

**EFFECT OF LEADER-MEMBER EXCHANGE AND ORGANIZATION CLIMATE
TOWARDS PUBLIC SECTOR EMPLOYEE PERFORMANCE MEDIATED BY
INNOVATIVE WORK BEHAVIOR**

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Abstract

This study aims to analyze how much influence the leader-member exchange, organizational climate, and innovative work behaviour have on employee performance in Directorate General X of Ministry Y. This study uses quantitative methods, and this study used Structural Equation Modeling (SEM) as an analysis technique. Sampling is a purposive sampling method. The subject of this study is civil servants who have worked for at least 2 years. Employees with structural officer positions or functional officers who serve as coordinators and sub-coordinators are not included because this study focuses on employees who do not occupy managerial positions. From the problem above, the leader-member exchange positively affects employee performance. The organizational climate positively affects employee performance. Leader-member exchanges positively affect employees' innovative work behaviours. The organizational climate positively affects the innovative work behaviour of employees. Innovation in work behaviour has a positive effect on employee performance. Innovation in work behaviour partially mediates the relationship between the influence of member leadership exchanges and employee performance. Innovation in work behaviour partially mediates the relationship between the influence of the organizational climate on employee performance.

Keywords: Innovative Work Behavior, Employee Performance, Leader-Member Exchange, Organizational Climate

INTRODUCTION

In the era of globalization, it is increasingly vital to maintain, improve, and optimize employee performance (Rodríguez-Sánchez et al., 2020). Assessing and improving employee performance is important to organizational success. Performance is defined as activities and measurable outcomes (Rosdi et al., 2020). Effectively managing and enhancing employee performance has become the standard and is very required, even for employees in the public sector (Berman et al., 2021). Employee performance is a key component of an organization's quality (Parama et al., 2020). The concept of employee performance is defined variously. In some contexts, employee performance is referred to as carrying out duties specified in the job description. At the same time, some describe employee performance as a person's capacity to meet expectations, work goals, and job targets (Atatsi et al., 2019). Employee performance information is helpful for organizations in performance appraisal, feedback, promotion, and payment with merit systems (Brown et al., 2019).

Organizations require leaders who concentrate not only on direction, vision, and harmony with the environment but also on their daily positive interactions with their employees. These interactions can provide employee support, opportunities for personal growth, a higher level of satisfaction, and a sense of overall cohesion within the company (Afsar et al., 2020). Employees are valuable elements for knowledge and performance needed to achieve organizational goals, missions, and strategies, while organizational performance is a manifestation of the results of collective employee performance (Berberoglu, 2018).

Research in the public domain tends to raise leadership-centered themes rather than research on the quality of lead-member relationships (Crosby & Bryson, 2018), so research examining the relationship between leader-member exchange and employee performance is still limited (Li et al., 2021). In contrast to transformational leadership which focuses on the leader's ability to convert followers by inspiring his subordinates, the relationship between the leader and his members is more likely to affect employee performance (Bakker et al., 2022). Due to the positive qualities of the relationship between the leader and his employees, such as respect for each other's skills and knowledge, loyalty to one another,

and mutual interests (Alblooshi et al., 2021), this relationship can be used as a resource to boost employee motivation and encourage innovation (Zhou & Wu, 2018).

The leader-member exchange (LMX) theory provides a method for assessing the quality of relationships based on the regular exchange between leaders and employees that affect the nature of their relationships (Lee et al., 2019; Martin et al., 2018; Mascareño et al., 2020; Xu et al., 2019). Another factor that influences performance is the organizational climate. The organizational climate can shape employee attitudes through a sense of belonging, personal relationships and employee wellness that directly influence the quality and quantity of work (Mesfin et al., 2020). Employee personality traits and the environment in which they act both influences how they behave in the workplace.

One of the directorates general under the Directorate General X of Ministry Y. In addition to strengthening its commodities crops, this directorate needs to ensure that its human resources, or personnel, are always capable of providing the best performance and customer service. Since it demands cooperation and coordination, facing it alone is impossible. High-quality relationships between leaders and employees at work can be one factor in increasing productivity and the quality of public services.

