
Government Agency Innovation Performance Review in Thailand

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Abstract

This article's objective is to review concepts and theory of organizational culture, knowledge management, and innovation capabilities on government agency innovation performance in Thailand. The qualitative approach was used to collect data from journals, reports, and related researches. The organization's most important component is innovation, which is important for the nation's prosperity by maximizing resource utilization, formulating a strategy in conjunction with the organizational structure, and fostering an appropriate organizational culture to develop innovation skills, as well as effectively managing innovation processes. Therefore, government sectors should focus on adapting, particularly innovative techniques, including policy and service innovation, to address challenges and meet people's requirements.

Keywords: Influencing Factors / Service Innovation / Government Agencies / Thailand

1. Introduction

The previous method of managing government entities is no longer viable, because a lot has changed in the globe. As a result, you must always be prepared to deal with it, when it comes to tackling both new and old issues, innovation or innovation cannot be ignored. In addition to resolving the issue, it must properly cope with the growing development required to stay up with other nations, to assist propel the country's policies to success, innovation must be consistently generated. Because it applies new information or skills in the design and development of services to achieve service performance, service innovation is critical for the efficient management of government organizations (Omar, Nazri, Alam, & Ahmad, 2016). This adds value to government entities' services by affecting service satisfaction (Chuang & Lin, 2017). Government performance in terms of innovation it is the process of success in developing new innovations that are both useable and effective for the company (OECD, 2005), which will represent the outcomes of success both inside and outside the business. In general, the contributions and changes that emerge as a result of innovative services define the success of public sector innovation (Yousef et al., 2017).

According to the findings of the literature research, the following elements are related to or can be linked to innovation performance via factors that impact four aspects: (1) Kinship culture, developing culture, command culture, and marketing culture are all examples of organizational culture. Naranjo-Valencia et al. (2015), for example, investigated the relationship between organizational culture, innovation, and performance in Spanish businesses. The connection between organizational culture and performance was discovered to be mediated by innovation. In a study conducted by Shahzad et al. (2020) on corporate culture and innovation performance in Pakistan software sector, it was discovered that the corporate culture both supported and influenced the organization's innovation performance. Organizational environment and flexibility/consistency for change are comparably key determinants for creativity and innovation performance. (2) Creating ideas, selecting ideas, putting ideas into reality, and disseminating ideas are all examples of innovation activities. For example, the research by Ramli et al. (2017) examined factors affecting government innovation performance in Malaysia: A Structural Equation Modeling Approach. In Malaysia, it was discovered that government innovation performance is influenced by innovation activity and capacity. (3) Management of information knowledge of information technology, work knowledge, people knowledge, and information exchange knowledge are all included. For example, research by Zaied et al. (2012) looked at the role of knowledge management in enhancing organizational performance. All components of management competence knowledge were found to be strongly positively linked with all performance indicators at a significant level of 1%, indicating that there was a strong link between management competence knowledge and corporate performance. and (4) Innovation capabilities, comprising people management, innovation management, leadership and strategy. For example, the Azmia & Suradi (2019) research of the Malaysian government's innovation and efficiency indicated that organizational efficiency is dependent on the organization's ability to innovate. Innovation capability refers to an organization's ability to develop new goods, processes, and systems, and it is critical to its success. Government organizations must be able to innovate in order to carry out government policy; nevertheless, much of the study on the capacity and efficiency of innovation is focused on the private sector, with the public sector being the exception. The goal of this research is to provide a conceptual framework for the competence and efficiency of innovation in the public sector. The suggested framework would assist Malaysian government organizations in improving their

innovation capacity and efficiency. The following literature analysis demonstrates the association of elements that are associated to and link to the government's innovation performance in many aspects; nevertheless, research in the realm of government agencies, both domestically and internationally, is still sparse, particularly in Thailand. Government innovation, policy innovation, service innovation, delivery innovation, service management/organizational innovation, political innovation, ideas, and systematic innovations have all become crucial aspects for governments to adapt in preparation for today's change. Government innovation necessitates collaboration from all stakeholders, including executives, government officials, and government employees, and is a vital tool for both service providers and service receivers.

