

The Negotiation Stage: Decision Process of Public Service Innovation for Community Complaints in Pekanbaru

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ABSTRAK

Difusi inovasi dalam konteks pelayanan publik sering kali melibatkan tantangan kompleks yang memerlukan pemahaman mendalam tentang dinamika adopsi, penyebaran, dan penerapan ide-ide baru. Persuasi tidak lagi dapat sepenuhnya diharapkan dalam mempengaruhi adopsi inovasi sehingga artikel ini bertujuan menganalisis negosiasi sebagai bagian penting dalam proses Keputusan inovasi pelayanan pengaduan Masyarakat di Kota Pekanbaru. Penelitian ini menggunakan metode kualitatif dengan teknik pengumpulan data melalui wawancara, dokumentasi dan observasi. Seluruh data yang telah terkumpul kemudian dianalisis melalui reduksi data, penyajian data dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa tahapan negosiasi menjadi bagian penting dalam proses Keputusan inovasi, negosiasi menjadi elemen kunci memfasilitasi adopsi inovasi di dalam konteks pelayanan publik, melalui negosiasi pemangku kepentingan dapat saling berinteraksi dan mencapai kesepakatan. Konflik kepentingan, ego sektoral serta keterbatasan sumber daya menjadikan negosiasi penting dalam tahapan difusi inovasi pada proses Keputusan inovasi guna menciptakan kesepakatan dan keberlanjutan.

ABSTRACT

The diffusion of innovations in public service contexts regularly involves various yet complex challenges that require a deep understanding of the dynamics of the adoption, spread, and application of new ideas. Persuasion may no longer be fully expected to influence the adoption of innovation, so this article aims to analyze negotiation as an important part of the innovation-decision process for public complaint services in Pekanbaru (city). This research applies qualitative methods with data collection techniques through interviews, documentation, and observation. All data that have been collected are then analyzed through data reduction, data presentation, and data conclusions. The research results show that the negotiation stage is an important part of the innovation decision process, negotiation is a key element in facilitating the adoption of innovation in the context of public services, through negotiation stakeholders can interact with each other and reach agreement. Conflicts of interest, sectoral egos, and limited resources make negotiation important in the innovation diffusion stage of the innovation-decision process to create agreement and sustainability.

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INTRODUCTION

Innovative public services have the potential to have a significant positive impact on community welfare and the efficiency of government institutions (Sinclair et al., 2018); Public Policy Innovation in Objectifying Excellent Service (History, 2024); Quality and innovative public services are the key to fulfill the demands of an increasingly complex and dynamic society (Priyanto, 2024) (Haynes, 2015). Innovation in public services not only enriches people's experiences but also encourages efficiency, effectiveness, and accountability of government institutions (Mikhaylov et al., 2018). The successful implementation of public service innovation depends not only on creative ideas but also on a series of strategic decisions made by leaders

and policymakers (Buchheim et al., 2020).

The process of disseminating public service innovation refers to a series of steps and activities aimed at introducing, adopting, and implementing innovation within a government organization or public institution (Djellal et al., 2013). This process involves various complex stages and involves various stakeholders (van Bruggen et al., 2019). Diffusion of innovation is the process of spreading a new idea, product, or practice through a specific population or market (Meade & Islam, 2006). The term is generally applied in the context of social or organizational change, where innovation can include new technology, ideas, or new ways of doing things (Edwards-Schachter, 2018).

The process of diffusion of innovation in public service contexts often involves complex challenges that require a deep understanding of the dynamics of the adoption, dissemination, and implementation of new ideas (De Vries et al., 2018). The diffusion of public service innovation has several significant interests in the context of the development and improvement of public services (Djellal et al., 2013). The diffusion of public service innovation is essential to improve the quality, accessibility, and responsiveness of public services, as well as to achieve sustainable and inclusive development goals (Meuleman, 2021).

The diffusion of public service innovations is not only related to the introduction of new technologies, but also includes changes in policies, management practices, and the interactions of government agencies with the public (De Vries et al., 2018). The success of innovation diffusion depends greatly on the extent to which innovative policies and practices can be accepted, adopted, and integrated in diverse public service environments (MacVaugh & Schiavone, 2010).