Employee work goals (SKP) must be compiled by each employee in order to establish the work plan and objectives for each year. By aligning views and performance expectations, the interaction between leaders and subordinates during the SKP compilation process can enhance the quality of cooperation. So that the agreement on the performance goals specified in the high-quality SKP, both parties can discuss issues relating to the performance goals to be attained more openly and consider the conditions of each party. The monthly performance achievement of employee work goals (SKP) on average values reaches above 90%, which means that work results are good and service is above the specified standards.

Previous studies used antecedents that affect performance, namely through the leader-member exchange (LMX), organizational climate and innovative work behavior (IWB), which can be used as reference material in this study. Previous research has shown that research related to the influence between variables can be used in this study. Leader-member exchange research on performance (Hermawati et al., 2021; H. Park et al., 2022;

Selvarajan et al., 2018; Suharnomo & Kartika, 2018; Sutanto & Hendarto, 2020; Zulfa, 2021) still shows the difference in results. Organizational climate research on performance (Hermawati et al., 2021; Obeng et al., 2021; Woru et al., 2021) also shows different results. Several studies analyze the effect of leader-member exchanges on innovative work behaviors (Atitumpong & Badir, 2018; Bani-Melhem et al., 2020; Mustafa et al., 2022; S. Park & Jo, 2018; Saeed et al., 2019; Zuberi & Khattak, 2021). Furthermore, there is research on the influence of organizational climate on innovative work behavior (Etikariena & Kalimashada, 2021; Patras et al., 2021; Riani et al., 2017). Research on the effect of leader-member exchange on performance through innovative work behavior (Kim & Koo, 2017). Research on innovative behavior on performance (Al Wali et al., 2022; Kim & Koo, 2017).

Based on the background that has been expressed above, this study aims to analyse how much influence the leader-member exchange, organizational climate and innovative work behavior improves employee performance of Directorate General X of Ministry Y.

REVIEW OF LITERATURE

Employee Performance

Employee performance is a multi-component concept, namely a behavioral component that indicates the actions people show to complete work and the expected result component or the consequences of individual work behavior, so the term employee performance indicates the achievement of individual work after making the necessary efforts on the job (Nguyen et al., 2020). Generally, good employee performance is only judged based on the performance of the duties listed in the job description alone (Wen et al., 2019). There are dimensions and indicators of employee performance, namely:

Table 1
Employee Performance Dimensions & Indicators

Dimension	Indicators
Task Performance	<ol style="list-style-type: none"> 1. Work planning and organization 2. Result-oriented 3. Establishing priorities 4. Work efficiently 5. Quality of work
Contextual Performance	<ol style="list-style-type: none"> 1. Initiative 2. Accepting challenging tasks 3. Always updating their work knowledge and skills 4. Creative 5. Responsible 6. Actively Participating
Counterproductive Behavior	<p style="text-align: center;">Work</p> <ol style="list-style-type: none"> 1. Complaining 2. Exaggerating problems 3. Talking about negative aspects

Source: (Koopmans et al., 2012)

Leader-Member Exchange

The point of view in LMX theory is to emphasize the quality of the relationship between the leader and subordinates so that, according to this perspective, effective leadership occurs when managers and employees can develop and maintain high-quality relationships and realize the benefits of the partnership formed (Wang et al., 2019). Understanding how such relationships can be developed and maintained can help public institutions to achieve desired organizational outcomes (Harb et al., 2021).

