

INVESTIGATING THE ROLE TRANSFORMATIONAL LEADERSHIP

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Submission date: 30-Oct-2023 06:30PM (UTC+0530)

Submission ID: 2211890589

File name: INVESTIGATING_THE_ROLE_TRANSFORMATIONAL_LEADERSHIP.pdf (402.16K)

Word count: 8172

Character count: 47134

INVESTIGATING THE ROLE TRANSFORMATIONAL LEADERSHIP, INNOVATIVE WORK BEHAVIOR, AND TEAM MEMBER EXCHANGE ON PUBLIC SERVICE ORGANIZATION PERFORMANCE

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ABSTRACT

Purpose: This study aims to analyze the effect of transformational leadership on performance in public service organizations, analyze the relationship between innovative work behavior and performance and analyze the exchange of team members on performance in public service organizations.

Theoretical framework: The foundation for building a theoretical framework is Leader-member exchange is a specific approach that is used to develop leadership relationships between the leaders of an organization and its members with various kinds of actions that organizational leaders can take based on their exchanges and interactions such as providing high dedication and education to members with the aim of establishing relationships. public sector policy innovation emphasizes organizational capacity to create conceptual ideas and implement them in a policy action or simply public sector innovation involves the creation, development and application of practical ideas to achieve benefits to the public. Transformational Public Sector Leadership is a leadership model that has advantages in restoring, maintaining and building public trust in the government. So that transformational leadership is more suitable for public sector leadership models

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Yusuf, M., Bernardianto, R. B., Satia, H. M. R., Nurhasanah, N., Irwani, I., Setyoko, P. I., Saputra, A. S. (2023). Investigating the Role Transformational Leadership, Innovative Work Behavior, and Team Member Exchange on Public Service Organization Performance

Methods: This research method is a quantitative survey, research data obtained by distributing questionnaires online to 765 employees of public service organizations. Data analysis used a structural equation model (SEM) with SmartPLS 3.0 software. The stages of data analysis are validity, reliability and significance tests. The sampling technique used is non-probability sampling. The questionnaire used in this study uses a Google form which will be distributed to respondents. This questionnaire measurement method uses a Likert scale of 5, namely Strongly Disagree (STS), (2) Disagree Answers (TS), (3) Neutral Answers (N), (4) Agree Answers (S), Strongly Agree (SS) The independent variables used in this study are as follows: transformational leadership, innovative work behavior, exchange of team members. The dependent variable used in this research is performance.

Results and conclusions: The results of this study are that transformational leadership has a positive and significant effect on performance, innovative work behavior has a significant positive effect on performance, exchange of team members has a positive and significant effect on the performance of public service organizations.

Finding implication: The results of this study have theoretical implications, namely strengthening the theory that transformational leadership, innovative work behavior, and team member exchange have a positive and significant contribution to public service organization performance. The practical implication of this research is to improve performance, the management of public service organizations encourages transformational leadership, innovative work behavior, and team member exchange.

Uniqueness/value: The novelty of this research is the relationship model of transformational leadership, innovative work behavior, and team member exchange on public service organization performance which has never been analyzed by previous studies.

Keywords: transformational leadership, innovative work behavior, exchange of team members, public service organizations, performance.

Received: 29/05/2023

Accepted: 23/08/2023

DOI: <https://doi.org/10.55908/sdgs.v11i6.868>

INVESTIGANDO A LIDERANÇA TRANSFORMACIONAL, O COMPORTAMENTO INOVADOR NO TRABALHO E A TROCA DE MEMBROS DA EQUIPE EM RELAÇÃO AO DESEMPENHO DA ORGANIZAÇÃO DE SERVIÇOS PÚBLICOS

RESUMO

Objetivo: Este estudo tem como objetivo analisar o efeito da liderança transformacional no desempenho em organizações de serviço público, analisar a relação entre comportamento de trabalho inovador e desempenho e analisar o intercâmbio de membros da equipe sobre o desempenho em organizações de serviço público.