The diffusion of public service innovation has many advantages, but there are several problems faced in the process, including limited resources and sectoral ego problems (Busch et al., 2018). The importance of decisions in the context of public service innovation lies in their ability to shape the direction of transformation, mitigate risks, and optimize outcomes (Cordella & Bonina, 2012). These decisions can include technology selection, resource allocation, communication strategies, as well as policies that support the adoption of innovation (Ghobakhloo et al., 2012). Therefore, understanding the factors that influence decisions in implementing public service innovations is critical in designing and implementing successful transformations (Junginger, 2013).

Negotiation plays an important role in the public service innovation decision-making process. Stakeholders engage in value negotiations to create and secure potential future value in service innovation (Sundström et al., 2017). This study highlights that service innovation is not a harmonious closed system but a political process in which stakeholders negotiate to shape future value (Glumac et al., 2018). This research also emphasizes the impact of stakeholder resources on the chosen strategy and how it influences the service concept and its potential value (Sousa & Rocha, 2021). Additionally, this research explores how multiple stakeholders formulate, negotiate, and secure potential future value, which is a driving activity in the service innovation process (Agolla & Lill, 2013). Understanding negotiations in this public service innovation-decision process model contributes to a comprehensive understanding of how stakeholders collaborate and make decisions in the public sector (Rajavel & Thangarathinam, 2015).

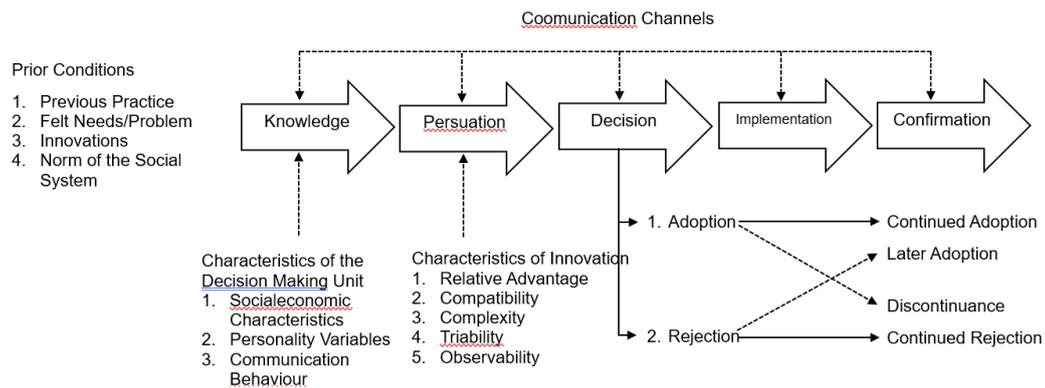
This article proposes to explore the dynamics of the decision process involved in public service innovation. The main focus is to explore persuasion and negotiation as part of the innovation-decision process as a key factor in the innovation adoption process, and the challenges faced by

leaders and policy actors. This journal tries to open the door to a wider discussion about how negotiation is in the decision process in service innovation the public can shape and support innovation to gain consensus and be sustainable.

Literature Review

Public sector innovation is a set of academic concepts related to novelty and change and has a serious intention of improving the quality of inputs, products, and their impact on customer needs (Wicaksono, 2019) Innovation Decision Process Model (Rogers, 1981) Knowledge: The first stage is when the individual or group first learns about the innovation. Information about the innovation is identified and disseminated at this stage. Persuasion: At this stage, individuals begin to form positive or negative attitudes towards innovation. Persuasive efforts, such as presentations and promotions, can play an important role in changing individual attitudes. Decision: This stage involves deciding to adopt or reject the innovation. Individuals weigh the pros and cons before making a decision. Implementation: After deciding to adopt an innovation, individuals or groups start implementing it in their daily lives. This may involve trials or phased implementation. Confirmation: In the final stage, individuals seek confirmation or validation of their decisions. If the experience is positive, individuals will strengthen their use of the innovation and share their positive experiences with others.