In Thailand, there are 11 government agencies that focus on innovation performance, including 11 government agencies in Thailand that have clearly proved innovation performance. It may be broken down into four categories: (1) national security-related organizations (2) public-safety-related organizations (3) economic and trade-related groups and (4) education-related organizations. For the reasons stated above, the author is interested in researching the elements that influence the performance of government agencies' service innovations in Thailand. As a consequence, the findings may be utilized as a reference for Thai government agencies to better understand the elements that influence the success of government service innovations and use them to improve service innovation performance.

2. Objective

To review concepts and theory of organizational culture, knowledge management, and innovation capabilities on government agency innovation performance in Thailand.

3. The Public Sector's Innovation

At this time, it can be observed that the government has incorporated many innovations into the administration of more, in order to streamline the state's work and administration so that it may be done for the organization's greatest advantage. A new invention or activity to bring about positive change, including how to use it to work or solve issues as effectively as possible, is referred to as innovation. When contemplating the likelihood of this invention or anything new being employed, the acceptance of innovation may be defined as technology, and creating a new technique or product using this technology is considered innovation, therefore innovation and technology are always viewed in combination (Lien and Jiang, 2017). In the age of creating competitive advantage, organizations must maintain their competitiveness through the results of innovation. To do so, organizations must understand innovation in a broader sense, which includes new technologies and creative methods, as well as the outcomes in a new light, government innovations are important in the following ways; (1) in the direction of personal perfection, (2) to the team's outstanding performance, and (3) towards organizational excellence.

Government innovations can be classified into different types as follows:

1. New internal processes, organizational structure design, and process innovation.
2. Interaction innovation as a tool for creating a new power structure.
3. Policy innovation, which entails adopting new policies, strategies, objectives, and goals in order to reflect the organization's long-term vision.
4. Improved product and service design via service innovation.
5. Delivery service innovation is a good example of innovation it is a change to the service model.

The management of innovation processes in government organizations consists of 4 concepts (Scott, 1992):

1. Rational management approach, this approach is based on the rational system perspective, which sees an organization as a tool for achieving specified objectives. As a result of behavior inside an organization, this is the foundation for decision-making and organizational structure. The process begins with recognizing problems with organizational performance or gap.
2. Political negotiation approach, this notion is based on a natural system approach, which views an organization as a collection of people and groups with varying objectives. This notion highlights the complexity of objectives, as well as the necessity of informal structures and subgroups in an organization, individuals sometimes have different aims than corporate goals, including trying to manipulate the internal political process to create innovation. As a result, this conceptual approach will include identifying important stakeholders who will have an impact on innovation, such as government agencies or the budgeting agency. The use of techniques for implementing innovation, in which the key processes of this is a notion that focuses on persuasion, conversation between individuals or groups inside the business, influencing decision-making, and the use of methods for implementing innovation.
3. Building block approach, this notion of government innovation management was created using the concepts of public service innovation, which states that organizational creativity necessitates a welcoming innovation culture. An innovation culture aims to embody diversity in human thinking to generate new ideas about public service by gaining executive support, rewarding, and leveraging resources and money. These

principles have been grouped together for public service innovation as follows; (1) system approach, (2) information technology, (3) process improvement, (4) participation, and (5) empowerment.

4. Learning organization approach, organizations are too complicated to manage using traditional methodologies, such as the rational paradigm or the natural systems paradigm, change is too fast to plan for, and routine planning can lead to operational errors. Therefore, innovation management must combine the complexity of a modern organization with its environment, known as thriving on chaos. In which officers must respond to change through innovation, without the need for planning, there are four steps; (1) develop the concept of unorganized management within the organization, (2) create an artificial crisis environment to stimulate creativity in the organization, (3) supporting interactions between different departments in the organization to create new working style, and (4) establish a learning organization with an appropriate environment for innovation development. A dependent approach is one of the four principles in innovation management that is required in public service. While no single notion is appropriate for managing innovation, not all concepts are equally successful in every circumstance. Therefore, executives must select suitable ideas and skills for specific innovations.

4. Corporate culture

Organizational culture, according to Hamdoun & Zouaoui (2017), refers to ingrained and orderly established patterns, values, and beliefs, organizational standards and practices that are passed down from generation to generation, and the embodiment of individual behavior in an organization that is enforced within the organization and difficult to change, and organizational culture, according to Schein (2011), refers to a collection of values, shared beliefs, and standards that impact how people think, feel, and behave in the workplace.