Estrutura teórica: A base para a construção de uma estrutura teórica é o intercâmbio Leader-membro é uma abordagem específica que é usada para desenvolver relações de liderança entre os líderes de uma organização e seus membros com vários tipos de ações que os líderes organizacionais podem tomar com base em seus intercâmbios e interações, tais como fornecer alta dedicação e educação aos membros com o objetivo de estabelecer relações. inovação política do setor público enfatiza a capacidade organizacional para criar ideias conceituais e implementá-las em uma ação política ou simplesmente inovação do setor público envolve a criação, desenvolvimento e aplicação de ideias práticas para alcançar benefícios para o público. A Liderança Transformacional do Setor Público é um modelo de liderança que tem vantagens



na restauração, manutenção e construção da confiança pública no governo. Para que a liderança transformacional seja mais adequada para modelos de liderança do setor público

Métodos: Este método de pesquisa é um levantamento quantitativo, dados de pesquisa obtidos pela distribuição de questionários on-line para 765 funcionários de organizações de serviço público. A análise de dados utilizou um modelo de equação estrutural (SEM) com o software SmartPLS 3.0. As etapas de análise de dados são testes de validade, confiabilidade e significância. A técnica de amostragem utilizada é a amostragem não probabilística. O questionário utilizado neste estudo utiliza um formulário do Google que será distribuído aos entrevistados. Este método de mensuração do questionário utiliza uma escala Likert de 5, a saber, Fortemente Discordo (ST5), (2) Discordo Respostas (TS), (3) Neutro Respostas (N), (4) Concordo Respostas (S), Concordo Fortemente (SS) As variáveis independentes utilizadas neste estudo são as seguintes: liderança transformacional, comportamento de trabalho inovador, troca de membros da equipe. A variável dependente utilizada nesta pesquisa é o desempenho.

Resultados e conclusões: Os resultados deste estudo são que a liderança transformacional tem um efeito positivo e significativo no desempenho, comportamento de trabalho inovador tem um efeito positivo significativo no desempenho, intercâmbio de membros da equipe tem um efeito positivo e significativo no desempenho das organizações de serviço público.

Encontrando implicação: Os resultados deste estudo têm implicações teóricas, nomeadamente o fortalecimento da teoria de que a liderança transformacional, o comportamento de trabalho inovador e o intercâmbio de membros da equipe têm uma contribuição positiva e significativa para o desempenho da organização de serviço público. A implicação prática desta pesquisa é melhorar o desempenho, a gestão de organizações de serviço público incentiva a liderança transformacional, comportamento de trabalho inovador e intercâmbio de membros da equipe.

Exclusividade/valor: A novidade desta pesquisa é o modelo de relacionamento de liderança transformacional, comportamento de trabalho inovador e intercâmbio de membros da equipe sobre o desempenho da organização de serviço público, que nunca foi analisado por estudos anteriores.

Palavras-chave: liderança transformacional, comportamento de trabalho inovador, intercâmbio de membros da equipe, organizações de serviço público, desempenho.

1 INTRODUCTION

An organization, both public and private, will always strive to achieve the set goals, through effective and efficient steps and strategies. For public organizations, one of the objectives to be achieved is to provide optimal and targeted public services for the community. According to Supriyadi et al. (2020); Van et al. (2021); Zhang et al. (2019). Provision of good public services is very important for public organizations, because it affects the success in achieving goals. Moreover, public organizations are indeed organizations whose job is to overcome all problems that arise in society. Public service itself is part of public administration activities that involve service policies and management of resources aimed at fulfilling the public interest. The condition of public services in developing countries and developed countries is very different. One of them is the quality of public services in developing countries is still relatively low. According



to Rafique et al. (2022); Shafi et al. (2020) The implementation of public services as basic social rights of the people in reality still encounters many obstacles and irregularities. One form of deviation that often occurs is KKN (Corruption, Collusion, and Nepotism). The state and government are the main basis for citizens in obtaining protection, services and fulfillment of citizens' rights. Thus, it is important to improve the quality of public services themselves. In improving the quality of public services, maximum organizational performance is also needed.

According to Sudibjo et al. (2021); Suprapti et al. (2020) to achieve maximum organizational performance and the realization of good public services, the role of leadership style is needed. This is because often the main factor in determining the success or failure of an organization is the quality of the organization's leaders. According to Hoai et al. (2022); Iqbal et al. (2020) the leader has a major role or as a decision maker to determine the strategy to be implemented by the relevant organization. Leadership is a factor that can motivate, guide, direct, and move employees to work enthusiastically. So that by applying the right leadership model, it can support the creation of a productive work environment in order to support the creation of maximum performance. However, the current reality shows that there are still many public or bureaucratic organizations that cannot apply leadership properly. The weak quality and competence of public sector leaders automatically affects the quality of services provided. As previously explained, the KKN (Corruption, Collusion and Nepotism) that occurred in Indonesia, was mostly carried out by public sector leaders. This then causes a decrease in public trust in the government. This problem is a serious matter and should be a concern. Given the problem of public trust or public trust greatly influences the success of leadership and participation in the public sector.