Figure 1.
Innovation Decision Process



Source: (Rogers, 1981)

The diffusion of public service innovation involves the spread and adoption of innovative practices in the public service sector. The government needs to implement digital-based public services or information and communication technology to provide quality services to the community, especially during times of crisis such as the COVID-19 pandemic (Zaki et al., 2022). The implementation phase includes three stages: definition, classification, and routine, to ensure the effectiveness and sustainability of the program in the future (Manajemen et al., 2023). Chatbot technology is one tool that can improve service delivery by enabling communication between humans and machines, leading to faster service, efficient use of resources, and extended working hours (Nasikhah et al., 2022). Diffusing public innovation in bureaucratic and political environments requires managing tensions and understanding the dimensions and variables that explain the diffusion of innovation in public services (Qiu & Chreim, 2022). Factors such as resource slack, flexibility, alignment, communication, risk-taking capacity, and organizational learning/knowledge influence the diffusion of innovation in public services (ARISAWA &

MOREIRA, 2019). Innovation, innovation processes, and performance are important for public service organizations, and supply chain management, especially information sharing, can moderate their impact (Darojat et al., 2020).

The diffusion of public service innovations is a complex process involving multiple factors and levels of analysis. Different subfields within public administration, such as public management, public policy, and e-government, have studied diffusion and adoption independently, resulting in limited overlap and inconsistent definitions of these concepts (De Vries et al., 2018). Privatization of government services may lead to faster adoption of innovative policies due to market competition, but in federal systems, the diffusion of innovation across subnational governments may offset these benefits (Bouché & Volden, 2011). Studies of innovation adoption in public organizations often focus on external and internal organizational factors, but individual civil servants also play an important role in the diffusion process (Hsu & Tung-Wen Sun, 2014). The diffusion of e-government in public administration has been studied using different frameworks, including diffusion of innovation theory and diffusion of administrative policy, but there is a need for further research on the impact of technological and administrative policy innovation factors on e-government development (Attour & Chaupain-Guillot, 2020). Implementation of innovation diffusion in South African public services, particularly in e-governance, faces different barriers than the private sector, highlighting the need for different strategies to ensure effective diffusion (Jonck & Walt, 2016).

Adoption of public service innovations involves making decisions about prioritizing scarce resources for investment in innovation by publicly funded health systems (Erdem & Thompson, 2014) This decision aims to increase the efficiency of public services without the disruption and transaction costs associated with organizational mergers (Janssen et al., 2017). Factors influencing the adoption of public service innovations include public preferences, the availability of large and open related data, and the determination of successful innovations (Kusumasari et al., 2019) (Feller, 1980). Public institutions can use the study findings to develop innovations in their organizations and implement them using the analyzed strategies. Innovation adoption in state and local governments is influenced by senior-level bureaucrats, who tend to prefer service-augmenting innovations because of their positive correlation with agency budgets and bureaucratic salaries. However, countervailing pressures in state and local government adoption processes may weaken the relationship between technological change and productivity gains.

Decisions about the adoption of public service innovations involve negotiations among stakeholders to create and secure future value (Sundström et al., 2017). Stakeholders formulate, negotiate, and secure potential value, which drives the service innovation process (Hartmann et al., 2008). Understanding construction clients' innovation adoption behavior is critical to the successful dissemination of new ideas (Lawther, 2006). Professional public clients adopt new ideas if they consider them to perform better in meeting social requirements without compromising their social responsibilities (Lambright, 1980). Public managers can improve their ability to successfully deploy e-government services through an acquisition process known as competitive negotiation (Liu, 2022).

Negotiation of innovation adoption decisions is an important aspect of decision-making in a variety of fields, including information science, labor-saving technologies, open innovation, and team-level innovation. Research has shown that negotiation plays an important role in

successful collaboration and can help organizations benefit from interactions with other entities in driving innovation activities (Sousa & Rocha, 2021) (Barchi & Greco, 2018). Negotiators need to consider their interests and explore their zones of uncertainty to expand the potential for a profitable agreement. Overall, negotiation is a key process in innovation adoption, facilitating decision-making and problem-solving in various domains.

Adoption of public service innovations involves a negotiated Decision-making process. Collaboration and bringing together competing ideas and viewpoints are essential in this process. Innovation in public services is often problem-driven, and collaboration enables the creation of new spaces and bold solutions. The decision to adopt an innovation is influenced by the decision maker's values, the involvement of various stakeholders, and the choice between alternatives. Adoption of innovations in public organizations is more likely to occur in areas with dispersed populations, concentrated adoption in limited services, and previous experience with innovative management reforms. Negotiation theory can be used as a rational way to resolve conflicts of interest and guide decision-making processes in the public sector.