Organizational culture is important as follows; (Robbins and Judge, 2016).

1. It aids in the adaptation to the external working environment in order to reach objectives and achievements, as well as ways for establishing success and failure limits and developing a shared perspective.
2. Adaptation to the external environment includes two aspects: (1) staff must establish an acceptable approach and identify the best method; and (2) personnel must understand the causes of success and failure and devise a strategy to alter the problem's direction.
3. Assists in internal integration by identifying chances and hurdles to inventive advancement, as well as strategies to adapt and improve job preferences, conversational style, and interactions.
4. Workplace atmosphere it is culture that molds people in organizations to have and comprehend the norms of coexistence, that causes people in organizations to think and behave in the same way, that causes people in organizations to live peacefully together.
5. Workplace atmosphere it is one of the organization's emblems, and it only serves the corporation when the culture is appropriate for the location and firm.

Organizational culture has 3 functions as follows; (1) it is a criterion for developing rules, laws, and culture that allows members to comprehend and act on social rules in order to solve issues, (2) as a stimulant culture, it encourages members to have trust in the company, which drives them to adjust their personalities to roles, values, and other aspects that are in line with the corporate culture, and (3) as a synergistic instrument, culture enables individuals to integrate and collaborate, assisting the organization in achieving its objectives.

Elements of corporate culture, consisting of the following three dimensions:

1. Clan culture with high flexibility and emphasis on internal factors the nature of the organization resembles an extended family full of involvement in setting organizational values and goals. People's commitment to the company is good, as is the firm's performance, work is accomplished by a team that can make its own decisions, and there are customers who act as partners.
2. Adhocracy culture with high resilience and a focus on external factors, typical of a new or specialized organization, the environment generally results in a highly resilient organizational performance, because people in the organization are motivated by innovative, creative, and investment styles, as well as decentralization of power to teams and individuals. External variables have a big role in developing this sort of organizational culture, and they're influenced by how strategic leaders build new corporate principles that make it easier to read or predict external settings for behavior in a fast-paced firm. As a result, employees are given the flexibility to make their own judgments and are prepared to respond quickly when necessary. Leaders play a critical role in bringing about change in the business by focusing on customer-centric ideals. Encourage employees to take chances, try new ideas, and recognize and reward those who are extremely inventive.
3. A stable and high internalization hierarchy culture is a type of bureaucratic organization, general public organization, or old-fashioned organization, because the aforementioned organizations are shaped by the type of work that is stable and consistent. It is an organization that requires credibility, rules and regulations,

and standardized work processes for everyone in the organization. However, in today's changing climate, this style of organization has modified certain aspects of the organization and placed a premium on the atmosphere inside the company of equality taking action to maintain stability. Organizational success is accomplished by integration and efficiency, with an emphasis on method rationality, orderliness, adherence and compliance, and economic principles.

4. Market culture detects a high level of stability and external focus, indicating that this territorial organization strives to achieve its objectives and directs the actions of its members in this direction. Marketing culture is a results-driven workplace, leaders are product drivers, directors and competitors are serious, they are strong and demanding culture success, marketing is defined in terms of market share and market penetration, outpacing competitors, rising stock prices and market leadership dominate success criteria.

5. Innovation activities

According to Kuhlmann (2018), innovation activities relate to a complicated notion that includes the sequencing activity, which involves new ideas being produced and performed, and this idea is novel and unusual for government organizations, and According to the OECD/Eurostat (2018), innovation activities include scientific, technological, organizational, financial, and commercial stages that lead to or are intended to lead to the implementation of innovation; some inventive activities are stand-alone, while others are not. However, it is required for the implementation of innovation. Therefore, innovation activity refers to the process or activity developed and implemented by the Innovation agency, this paper examines the four areas of innovation activities, which are idea generation, thought selection, idea implementation, and thought diffusion.

Innovation activities consist of four areas as follows; (Lee, 2016).

1. The quantity and type of thought, as well as the idea's originality and supply, are all factors in the development of new ideas.
2. Idea selection, including the best idea, resource allocation, multidisciplinary team concept development, and pilot/testing activities.
3. Implementation of ideas such as embedding and scaling training, as well as measuring and retaining gains through investment (including intangibles).
4. The dissemination of ideas notions such as “publish” and “share” should be widely disseminated.