The existence of these various problems shows that an effective public sector leadership model is needed in a public organization. In the public sector itself, there are 2 (two) models of leadership, one of which is transformational leadership. According to Kaymakçı et al. (2022); Li et al. (2019) Transformational leadership is a leadership model that promotes mutual trust between leaders and those being led. In addition, this leadership model has advantages in terms of restoring, maintaining and building public trust. In fact, this leadership model has been successfully implemented, and has had an impact on improving public services and minimizing corrupt practices. Public services According to Haudi et al.(2020); Asbari et al.(2020) are all activities carried out by a



person or group of people based on material factors through certain procedures and methods in an effort to meet the needs of other people according to their rights. Besides that, According to Wibowo et al. (2020); Vizano et al.(2020); Asbari et al.(2020) service is an activity to meet the needs of others by providing services that give a sense of satisfaction with these services. Meanwhile, According to Sunarsi et al.(2020); Asbari et al.(2020) public service can be interpreted as a service provider or serving the needs of people who have interests or needs in the organization in accordance with the main rules and procedures that have been determined, where this service is provided for many people not for oneself so that it can create every community can develop its capabilities. In public services, one of the important aspects that must be improved is the quality of the public service itself. Quality public services will have a good impact on the needs of service recipients. Service quality according to Lewis and Booms in Anwar (2015) is a measurement of the success of the delivery of services provided, where the provision of quality services provided can adjust to the expectations of service users by using a consistent work platform. Meanwhile, According to Haudi et al.(2020); Asbari et al.(2020) service quality is an important part of running public services, service quality often forms the public's image of these public services. So public service providers must provide quality services in order to create a good image in the eyes of the public because public service providers have successfully completed their needs.

There are two models of public sector leadership According to Afsar et al. (2020); Alheet et al. (2021) namely transactional leadership and transformational leadership. According to Grošelj et al. (2021); Gemeda et al. (2020); Gerards et al. (2021) further explained that transactional leadership is based on bureaucratic authority and legitimacy within the organization. Transactional leaders emphasize work standards, goal-oriented assignments and assignments, they also tend to focus on task completion and fulfilling employees and rely heavily on organizational rewards and punishments to influence organizational performance. Transactional leadership is a process of transactions or exchanges between leaders and followers. Therefore, in the transactional leadership model, work control is carried out under strict (autocratic) control. Transformational Public Sector Leadership is a leadership model that has advantages in restoring, maintaining and building public trust in the government. So that transformational leadership is more suitable for public sector leadership models. In this era, visionary leaders have emerged with a strong commitment to change. When viewed from the



perspective of leadership theory, the behavior of these leaders reflects the principles of transformational leadership. According to Gameda et al. (2020); Gerards et al. (2021) Therefore it is very interesting to study the theory of transformational leadership, and juxtapose this theory with the leadership phenomena that exist in reality today, then see the superiority or novelty of the phenomena that exist with the theory.

As an ongoing process, public sector policy innovation emphasizes organizational capacity to create conceptual ideas and implement them in a policy action or simply public sector innovation involves the creation, development and application of practical ideas to achieve benefits to the public. According to Hoai et al. (2022); Iqbal et al. (2020); These ideas are at least new, used and have benefits it is further stated that in theory and practice, innovation takes place in a process and continuous transformation, as a "continuous process" and continuous transformation ". As a continuous process sustainable, public administration innovation includes administration decentralization public sector, simplification of procedures, information on service delivery and improvement of human resource development. Thus the ideas of public sector policy innovation are a necessity for public sector organizations both within the scope of internal and external interests or the organizational environment. According to Kaymakçı et al. (2022); Li et al. (2019) Leader-member exchange is a specific approach that is used to develop leadership relationships between the leaders of an organization and its members with various kinds of actions that organizational leaders can take based on their exchanges and interactions such as providing high dedication and education to members with the aim of establishing relationships. which is closer between the leader and the members; the level of dedication and education provided by the leader greatly influences its members. Authoritarian leaders who also establish transactional relationships in carrying out their roles and functions as leaders will reduce the quality of the leader-member exchange that is established with their subordinates. LMX does not only focus on empowering the relationship between the leadership itself and its subordinates, but by looking at how the two focus points (leadership and members) can cooperate and collaborate well together in order to improve individual relationships to become stronger and better at achieving organizational or corporate goals