Based on the literature review that has been carried out, some articles discuss the diffusion of policy innovation, but there are still few that discuss negotiation in the diffusion of innovation in the public service innovation-decision process, so this article has the novelty of adding a negotiation process in the innovation diffusion process considering the importance of negotiation in the decision-making process.

RESEARCH METHODS

This research uses a qualitative method by presenting primary data in the form of interview results and secondary data in the form of documentation of Pekan Kita application innovation obtained through in-depth interview techniques with key participants selected purposively. These interviews were conducted in a relaxed and structured atmosphere, allowing participants to freely express their views, experiences and perceptions regarding the phenomenon under study. Apart from interviews, participatory observation is also carried out in the field to gain a deeper understanding of the context and dynamics that influence the phenomenon under study. Detailed field notes were used to record relevant observations, interactions, and situations.

The data obtained was then analyzed using an interactive model (Miles & Huberman, 1994) with data reduction, data presentation, and concluding. Qualitative methods have been used to examine the diffusion of public sector innovations (De Vries et al., 2018) These methods include cross-case analysis, within-case process tracing, and counterfactual reasoning (Starke, 2013) These techniques can be adapted to study policy diffusion and overcome the challenges of identifying diffusion and distinguishing between diffusion mechanisms (Mellett et al., 2009) The actions required for the diffusion of innovations in small firms have also been studied using qualitative approaches such as interviews, archival documentation, and observations (Choudrie & Culkin, 2013) Additionally, qualitative research has been used to gain an in-depth understanding of the determinants of guideline adherence among physical therapists, using Rogers' Diffusion of Innovation Theory as a theoretical framework.

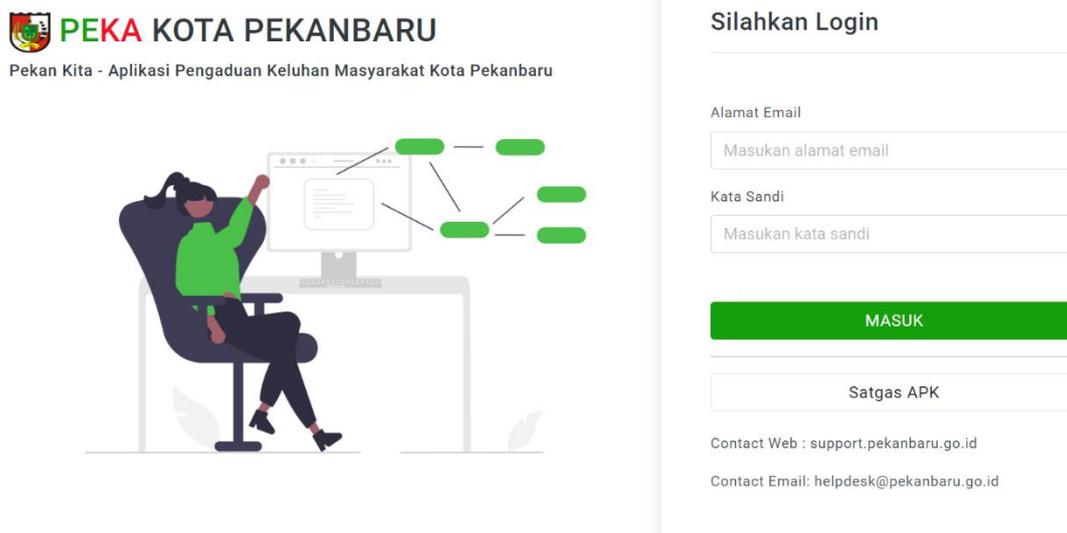
RESULTS AND DISCUSSIONS

Community Complaint Service Innovation Decision Process Model

The rapid progress of information and communication technology in this global era. Currently, there is a demand for transformation towards the era of the information society which emphasizes opening up opportunities in the management, access, and widespread use of public services. The PEKA application is a complete official complaint application for the Pekanbaru

government, integrated with all regional apparatus throughout the city of Pekanbaru, The PEKA application can be accessed via the website <https://peka.pekanbaru.go.id/> or the mobile version can be downloaded from the app store. This application has the main task of handling problems felt by the public regarding government services which can be resolved immediately. Apart from that, this application does not just provide a space or channel for complaints, it also hopes that all relevant regional officials are committed to resolving these complaints so that this application can also become a performance report.

