Innovation Capability of WBK and WBBM Services at the Class II Kendari Special Child Development Institute.

LITERATURE REVIEW

The etymological understanding of innovation comes from the word innovation which means "renewal; new (by) change". In the Big Indonesian Dictionary (2003), innovation is "the introduction or introduction of new things; renewal" and "new discoveries that are different from existing ones or those already known or previously known (ideas, methods, or tools)".

Innovation is all ideas, new ways, or objects that are operated by individuals as something new [3]. "New" in this sense is not merely a measure of the time since the invention or the first use of the innovation. The essence of innovation is the novelty in perception, or the subjective novelty of what is meant for a person, which determines his reaction to the innovation. Thus, if something is seen as new to someone, then it is an innovation.

Innovation consists of four types, namely: 1. Invention; is the creation of a new product, service, or process that has never been done before. This concept is often called revolutionary. 2. Development (Extension); is the development of an existing product, service, or process. This concept is the application of the idea of something that already exists to be different. 3. Duplication (Duplication); is an imitation of an existing product, service, or process. However, duplication is not merely imitating but adding a creative touch to improve the concept in order to win the competition. 4. Synthesis (Synthesis); is a combination of pre-existing concepts and factors into a new formulation. This process includes taking a number of ideas and products that have been found and shaped so that they become products that can be applied in new ways [4].

An innovation can be in the form of a new product or service, a new production process technology, a new structural and administrative system or a new plan for members of the organization [5].

Developed a concept to see the ability to innovate by looking at 5 elements of innovation capability, namely: (1) strategy, (2) measurement, (3) process, (4) human resources, (5) technology [6]. The 5 elements of innovation capability from Shapiro will help the author to explain how service innovations in corruption-free areas and clean bureaucratic areas serve in LPKA Class II Kendari. According to Shapiro, capability is needed because it will help produce optimal performance in activities that require processes, people, and technology which is then defined as a strategy, because innovation does not always refer to something new at all. A Corruption-Free Area and a clean Serving Bureaucracy area is a predicate given to a technical implementing unit that is included in the Integrity Zone and is engaged in the service sector.

The previous research conducted BY [7] with the title Public Service Innovation through Smart Cards at the Integrated Licensing Service Agency (BPPT) of Sidoarjo Regency. In his research, researchers used descriptive qualitative research methods with data collection techniques, namely observation, interviews and documentation. The theory used is the Innovation Attribute Theory from Rogers.

METHODS

This study uses a qualitative approach with the type of case study research on service areas free of corruption and clean bureaucratic areas serving at the Class II Children's Special Guidance Institute, Kendari City. The informants were determined by purposive sampling, namely the Head of the Kendari Class II LPKA Office, the Head of the WBK and WBBM Development Work Team, the Chair of the Change Management Working Group, the Head of the Management Working Group, the Head of the Human Resource Management System Working Group, the Head of the Performance Accountability Strengthening Working Group, the Head of the Pokja Strengthening Supervision, Chair of the Working Group for Quality Improvement of Public Services. Data collection techniques were carried out by in-depth interviews, observation and secondary data studies from the WBK and WBBM development work teams. The data were then analyzed by data reduction, data presentation and drawing conclusions.

RESULTS AND DISCUSSION

Learning from experience regarding the achievement of WBK and WBBM predicates in Government Agencies, to see the innovation capabilities of WBK and WBBM services published by the Kemenpan-RB using the research location of a special coaching institution for Class II Kendari Children, analyzed through five indicators of innovation capability theory according to Saphiro, namely:

1. Strategy

Public access to information is fairly easy, information about Education, Health and Government can begin to be observed through the internet, starting from information posted on television media and the government's private official website [8]. This easy access to information creates new demands for the government to present the results of their work in a more qualified form, such as the application of services to the people. In the process of delivering good service, it is necessary to have an innovation and good innovation, of course, must have good capabilities as well.

Capability is needed because it will help make optimal performance in activities that require processes, people, and technology which is then defined as a strategy [9]. Based on the results of interviews with the work team coordinator and the head of Kendari Class II LPKA, it can be concluded that the strategies used in achieving the WBK and WBBM predicate are as follows:

- *Determining leaders who are able to unite, arouse enthusiasm and creativity of employees in achieving WBK and WBBM.*

Determining the head of the POKJA Team, the head of the Kendari Class II Children's Special Guidance Institute turned out to have personally appointed an employee to be the team coordinator. The head of the LPKA acknowledged that the employee had the potential to serve as the Head of the POKJA Team. The work of the employee was assessed and how the employee placed himself in various work situations.