2 THEORITICAL FRAMEWORK

2.1 TRANSFORMATIONAL LEADERSHIP

According to Santoso et al. (2019) transformational leadership is that leaders can motivate employees to do better with what is expected by subordinates by increasing the value of tasks and by encouraging employees to sacrifice what they want for the benefit of the organization or company which is more followed by the interests of the needs of subordinates to better things. Or transformational leadership is a leader who inspires his followers to fulfill their own interests and can have a major impact on their followers. According to Sudibjo et al. (2021); Suprapti et al. (2020) the indicators of transformational leadership refer to 1. Ideal/charismatic influence, the charisma of a leader that creates a sense of security and has a sense of pride and encourages employees to follow work skills. 2. Individual considerations, including things that can enhance the self-development of each employee through encouragement given by superiors. 3. Motivating, superior behavior that can motivate employees to foster self-confidence in working for each individual employee. 4. Intellectual stimulation, superior behavior that teaches employees to see problems from a new point of view and perspective.

2.2 LEADER MEMBER EXCHANGE (LMX)

According to Rafique et al. (2022); Shafi et al. (2020) leader member exchange (LMX) focuses on leadership theory that seeks to build reciprocal interpersonal relationships between leaders and members that contribute to increasing organizational success. Haudi et al. (2020); Asbari et al. (2020) leaders build binding relationships with each member. Limited time, the leader builds a special relationship with a certain group of members he leads and is characterized by a mutual attitude giving and receiving. Purwanto et al. (2023) high LMX quality encourages leadership for members to have an obligation to be loyal to the leader, to be more committed in carrying out tasks, work harder based on awareness and do not demand rewards, and can help leaders achieve organizational success

2.3 INNOVATIVE WORK BEHAVIOR

Many previous studies Wibowo et al. (2020) have shown that innovation is a very important thing for all company employees to do in order to be able to compete with other companies, especially in conditions full of uncertainty. Innovative Work Behavior is



considered a powerful tool is very important that leads to gaining a competitive advantage over competitors in this knowledge-based economy because no organization can survive without continuous innovation. IWB is not only important for the overall development of the organization innovative, but also equally important to the whole employee. According to Vizano et al.(2020);Sunarsi et al.(2020) efforts to bring up IWB in the individual is closely related to factors external and internal. In addition, innovative work behavior as well as behavior at the individual level tend to be influenced by proximal factors compared distally. Purwanto et al.(2023)reflecting on things in above then the causality research paradigm with advances the direction of the producing stimulus relationship response (organic stimulus response or S-R) gets important place in this research.

2.4 PERFORMANCE

According to Suprapti et al. (2020) Performance can be interpreted broadly in an organizational context, namely as a process in which input (energy, labor) is processed into output (profit, number of units), according to certain quality and quantity specifications (customer satisfaction level), when trying to achieve certain work goals. performance is directly related to the concept of productivity, because including aspects of efficiency, quality and effectiveness. According to Santoso et al. (2019) performance refers to the amount, effort, initiative and absence, standard maintenance and commitment displayed by individuals while performing various tasks.

3 METHOD

This research method is a quantitative survey, the research data was obtained by distributing online questionnaires to 568 Food and Beverage Industry consumers. Data analysis used structural equation modeling (SEM) with SmartPLS 3.0 software tools. The stages of data analysis are validity, reliability and significance tests. The sampling technique used is non-probability sampling. The questionnaire used in this study uses the Google form, which will be distributed to respondents. The measurement method for this questionnaire uses a Likert scale of 5, namely Strongly Disagree (STS), (2) Answers Disagree (TS), (3) Neutral Answers (N), (4) Answers Agree (S), Strongly Agree (SS).). The independent variables used in this study are as follows: Product Quality, Perceived Price, Digital Marketing. The dependent variable used in this study is customer satisfaction.