Figure 2.
PEKA Application Home Page Display



Source : <https://peka.pekanbaru.go.id/>

The diffusion of innovation in public services involves a series of stages, and the persuasion stage is one of the critical phases in the process (Micó et al., 2013). The persuasion stage is the culmination of the innovation diffusion process. At this stage, the main focus is to convince and motivate stakeholders to adopt the innovation. Persuasive communication involves generating interest, using evidence, and emphasizing the benefits that can be gained by those who adopt the innovation. Those who promote innovation must be able to provide strong arguments to convince stakeholders. Community complaint service innovation in Pekanbaru through the development of digitalization of the Pekan Kita Application service abbreviated as PEKA.

This digitalization innovation is based on the results of an interview with the Head of Encoding, Applications and Electronic-Based Government Systems Management at the Pekanbaru City Communication, Informatics, Statistics and Encryption Service, saying “that the Pekan Kita Application is a development of the previous application, namely E-Respon”. Based on the results of the interview, it is known that the application was developed significantly without any policy changes. The decision to innovate public complaint services is regulated in Pekanbaru Mayor Decree Number 373 of 2022 concerning the Establishment of an *E-Respon* Application Management Team. Based on the results of field research, stakeholder data on the digitalization of public complaints through the PEKA application were obtained as follows:

1. Directors: Mayor of Pekanbaru and Deputy Mayor of Pekanbaru;
2. Responsible Person: Pekanbaru Regional Secretary;
3. Supervisor: Pekanbaru Inspectorate;

4. Application Coordinator: Head of the Pekanbaru Communications, Informatics, Statistics and Coding Service;
5. Super Admin: Head of Encoding, Applications, and Management of Electronic-Based Government Systems at the Pekanbaru Communications, Informatics, Statistics and Encoding Department;
6. Application Developer Sub-Coordinator: General Functional for Encoding, Applications, and Electronic-Based Government Systems Management at the Pekanbaru Communication, Informatics, Statistics and Encryption Service;
7. Reporting Sub-Coordinator: Functional Officer, Young Computer Expert;
8. Executor: Head of Regional Apparatus Organization within the Pekanbaru Government;
9. Regional Apparatus Admin; General Functional;
10. Task Force: Implementing Officer;

Figure 3.
Complaint Type



Source : <https://play.google.com/store/apps/details?id=com.erespon.masyarakat>

The current condition of stakeholders is based on the results of interviews only the Pekanbaru Transportation Department has decided to adopt the Pekan Kita application innovation to collaborate with the Pekanbaru Communication, Informatics, Statistics, and Coding Department since the application was launched. Of all the existing regional apparatus organizations, only the transportation service is integrated, resulting in its ineffective functioning. The Pekanbaru Information, Statistics, and Coding Communication Service cannot force integration with all existing regional apparatus organizations, due to the ego of each department in innovating and it is still in the cooperation design stage.

Failure in the diffusion of public service innovation is caused by various factors. Based on the results of an interview with the Head of the Encoding, Application and Management of Electronic-Based Government Systems at the Pekanbaru City Communication, Informatics, Statistics and Encoding Department, it was said that “the factors causing the lack of implementation of collaboration with all existing regional apparatus organizations are due to sectoral egos in innovation, limited resources. power, resistance to change and lack of involvement in the development of the innovation”.

Aspects that cause failure in the diffusion of innovation in the context of public services include: Mismatch with User Needs, One of the common causes of innovation diffusion failure is a mismatch between the proposed innovation and stakeholder needs or expectations. Lack of understanding of stakeholder needs or lack of involvement in the innovation planning process leads to low adoption rates.