6. Knowledge Management

The following are the details of knowledge management, knowledge management is a process that enables the development of knowledge and is a vital process that results in the organization's development. Today's organizations around the world face a shared challenge, the need for Improving one's operations, in order to keep pace with the rapid changes, where knowledge management is a critical component to the success and survival of an organization, knowledge management has the following meanings: According to Mahdi (2021) knowledge management entails the deliberate and methodical coordination of people, processes, technology, and knowledge in order to achieve a long-term competitive advantage or high performance for the business. Knowledge management, according to Lim (2017), entails gaining the proper and relevant knowledge for the right people at the right time, as well as enabling personnel to share information in their job in order to improve the organization's operations. According to the Office of the President, knowledge management entails gathering existing knowledge that is dispersed among people or documents and developing a system so that everyone in the organization has access to it, as well as developing yourself to be knowledgeable and applying what you've learned to your work for efficiency and effectiveness. Knowledge management, is accumulating existing knowledge inside an organization and developing it into a system, to summarize, knowledge management entails gathering all of the agency's knowledge and organizing it into a system so that everyone in the organization can use it and improve their knowledge, resulting in increased agency competency.

Knowledge management can be divided into two categories: (1) explicit knowledge refers to information that is plainly visible or available in printed form, such as books or various sorts of publications. This can be easily collected and distributed, as well as used to generate new innovation knowledge more efficiently, and (2) profound knowledge, which differs from explicit knowledge in that it is either invisible or not visibly present. It is the transmission of knowledge that develops from an individual's experience or talent, where knowledge management is vitally significant or the key to obtaining the correct knowledge at the right moment, till it is communicated to others.

Knowledge management process, is a process that helps organizations understand the steps that lead to the process of knowledge management, the development of knowledge takes place in the organization, consisting of 7 steps;

1. Indication of knowledge it is to first understand yourself and what goals you want to achieve, and then to identify the knowledge that the organization need and can use to achieve the vision and mission of the

business.

2. To create new knowledge, to seek knowledge from outside, to maintain prior knowledge, and to isolate knowledge that is no longer used, to search for that knowledge, to gather it in one place is to create new knowledge, to seek knowledge from outside, to maintain prior knowledge, and to isolate knowledge that is no longer used.

3. Organizing knowledge into a system is the systematic organization of knowledge and knowledge from many sources that are scattered, ready to develop knowledge management.

4. Knowledge processing and sorting it is the comprehensive processing of knowledge, with an easy-to-understand, accurate, complete, up-to-date, and useable document format.

5. Knowledge access, which entails widely disseminating knowledge to make it more accessible.

6. Information sharing, in which practiced knowledge is exchanged for suggestions, techniques, and changes to the operating handbook.

7. Learning is the application of knowledge gained through collaboration, exchange, or discovery in the workplace, allowing learning to be integrated into the work environment.

To make it obvious that knowledge management develops people and occupations at the same time, the components of knowledge management, in general, can be explained by four important elements; information technology knowledge, work knowledge, people knowledge, and information exchange knowledge (Muhammad, 2016), the details are as follows;

1. Knowledge of information technology, information technology is a tool for knowledge management in the following ways: as a search engine, a storage and exchange system, and a way to rapidly and conveniently apply knowledge; (1) collecting and managing manifest knowledge, (2) accessing manifest knowledge, and (3) applying knowledge.

2. Working knowledge is knowledge that is shared, created, used, and preserved in individuals, as well as knowledge that is archived, discovered, disseminated, and visualized clearly.

3. People's knowledge, the most important element in knowledge management, bringing explicit knowledge type knowledge into deep knowledge type knowledge, so that it can be used by everyone, the two types of knowledge can always change state between each other, knowledge modification can take four forms: (1) exchanging experiences and sharing and gaining knowledge, a sort of explicit knowledge, (2) using what is available, producing and sharing information, and disseminating it in writing, (3) the process of changing deep-seated knowledge into new, profound understanding by combining obvious knowledge, (4) transformation of knowledge deep knowledge evolves into explicit knowledge, which is a skill that is ingrained in the individual.

4. Information exchange knowledge as a mechanism for comprehensively transferring and disseminating knowledge to all relevant individuals at all levels.