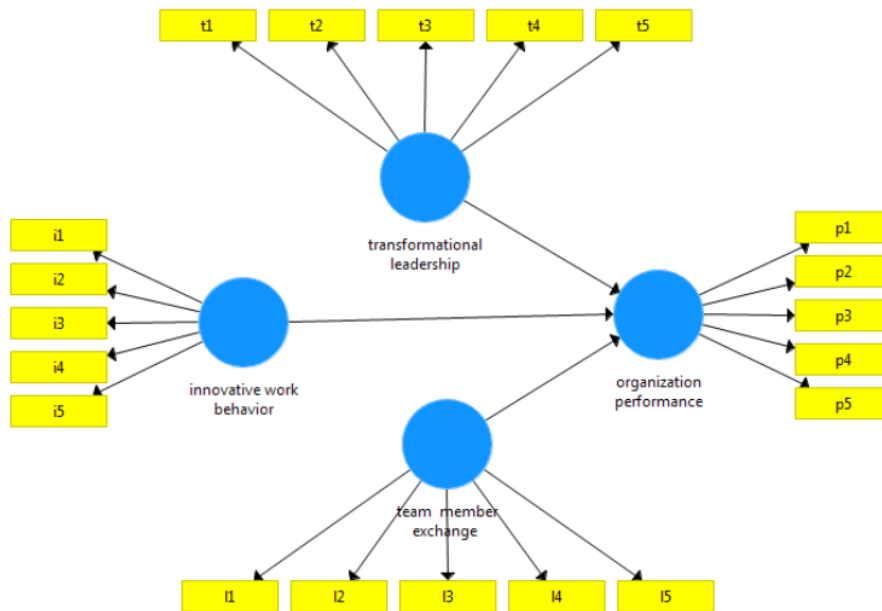
The independent variables used in this study are as follows: Product Quality, Perceived Price, Digital Marketing. The dependent variable used in this study is customer satisfaction.

H1: Transformational leadership has a positive and significant effect on public organization performance

H2: Innovative work behavior has a positive and significant effect on public organization performance

H3: Team members exchange has a positive and significant effect on public organization performance

Figure 1. Research Model



Source: Prepared by the authors (2023)

4 RESULT AND DISCUSSION

The tests carried out in the analysis of variance based SEM have two stages, namely the outer model and the inner model test. The explanation of the test is as follows:

4.1 TEST OUTER MODEL

The convergent validity test on the outer model aims to determine whether the indicators with latent variables are valid, with a validity value above 0.70 (Purwanto et al., 2021).

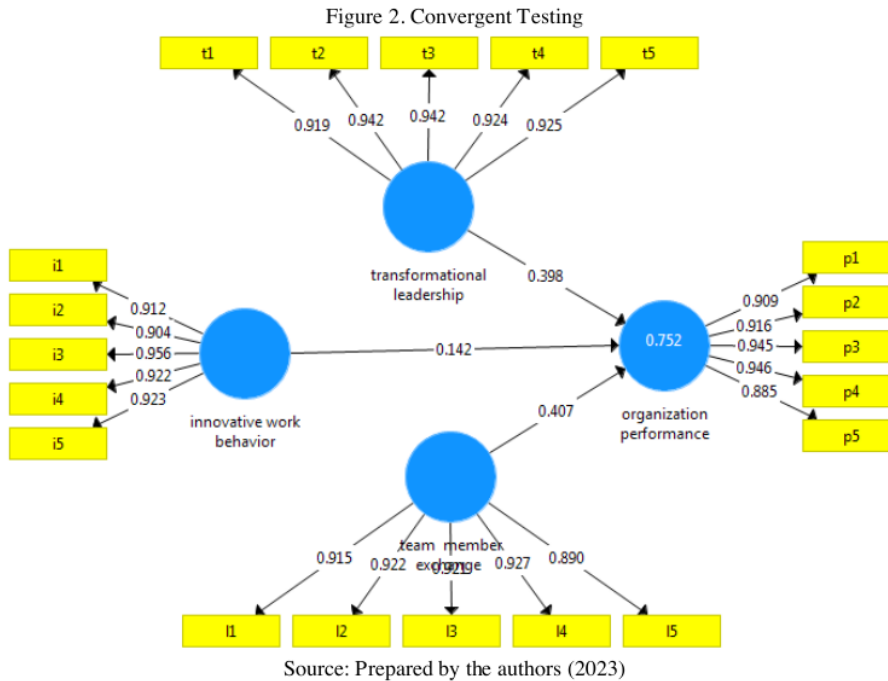


Figure 2. shows that the validity value of each indicator is above 0.7, so all research indicators are declared valid. In the outer model test in addition to convergent validity, there is also a validity reliability testing. The test aims to determine the reliability of the indicator in measuring the variable, while the variable is said to be valid if it has an AVE value above 0.5 and a Cronbach Alpha value above 0.7 (Purwanto et al., 2021), the following is a discriminant validity test in this study:

Table 1. Average Variance Extracted (AVE)

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
transformational leadership	0.787	0.864	0.632
innovative work behavior	0.731	0.834	0.635
Leader members exchange	0.798	0.876	0.631

performance	0.787	0.813	0.687
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Source: Prepared by the authors (2023)

Table 1 shows that all Cronbach alpha and average variance extracted values exceed the minimum limit so that all variables are declared valid

4.2 INNER MODEL TEST

The inner model test contains an explanation of the R-Square, while the R-square value in this study is as follows:

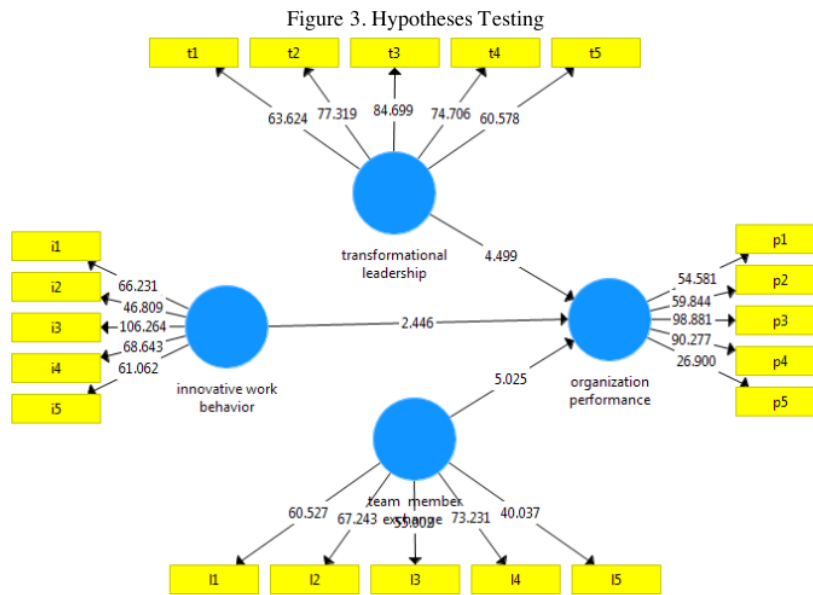
Table 2. R Square

Variables	R Square	R Square Adjusted
Performance	0.752	0.746

Source: Prepared by the authors (2023)

From the R square table, it can be concluded that 75.2 % of performance is influenced by transformational leadership, innovative work behavior Leader members exchange, while the remaining 24.8 % is influenced by other variables outside the study.

In addition to reliability in the inner model test there is also a hypothesis test, while the hypothesis test in this study is as follows:



Source: Prepared by the authors (2023)



Table 3. Hypotheses

	Original Sample (O)	T Statistics	P Values	Result
<i>Transformational leadership on public organization performance</i>	0.398	4.499	0.001	Supported
<i>Innovative work behavior on public organization performance</i>	0.142	2.446	0.001	Supported
<i>Team members exchange on public organization performance</i>	0.407	5.025	0.001	Supported

Source: Prepared by the authors (2023)

From the value of the hypothesis testing table, it is known that all hypotheses in the study are accepted because they have a p-value below 0.05

4.3 F² EFFECT SIZES EVALUATION

According to Hair (2017) explains that the guidelines for assessing **f²** are that values of 0.02 (= small), 0.15 (= moderate), and 0.35 (= large), respectively, represent small, medium, and low effects. large (Hair et al. 2020).

Table 4. f² Effect Sizes Evaluation

	performance
transformational leadership	0.41
innovative work behavior	0.31
team members exchange	0.25

Source: Prepared by the authors (2023)

For the Word of Mouth variable, the **f²** value of 0.41 represents a big effect, for the Word of Mouth variable, the **f²** value of 0.31 represents a large effect, and for the visiting decisions, the **f²** value of 0.25 represents a large effect. for the Interest in Visiting variable, the **f²** value of 0.25 represents a large effect.