Figure 4.
Socialization of the Pekan Kita Application (PEKA)



Source : https://www.lintaspena.com/pj-wali-kota-pekanbaru-buka-sosialisasi-aplikasi-peka-dan-launching-aplikasi-silau/#google_vignette

Innovation diffusion theory, Persuasion plays an important role in the innovation decision process, especially in changing the attitudes, beliefs, and behavior of individuals or groups regarding the adoption or rejection of innovation. In the context of innovation, persuasion functions as a tool to convince stakeholders about the benefits and relevance of the innovation. By using persuasion effectively, stakeholders can be influenced to adopt the innovation and take the necessary steps to make it happen. Persuasion helps in forming positive attitudes towards innovation, overcoming obstacles, and building the support necessary for the success of innovation in public services or organizations.

The Pekanbaru Government has carried out persuasion through socialization activities for the PEKA (Pekan Kita) Community Complaints Application. The Pekanbaru government continues to pursue developments in information technology. This is to improve services to the community and maximize regional development. This program is in line with Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). This regulation mandates the government to commit to encouraging information and communication technology, as one of the strategies to provide quality public services. Although innovation persuasion efforts aim to influence innovation recipients to accept and adopt new ideas, they have not been able to influence all OPDs to accept these public service innovations. Lack of Understanding of the Value of Innovation recipients of the innovation do not fully understand or appreciate the value and benefits of the innovation, they may be reluctant to adopt it.

Resistance to Change Some people or groups have a fear or discomfort towards change, and as a result, they refuse to accept proposed innovations. Uncertainty or Doubt about the effectiveness or success of an innovation, resulting in a reluctance to take risks and adopt it.

Lacking strong support or influence from leaders or influential parties in the organization, innovation persuasion has difficulty gaining the necessary momentum. Concerns about Negative Consequences If you accept an innovation, you have concerns about the negative consequences that may occur as a result of adopting the innovation. Implementation Challenges Failure to overcome technical or logistical challenges in implementing innovation can also lead to failure of persuasion. Then Disagreement Key Stakeholders who have an interest do not agree or have interests that conflict with the proposed innovation, as well as Organizational or Individual Unpreparedness due to limited resources, skills, or capacity.

The successful diffusion of innovation depends on strong support from various stakeholders, including organizational leaders and employees. Failure to obtain sufficient support from relevant parties hinders the implementation process. Uncertainty and Resistance to Change Failure occurs when there is a high level of uncertainty associated with the innovation or when there is strong resistance to change among personnel. The absence of effective communication or appropriate change management strategies can exacerbate such resistance.

The benefits or advantages of innovation are not clearly explained to stakeholders, they do not have the motivation to adopt the change. It is important to convey the added value and positive impact produced by innovation. Lack of Resources, Limited budget, labor, or other resources can be a serious obstacle in implementing innovation. Failure to provide sufficient resources to overcome technical or logistical challenges can hinder the success of innovation. Lack of Planning and Evaluation, The inability to plan and evaluate thoroughly during the entire innovation life cycle can cause failure. Weak monitoring and evaluation make it difficult to identify problems and fix and refine implementation strategies. The diffusion of public service innovation must be directed at a deep understanding of the context, stakeholders, and factors that influence the acceptance of innovation. Therefore, risk management, stakeholder involvement, effective communication, and careful planning are the keys to reducing the risk of failure and increasing the chances of success in implementing innovation.

Negotiations In the Stages of The Public Service Innovation Decision Process

The importance of negotiation in public service innovation diffusion decisions lies in its capacity to create sustainable agreements, increase stakeholder participation, and ensure the long-term sustainability of innovation. This process opens the door to effective dialogue between the various parties involved, ensuring that decisions and implementation of innovation are in line with the needs and dynamics of public services. When persuasion fails to achieve desired goals, negotiation can be an effective approach to overcome this failure. Additionally, a combination of persuasion and negotiation can be used to achieve the desired results. However, when persuasion is unsuccessful in changing attitudes or beliefs, negotiation can provide a more effective approach to reaching an agreement that satisfies all parties involved.

Consensus Building through Negotiation helps in achieving consensus between various stakeholders. This process allows all parties to express their views, understand each other's needs, and reach a mutual agreement regarding the implementation of the innovation. Then Conflict Resolution In the early stages of diffusion, conflicts may arise related to differences of opinion, interests, or concerns. Negotiation helps identify, understand, and resolve these conflicts, creating a better cooperative environment.