7. Innovation capability

The following are some academic comments on innovation capability: According to Watson(2018), innovation capability is defined as the ability to translate ideas and knowledge into products, processes, and systems that benefit an organization and stakeholders on a regular basis. According to Ramli et al. (2017), an organization's innovation capability is used to drive the development of ideas and products that lead to change and enable technological interactions that enable the creation of existing manufacturing processes and improvements that are different from what was or was previously practiced. According to Lima and Dambros (2017), innovation refers to an organization's ability to establish and convert new or current models, achieve organizational goals, and create competitive advantages in response to changing business conditions, and innovation capability refers to the ability to modify the system, manage the organization throughout the company, and generate something new, such as products, services, work processes, and new business operations, innovation capability as "factors that contribute to the development and initiation of innovative innovations, such as the introduction of new goods, ideas, and processes that contribute to the benefit of the business and the success of its operations". It may be stated that an agency's innovation capability relates to its ability to establish acceptability through the use of new ideas, procedures, or services.

Innovation competency consists of 6 areas (Farouk, 2016), which are;

1. Human resource management, must be intended to lead to innovation that is distinct from traditional organizations, and human resource management must reform processes in order to achieve this. As a result, innovation can improve an organization's performance; however, in order to create organizational innovation, organizations must have good human resource management practices. As a result, innovation can improve an organization's performance; however, in order to create organizational innovations, organizations must have good human resource management practices.

2. Organizational innovation management and innovation management it is both the science and the art of an organization's planning and management departments. Learning and tracking the development of innovation

with the organization's people by developing a learning person and instilling innovators in the minds of the organization's members, as well as planning and monitoring the organization's quality.

3. Leadership, innovative leadership is a modern human resource management philosophy's innovative leadership style in organizational operations to persuade people to generate successful products and services.

4. Organizations with clear aims, policies, and innovation strategies must be conveyed to various divisions in order to achieve commercial success in terms of products and services. Which is the organization's innovation goal, has adopted a strategy of speed and the power of the operator's capacity to innovate, select when and how to respond, or influence with a new product or service, and cut costs by enhancing operations management procedures and causing innovation.

5. Organizational structure, creation or enhancement of organizational structure to encourage innovation organization, mechanical organizational structure to assist entrepreneurship, initiatives process design, marketing innovation, and management. Organizations must construct a structure by establishing unique departments, profit centers, divisions, or splitting the company to encourage supported activities, giving staff with entrepreneurial status, and using techniques like delegating authority to personnel. Allowing employees to act as entrepreneurs would foster employee entrepreneurship, the formation of a dedicated team to develop and produce new ideas, and the separation of the organizational structure into strategic business units (Strategic Business Unit: SBU). This allows consumers and suppliers to engage in product innovation teams it gives flexibility, administrative autonomy and responsiveness, cross-functional cooperation, and allows customers and suppliers to participate in product innovation teams. Process design teams, marketing and management innovation teams, and cross-functional cooperation all contribute to the variety of ideas, expertise, and capacity to establish a research and product innovation center. A strategic alliance is a partnership between two organizations in product innovation, process, marketing, and management. Transformation strategy alliances are usually formed as joint ventures or new collaborations (TSA stands for Transnational Strategic Alliance), which is the nature of resource sharing and capability, which is a better way to diversify costs and risks than a joint venture partnership, thereby increasing the potential for successful innovation.

6. Creative management is a complicated phenomenon (Chen, 2020) that include developing a useful and valuable product, service, concept, approach, or workflow. Gupta (2016) describe organizational creativity as the creative output of a complex social system in an organization by groups of individuals working together in complex social systems. Which is a component of collective creativity and influences from the environment, a more systematic and inclusive organizational creativity, according to Kolehmainen (2016), is the introduction of innovation through knowledge-based action by all sectors of the company as a whole. That is, the organization creates creativity as the creative total made by members at all levels (individuals, groups, organizations) in the organizational society that symbolizes the link between context variables, organization environment, and the situation is distinct in each organization.