- *Selection of LWG members using competence.*

Learning from previous experience that POKJA members did not undergo the so-called employee competency test or even interview employees to ask for their approval to participate in the POKJA which ultimately gave inappropriate results. To fix this, the POKJA team coordinator and the head of the LPKA conducted an employee assessment.

- *Placing a position as a friend.*

Being a leader in order to be close to its members both in listening to their opinions, their complaints or to create good communication, the LWG Team leader places his position as a friend whose position is neither higher nor lower than the members.

- *Commitment Strengthening*

After failing in previous years, the LWG Team leader admitted that they did not change the strategy but rather pointed to strengthening commitment within the LWG Team. Their commitment is to achieve the predicate of WBK and WBBM, so the POKJA will continue to consistently carry out their duties and improve services to achieve the target of excellent service into one goal, namely WBK and WBBM.

- *Reward*

There are several ways that are generally used by a leader to raise the morale of his employees. The method used by the head of LPKA is to give rewards to employees who carry out their duties well every month. This is done as an award and serves as a model for other employees to continue to provide better services in fostering children under the age of 18.

- *Monitoring and evaluation*

In carrying out a work program, the most important stage is in monitoring and assessment, namely monitoring the suitability of the plan and the results realized. Government Regulation number 39 of 2006 states that monitoring is the activity of observing the progress of the implementation of an activity plan, identifying and anticipating battles that occur and may occur so that immediate action can be taken. While evaluation is a series of activities comparing the realization of inputs (inputs), outputs (outputs) and results (outcomes) to plans and results. In common, both are tools used for control where assessment requires results from monitoring and is used for program contributions.

The results showed that the Kendari Class II Children's Special Guidance Institute had carefully prepared what things they had to prepare and apply to achieve the predicate of Corruption Free Region and Clean Serving Bureaucratic Region.

2. Measurement

A Corruption-Free Area and a clean Serving Bureaucracy area is a predicate given to a technical implementing unit that is included in the Integrity Zone and is engaged in the service sector.

The objectives of the WBK and WBBM are the realization of a clean government that is free from collusion, corruption and nepotism and the realization of improving the quality of public services for the community.

Based on the WBK and WBBM guidelines issued by the Ministry of Administrative Reform and Bureaucratic Reform, it is said that the WBK and WBBM predicates are given to agencies and work units that can achieve the lever component and the result component.

The Leverage Component is 60% where the Leverage Component means the component that is the determining factor in achieving the target of the Integrity Zone development towards WBK/WBBM. There are six components of a lever, namely; (1) Change Management = 5%; (2) Management Management = 5%; (3) Structuring HR Management System = 15 %; (4) Strengthening Performance Accountability = 10%; (5) Strengthening supervision = 15%; (6) Strengthening the Quality of Public Services = 10%

The yield component is 40% with the main target being an increase in public and government services that are clean and free from KKN. The following components of the results, namely; (1) The realization of a clean and free Ministry of Law and Human Rights Apparatus from KKN (20%), measured using the following measurements; (a) Value of perceived corruption (external survey); (b) Percentage of completion of follow-up investigation results (TLHP); (2) The realization of an increase in the quality of public services to the community (20%), measured by the perceived value of service quality (external survey).

The following are the results of observations made by researchers regarding the Corruption Perception Index and the Community Satisfaction Index from February-October

Month	IPK (Corruption Perceptions Index)	IKM (Community Satisfaction Index)
February	13.72 (scale 15)	18.66 (scale 20)
March	93.30 (scale 100)	94.38 (scale 100)
April	14.11 (scale 15)	18.95 (scale 20)
May	13.96 (scale 15)	18.59 (scale 20)
June	93.70 (scale 100)	93.08 (scale 100)
July	92.93 (scale 100)	93.93 (scale 100)
August	95.64 (scale 100)	95.27 (scale 100)
September	95.57 (scale 100)	93.62 (scale 100)
October	95.83 (scale 100)	94.11 (scale 100)

Source: Processed by the Author

The results showed that one of the indicators for measuring success in WBK and WBBM service innovations for achieving the WBK and WBBM predicates is the Corruption Perception Index and the Community Satisfaction Index, which are measured through a service survey provided by Children's Special Guidance Institute (LPKA) Class II Kendari. The table shows that the GPA and IKM of LPKA Class II Kendari always increase every month, indicating the seriousness and commitment of LPKA employees in achieving WBK and WBBM predicates.

3. Process

Free and Corruption-Free Regions and Clean Bureaucratic Regions Serve through the process, starting from the Declaration of the Integrity Zone Development until finally the evaluation of the National Assessment Team (TPN) to determine the WBK and WBBM predicates in an agency or work unit. in the Big Indonesian Dictionary, Process means a series of changes (incidents) in the development of something.