Designing Acceptable Innovations In the negotiation process, stakeholders can collaborate to design innovations that better meet their needs and expectations. This may include adjustments to the design, implementation, or delivery strategy that make the innovation more acceptable. Additionally, Negotiation helps in managing stakeholder expectations and concerns. By opening

an open dialogue, the emergence of realistic expectations can lay the foundation for more successful innovation adoption.

Joint Problem Solving by Stakeholders through a negotiation process can work together to identify and find solutions to problems or obstacles that may arise during the implementation of innovation. Negotiation facilitates joint problem-solving to achieve common goals. **Resource Sharing** It is common for public service innovations to require significant resource allocation. The negotiation process helps in sharing resources, be it budget, personnel, or infrastructure, to support the successful implementation of innovation.

Encourage Active Participation By involving stakeholders in the negotiation process, they tend to feel more involved and responsible for the success of the innovation. This can motivate active participation and ongoing support. Furthermore, continuous evaluation and adjustment as a negotiation process can continue throughout the innovation life cycle. Continuous evaluation and adjustment to changing needs and environments can be guided through open and collaborative dialogue.

Negotiations in public service innovation diffusion decisions highlight the strategic role played by the negotiation process in designing, implementing, and running innovations in the public sector. Negotiation and persuasion are two different concepts, although both are often used in the context of communication and achieving certain goals, so in this model, apart from the persuasion process, in the context of spreading innovation at the Regional Apparatus Organization Stakeholder level, it is not enough to just carry out the persuasion process, Negotiation plays a crucial role in the policy political process, where stakeholders with various interests and views work together to reach agreement or consensus in policy making.

Key aspects that need to be considered include, **Conflict of Interest Resolution**, Negotiations can help resolve conflicts of interest between the various parties involved in the innovation diffusion process. Different stakeholders often have varying perspectives regarding innovation, and the negotiation process can help reach an agreement that satisfies all parties. **Inter-agency collaboration** in the context of public services, and the implementation of innovation often involves various institutions or departments. The negotiation process can help build cooperation and collaboration between agencies, ensuring that innovation can be implemented effectively throughout the public service system. **Political Support** in the Negotiation context can be an effective tool to convince stakeholders and political leaders of the benefits of innovation. Leadership involvement and political support are critical in overcoming barriers and ensuring the allocation of sufficient resources to support the diffusion of innovations.

Handling Uncertainty Innovation often brings uncertainty regarding its impact, sustainability, and management. Negotiations can help the parties involved formulate a joint strategy in dealing with this uncertainty, creating a solution that is acceptable to all parties. **Ethical Considerations**, Negotiations can also be a forum for discussing ethical considerations in adopting public service innovations. The parties involved can jointly design and implement innovations by paying attention to the ethical values that underlie public services.

Management of Change: Negotiation helps design strategies to manage the changes that organizations and individuals may face in implementing innovation. This includes understanding and adapting to new roles, responsibilities, and procedures. Negotiation plays a crucial role in the process of diffusion of public service innovation decisions. In this context, negotiations involve interactions and negotiations between various stakeholders involved in the development, validation, and implementation of innovations.

CONCLUSIONS

The role of negotiation in the public service innovation-decision process shows that negotiation has an important role in facilitating the adoption innovation of innovation in the public service context. Negotiation allows various stakeholders to interact with each other and reach agreements in the context of differences of opinion that may occur in the public service innovation process. In the context of public service innovation, negotiation can facilitate the achievement of consensus among the various parties involved, to support the adoption and implementation of innovation.

Negotiation helps in solving problems that arise during the public service innovation process, whether related to differences in interests, conflicts, or other obstacles that can hinder the progress of innovation. Negotiations encourage the creation of collaboration between various parties involved in public service innovation, which can increase the effectiveness and sustainability of the implementation of these innovations. Through negotiations, various stakeholders can feel ownership of the public service innovation, which allows them to be more committed to the success and sustainability of the innovation.

Negotiation can help reduce resistance to change that may arise during the public service innovation process by enabling the parties involved to formulate solutions that accommodate varying interests and concerns. Through negotiations, various stakeholders can work together to create an environment that supports continuous innovation in the provision of public services, by continuously identifying, developing, and implementing new solutions. Thus, negotiation is not only a tool for reaching an agreement but also a key element in facilitating a successful and sustainable public service innovation process.

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