8. Innovation performance

According to Azmia & Suradi (2019), performance refers to the outcomes of key government changes such as efficiency, effectiveness, and quality outcomes. According to Rehman (2014), performance refers to the ability to return to embedding a strong culture within the organization's structure, allowing routine actions. According to Warunee Kulratanawijitra (2017), performance refers to actual data utilized as evidence to analyze the organization's application of policies, programs, and administrative measures that are consistent with the success criteria, and Supanaree Phiros (2020) said that the results (performance) means doing a better business than last year, by which the organization can set goals and act to achieve the goals set, the internal management process is efficient, and the process of keeping people in the organization with the organization in the long term. To summarize, innovation performance refers to the process-oriented performance of numerous aspects involved in the creation of new products. Outcome-focused innovation activities that focus on organizational innovation success, such as focusing on organizational innovation success and applying it to the effectiveness of the organization.

Performance is crucial to a company because it tells them how successful they are currently, how close their operations are to their objectives, and whether their processes are in control and as efficient and effective as they should be. In order to find out what weaknesses or opportunities for improvement in an organization, several factors of the organization differ from each other.

For the survival and stability of today's operations, the organization's need to boost growth, benefit, and development through the realization of the organization's potential, allowing the organization to develop many elements. The business has placed a higher emphasis on operational success and quality assurance, and has produced a quality index and measure of operational success with the goal of serving as a tool to help managers understand operational results. The index also serves as an indicator of how successful a particular aspect or key element of an organization's operations is, and can be used to compare performance, work with another

organization, or work within the same organization, but for different periods of time, to aid in decision-making at both the strategic and operational levels.

The Balanced Scorecard (BSC) was designed by Kaplan and Norton as a tool for monitoring performance that delivers a clear, rapid, and rational picture of the future. Furthermore, this measurement tool allows activities to recognize the business's strengths and flaws at any time. The business can be used as a timely warning signal to establish an organization that is prepared to shift the balance. The perspectives that will be utilized to measure performance have been separated into four categories by performance measure;

Because of the imbalance of success in just one area, this equilibrium is a measure of success or failure in operations that will allow the organization to take into account at any time what the organization's state is in four perspectives. For example, the company is financially successful, but internal processes are lacking. And a learning institution these will reflect that success is fleeting, as such a balance shows a lack of future competitiveness, or on the other hand if the activity was successful in developing a learning organization and there are excellent internal business processes in place, but these can be useful if the company goes bankrupt. Furthermore, it reflects that the business's strengths cannot be properly leveraged, demonstrating that the four views are ultimately interrelated and heavily dependent on one another, are systematic, and are clearly tied to the business's strategy. These include (1) financial perspective, (2) customer perspective, (3) internal business process perspective, and (4) learning and growth perspective.

9. Conclusion

The study found that corporate culture Innovation and knowledge management activities Influencing innovation performance. That is consistent with the results of the study of Chang (2017) which found that organizational innovation was directly influenced by factors of knowledge management and organizational culture factors by perceiving the individual level of organizational culture knowledge management and organizational innovation has a high correlation. In addition, organizational culture factors and knowledge management factors are also factors that influence organizational innovation. Especially the organizational culture factor. It affects the feelings and actions of personnel in the organization in shaping the attitudes and behaviors of employees that can lead to the development of organizational innovation (Shahzad et al., 2017)

It was found that knowledge management factors influence organizational innovation showed that knowledge management was an important factor affecting organizational innovation capability.

When compared to the private sector, public services have lower management standards, resulting in inefficiencies and operational effectiveness, as well as a lack of competitive advantage. According to Morgan (2016) a lack of government innovation hampered the improvement of performance and productivity, hence innovation was an important aspect in the growth of government services in the private sector. Innovation is defined as the discovery of new goods, services, or manufacturing processes and the use of that knowledge to enhance an organization's market share or profit margin; however, innovation in the public sector is more challenging. Because the nature of public sector incentives for innovation differs from that of the private sector, private sector incentives include research pushes, research-based innovations, and market pull-based innovation (Torfing, 2019). Both of these impulses originate in the public sector, but the public sector is seeing an increase in private sector impulses, a shift in government policy or policy goals triggers a political imperative, which is an impulse that only happens in the public sector, to meet policy goals, it promotes innovation in the design, development, and transformation of service models (Lemke, 2019). Furthermore, because governments are driven by a visible output imperative, it is difficult for government employees to demonstrate efficacy in their work. Because of the ambiguity and intangibility of public service goal-setting, it indicates a lack of clarity in performance monitoring and assessment (Davis, 2022). As a result of this motivation, governments will be able to employ innovations as representations of their organization, performance, or successes, and to take action to ensure that citizens are happy with government services.

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