Interviews with the head of the Kendari II class special coaching institution and the head of the Integrity Zone development work team said that the process they have gone through so far are:

1) Declaration of Integrity Zone Development

The Integrity Zone means the title given to the Ministry of Law and Human Rights which is committed to realizing WBK and WBBM through bureaucratic reform, especially in terms of preventing corruption and improving the quality of public services. The process of selecting potential work units in the WBK and WBBM is carried out by producing a working group or team to identify the work unit. After identifying, the working group proposes to the head of the regional office to be designated as a proposed Work Unit with the title of Integrity Zone towards WBK and WBBM. Furthermore, an independent evaluation (self-assessment) is carried out by the Internal Assessment Team (TPI). After completing the evaluation, TPI reports to the Minister of Law and Human Rights. The work unit will be proposed to the Ministry of Administrative Reform and Bureaucratic Reform to become a work unit with the predicate Towards WBK and WBBM. if the proposed work unit meets the requirements as an Integrity Zone to WBK and WBBM, then the next step means the determination to use the Decree of the Ministry of Rules and Human Rights as an Integrity Zone to WBK and the Decree of the Minister of Exploitation of State Apparatus and Bureaucratic Reforms to designate it as an Integrity Zone to WBBM. The following requirements have been set by the Ministry of Apparatus Empowerment for the Integrity Zone, namely; (1) Agency Level; (a) receive the WTP predicate from BPK on the opinion of the financial statements; (b) receive a minimum AKIP score of "CC"; (2) Work unit level (Work unit level); (a) The level of echelon I to echelon III; (b) has a role and implementation of strategic service functions; (e) is said to have carried out the bureaucratic reform program well; (f) Manage sizable resources

2) *Development of Internal Integrity Zone*

The Special Guidance Institute for Class II Kendari Children was selected as an Integrity Zone towards a Corruption-Free Area and a Clean Serving Bureaucratic Area by the Ministry of Law and Human Rights in 2019. To strengthen the role of the Integrity Zone development, the Declaration of Internal Integrity Zone Development was carried out by signing all employees LPKA Class II Kendari is a form of responsibility in carrying out excellent service in fulfilling the obligation to be the selected work unit in the Integrity Zone to achieve WBK and WBBM predicate. This form of accountability includes; (a) carry out the Signing of the Integrity Pact between the heads of the Work Units using the structural ranks below them; (b) signing of the Integrity Pact between Structural ranks in the work unit and public service officers; (c) commitment not to charge fees outside the provisions; (d) non-discrimination; (e) does not carry out gratuities (receiving and giving witnesses); (f) deliver the best service to the community.

3) *Establishment of Integrity Zone Development Work Team towards WBK and WBBM*

The regulation issued by the Ministry of Empowerment of State Apparatus and Bureaucratic Reform No. 52 of 2014 concerning guidelines for the Development of an Integrity Zone towards a Corruption-Free Area and a Clean Bureaucracy Area Serving in the Environment of Government Agencies which contains the findings of WBK and WBBM Services, namely the Establishment of an Integrity Zone Development Team towards WBK and WBBM which consist of 6 indicators, namely Change Management, Management Management, Human Resource System Arrangement, Strengthening Accountability, Strengthening Supervision, and Increasing the quality of public services.

The formation of this work team is carried out by assessing employees and collaborating with the Psychology of Halu Oleo University to select employee competencies so that they are in accordance with abilities in their respective fields.

4) *Prepare Integrity Zone Development Documents*

The Integrity Zone development document contains an Integrity Zone Development plan which consists of programs, activities and innovations that will be carried out in making changes that contain targets, time and what will happen to be achieved, adapted to the conditions and characteristics of residents in their respective regions. This document is prepared by the ZI development work team in accordance with their respective fields and will be disseminated to all LPKA employees to jointly form the WBK and WBBM Integrity Zones. This document is expected to help LPKA Class II Kendari stay on track and focus on achieving targets.

5) *Monitoring and Evaluation*

The special coaching institution for Class II Kendari children conducts patterned monitoring and evaluation of every single target that has been met, this is done to ensure that what will happen is in accordance with the targets that have been set and prepare follow-up reports on monitoring and evaluation reports.

6) *Evaluation by National Assessment Team*

The National Assessment Team (TPN) means the team formed to evaluate the work unit proposed as the Integrity Zone Towards WBK and Towards WBBM. The National Assessment Team consists of elements from the Ministry of Administrative Reform and Bureaucratic Reform, the Corruption Eradication Commission (KPK), and the Ombudsman of the Republic of Indonesia (ORI).