4.4 Q² EVALUATION

Q² value is greater than 0 indicates that the model has predictive relevance for certain endogenous constructs. Conversely, values of 0 and below indicate a lack of predictive relevance (Hair et al 2017).

Table 5. Q² Evaluation

Construct	Q ²
Performance	0.512

Source: Prepared by the authors (2023)



The value of Q^2 for the performance variable is $0.512 > 0.000$, meaning that this variable has predictive relevance.

4.5 TRANSFORMATIONAL LEADERSHIP ON PUBLIC ORGANIZATION PERFORMANCE

Based on the results of the analysis, p value of $0.001 < 0.050$ was obtained, so it was concluded that transformational leadership has a positive and significant effect on public organization performance. these results are in line with Purwanto et al.(2023);Sunarsi et al.(2020) that transformational leadership has a positive and significant effect on performance and in accordance with the results of research Wibowo et al. (2020) that transformational leadership has a positive and significant effect on public organization performance. Transformational leadership is a leadership style that promotes the collective interests of employees and assists employees in achieving collective goals. Furthermore, transformational leaders inspire their followers by leveraging their employees' knowledge and learning to encourage them to be innovative with problem-solving tools. Transformational leadership styles affect not only profit-oriented organizations, but also service-based public sector organizations. Transformational leaders are passionate, intellectually challenge and inspire their staff, and promote communication, trust, and knowledge sharing. These leaders are critical in creating an environment that encourages organizational learning. As a result, this leadership style is expected to produce very good performance compared to other management styles. There is research that finds that transformational leadership does not prove to have a positive effect on organizational performance due to the lack of creativity of followers where this is related to the employee's personal appraisal system. transformational leadership has a positive effect on organizational performance. Therefore, based on the opinions in various studies, positive influence means that the better the transformational leadership, the better the performance of public sector organizations. It can also be said that transformational leadership is one of the factors that influence the success of a public-based agency in carrying out its performance. Based on the results According to Santoso et al. (2019); Sudibjo et al. (2021); Suprapti et al. (2020) an analysis that examines the effect of transformational leadership, internal control systems, and innovation on the performance of public sector organizations, the conclusions that can be obtained include, Transformational leadership has a positive effect on the performance of public sector



organizations, so if the application of transformational leadership to leaders or superiors increases, the more also increased the performance of public sector organizations. In addition, the internal control system also has a positive influence on the performance of public sector organizations, which means that the better the internal control system in the organization, the better the organization's performance, and vice versa if the internal control system is weak, the organizational performance decreases. Innovation has a positive effect on the performance of public sector organizations. This can be interpreted that if the higher the application of innovation in an organization, the higher the performance of the organization.

4.6 INNOVATIVE WORK BEHAVIOR ON PUBLIC ORGANIZATION PERFORMANCE

Based on the results of the analysis, p value of $0.001 < 0.050$ is obtained, so it is concluded that innovative work behavior has a positive and significant effect on public organization performance. these results are in line with xxx that innovative work behavior has a positive and significant effect on performance and in accordance with the results of research Vizano et al.(2020);Sunarsi et al.(2020) that innovative work behavior has a positive and significant effect on public organization performance. Innovation is implemented well in an organization, the better the performance of the organization. Based on this explanation, innovation is also one that has an important function in the success of organizational performance. Innovation will bring change and improvement in the implementation of an organization's activities. With the better application of innovation, In the development of digital-based times, organizations are faced with a rapidly changing environment and of course competition is also increasing. This condition causes the organization to survive to improve performance, one of which is innovation. According to Wibowo et al. (2020);Vizano et al.(2020);Sunarsi et al.(2020) explains if there is a significant influence of innovation on service performance to the public. The results of this test are also in line with research Haudi et al.(2020); Asbari et al.(2020) prove that innovation has a positive effect on organizational performance. Based on the results of the discussion and analysis it can be concluded that the policy innovations of public sector organizations which include approaches to leadership, finance, human resources, culture have not shown the expected policy innovations. This matter due to weak public sector leadership in making strategic decisions and policies