The National Assessment Team will determine which work unit is entitled to receive the title of a Corruption-Free area and a hygienic Serving Bureaucracy area with the following conditions; (1) have a total score (levers and effects) of at least 75 out of a total of 80; (a) The value of the lever component is 57 from the total rating of 60; (b) The value of the components that will occur is 18 as long as the total assessment is 20; (2) Have a minimum value of 18, using the value of the Anti-Corruption Perception Survey sub-component value of at least 13.5 and the Percentage of Follow-up due to Investigation (TLHP) sub-component of at least three,5.

The results showed that the Kendari Class II Children's Special Guidance Institute had implemented all points in accordance with the guidelines for the development of wbk and wbbm including the formation of a development work team (POKJA) towards wbk and wbbm as an innovation of wbk and wbbm services by the Kemenpan-RB. Currently LPKA Class II Kendari is in the evaluation stage by the National Assessment Team which will be held on December 7, 2021.

4. *Human resources*

Human resources are an important factor in an organization as well as an institution where human resources are considered to be movers, thinkers and planners in a development to achieve goals [10]. Based on this, the Special Guidance Institute for Class II Kendari Children in 2021 will carry out a new way of recruiting the WBK and WBBM development work teams.

In 2019 and 2020, special children's development institutions have entered the ranks of the Integrity Zone but failed to achieve the WBK and WBBM predicate. Learning from this failure, this year 2021 LPKA will recruit WBK and WBBM development work teams through employee assessments affiliated with the Psychology Department of Halu Oleo University. This is done to place

employees according to their respective competencies so that they can create inspiration or competent ideas according to their fields.

The results showed that LPKA Class II Kendari to produce competent employees for the WBK and WBBM Development Working Groups, an employee assessment was carried out in collaboration with the Psychology Department of Halu Oleo University. LPKA Class II Kendari admits that in order to achieve the WBK and WBBM predicates, this time they want to create human resources who are truly capable to be assigned to the WBK and WBBM development work teams.

5. Technology

Delivering excellent public services is the goal of every local government currently competing to implement and take advantage of technological advances. The development of technology and the application of internet connectivity in government management is needed to overcome various kinds of dilemmas through increasing efficiency, innovation, productivity, expansion of reach and cost savings.

Technology plays a role in delivering news, especially during the current pandemic. During the pandemic, residents are advised to maintain a pause, namely not to socialize directly for a while. This, of course, conveys the consequences in various fields, including services at the Kendari Class II Children's Special Guidance Institute. To continue the service and maintain the relationship between the fostered children and their families, the Kendari Class II LPKA issued a service innovation, namely the TA-YO (Kita Protecting) application which contains video call services for fostered children's parents, medical records of fostered children, public complaints, services pick-up and drop-off, various activities for the fostered children and a news center that contains free dates and remissions for the fostered children. This of course makes it easy for the parents of the assisted children to find out all the services in LPKA and to monitor the activities of their children while they are in LPKA.

The results showed that LPKA Class II Kendari had made every effort to provide services to fostered children and fostered families during the pandemic. LPKA Class II Kendari seeks the use of technology as a form of excellent service to fostered children and the public who do not understand the Child Special Guidance Institution

CONCLUSION

In order to realize good governance and clean government as a form of excellent service to the community, a new predicate for government agencies is issued, which is called the predicate of Corruption Free Region and Clean Serving Bureaucratic Region.

The Integrity Zone towards wbk and wbbm needs to go through several stages which seem quite difficult to achieve by the agency. 10 of 2019 concerning guidelines for the development of Corruption-Free Regions and Clean-Serving Bureaucratic Areas, including service innovations for the formation of working groups (POKJA) from 6 areas of change that will focus on dealing with wbk and wbbm problems.

The 6 areas of change are management of change, management of governance, structuring of human resource systems, improvement of performance accountability, strengthening of supervision, and improvement of the quality of public services.

Based on the results of research and discussion, the service innovation capability of the Corruption Free Area and the Clean Serving Bureaucratic Area at the Class II Kendari LPKA can be applied to the Kendari Class II Child Special Guidance Institution as seen from the 5 innovation capability indicators from Saphiro that the Kendari Class II LPKA has prepared a strategy, human resources and technology that continues to develop to arrive at the stage of excellent service for the community and seen from the process and measurements LPKA Class II Kendari continues to maximize their performance to comply with the guidelines from the Ministry of Empowerment of State Apparatus and according to the target as a technical implementing unit in the Integrity Zone towards Corruption-Free Region and Clean Bureaucratic Area to Serve.

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