resulting in disproportionate and inefficient allocation of public spending, in addition to that the low will and ability of human resources to innovate is still a problem and the culture of innovation in public sector organizations has not yet been created. According to Wibowo et al. (2020); Vizano et al. (2020); Sunarsi et al. (2020) Policy innovation as the main prerequisite for public sector organizations must receive serious attention from policy stakeholders starting from the lowest organizational level to the top level organization. The application of internal determinants, external determinants, regional diffusion is a preference for policy stakeholders in determining policy innovations towards the realization of good public policy governance. With the implementation of public sector organizational policy innovations, it will provide opportunities for local governments to optimally utilize resource allocations and become a driving factor as well as build and maintain government credibility in the aspect of public services.

4.7 TEAM MEMBERS EXCHANGE ON PUBLIC ORGANIZATION PERFORMANCE

Based on the results of the analysis, p value of $0.000 < 0.050$ is obtained, so it is concluded that the team members exchange has a positive and significant effect on public organization performance. these results are in line with Suprapti et al. (2020) that innovative work behavior has a positive and significant effect on public organization performance and in accordance with the results of research Wibowo et al. (2020); Vizano et al. (2020); Sunarsi et al. (2020) that innovative work behavior has a positive and significant effect on public organization performance. The results of the study show that the better the team member exchange relationship between superiors and subordinates, the higher the employee performance, and that this is influenced by culture.organization at work. This shows that when an organization has a culture that is in line with values, employees will feel more attached to the organization and a good relationship with superiors will further improve employee performance. The results of the study show that team member exchange has a positive and significant effect on employee performance. According to Santoso et al. (2019); Sudibjo et al. (2021); Suprapti et al. (2020) LMX has a significant positive effect on employee performance, with this indicating that a good LMX will have an impact on improving employee performance. However, it is different from the research conducted by According to Santoso et al. (2019); Sudibjo et al. (2021); Suprapti et al. (2020) who said there was no significant effect of LMX on job satisfaction



due to a lack of support from their superiors. According to Sudibjo et al. (2021); Suprapti et al. (2020) there is a significant positive effect between LMX on job satisfaction which in this study shows that a good LMX will affect employee job satisfaction. However, this is not in accordance with the research of Vizano et al.(2020);Sunarsi et al.(2020)which explains that there is no significant relationship between LMX and job satisfaction. So it shows that LMX has not been able to influence job satisfaction. Leader-member exchange (LMX) can also improve employee performance because a good leader's treatment of employees will also be able to create a feeling of volunteering in employees to be willing to sacrifice for the organization. This proves that leader-member exchange has a positive relationship with performance. According to Rafique et al. (2022); Shafi et al. (2020) good relationship exists between leaders and employees, it will create respect, trust, a high sense of responsibility towards work and strong loyalty between superiors and subordinates for the betterment of the organization. The study of Santoso et al. (2019); Suprapti et al. (2020)found that leader-member exchange is a predictor of work engagement and is positively related to performance. In a high-quality exchange relationship, the supervisor as the leader supports the subordinates by providing trust and emotional support to the subordinates. Employees who have been given the trust and support from their superiors will feel more valued and needed by the organization. So that employees are more enthusiastic at work and highly dedicated to their work. According to Sudibjo et al. (2021) work engagement has a focus that allows employees to exert all their abilities and potential towards their work and ignore the pressures and difficulties that exist. So that employees with high LMX levels can develop work engagement which can then contribute to performance.

5 CONCLUSION

The results of this study are that transformational leadership has a positive and significant effect on performance, innovative work behavior has a significant positive effect on performance, exchange of team members has a positive and significant effect on the performance of public service organizations. In addition, there is a need to create a culture of innovation that is able to respond to rapid environmental changes and a culture of learning in the environment so that it can respond to the needs of community services, particularly in the health sector. Management must be open to any ideas that arise from both employees and the public, so that management is able to find which ideas are the



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most innovative and capable of being implemented and providing the best service to the public. Ideas can be provided through the suggestion box provided, email included on the page, and creating social media that can be accessed by the wider community so they can communicate directly through social media (such as Instagram, Facebook, and others). For those who are interested in conducting further research, it is hoped that they can develop this test by adding other variables, such as leadership, institutions, service standards, management of public complaints, facilities and infrastructure, use of information technology, and management of human resources which are thought to affect quality. sustainable public service.



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