Leader-Member Exchange Theory (LMX Theory), or the theory of leader-member exchange, is preceded by introducing Vertical Dyad Linkage (VDL) research. VDL notes that in dealing with all its members, leaders do not use the same style, but instead, they develop different types of relationships or exchanges with their subordinates over time (Chang et al., 2020; Scandura & Gower, 2022), later the nomenclature was changed from Vertical Dyad Linkage (VDL) to Leader-Member Exchange (LMX) (Omilion-Hodges et al., 2021). There are leader-member exchange indicators, namely: a) Recognize the position when working with the leader; b) The leader is willing to defend subordinates; c) The working relationship between the leader and subordinates; d) The leader understands the

problems and needs of subordinates' work; e) The leader is willing to sacrifice for subordinates; f) The leader recognizes the potential of subordinates; g) The leader helps to solve subordinate problems (Sutoni, 2023).

Organizational Climate

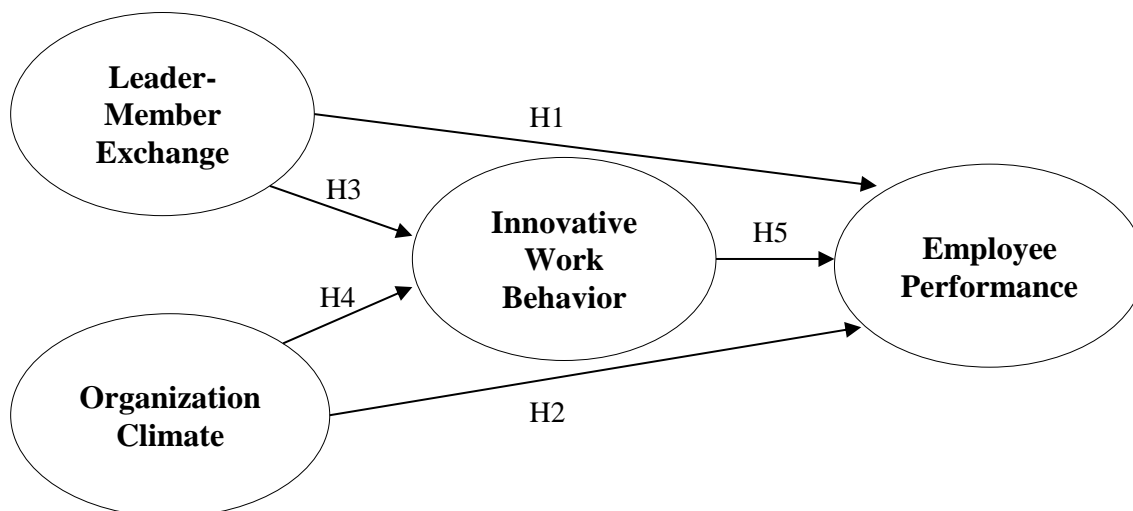
Organizational climate is sometimes equated with organizational culture, and there is much debate about what distinguishes the concept of climate from culture. The organizational climate differs from the organizational culture (Belete, 2018). Organizational climate and organizational culture are two alternative constructs in establishing the concept of how people experience and describe their work arrangements both in the business and government sectors. There are organizational climate indicators, namely: a) Organizational environment; b) Objectives of the organization; c) Level of mutual trust between organizations; d) Handling conflicts in the organization; e) The use of human resource management; f) Management control methods; g) Communication within the organization; h) Support between each other (Whetten & Cameron 1998) in Mas'Ud (2004).

Innovative Work Behavior

Although there is no general agreement on the definition and dimension between creativity and innovation, there is a reasonable agreement regarding the difference in definitions between creativity and innovation, e.g. those implemented in the workplace (Lee et al., 2020). Creativity focuses on the generation of new ideas, while innovation in the organization of work has to do with the generation of possible alternative ideas, the selection from among such alternative ideas, and the implementation of the selected alternatives so that innovation in the workplace can be understood as a broader process that includes not only the generation of ideas (creativity) but also the implementation of ideas in the work setting. In addition, the definition of creativity usually focuses on 'absolute novelty,' while the definition of innovation focuses on 'relative novelty'. Creativity describes the creation of something new; However, innovation may also include the application of products, procedures, or processes already in use elsewhere, provided that it is a new application in a particular role, working group, or organization (Kahn, 2018). Innovative behavior is related to creativity, yet more broadly (Newman et al., 2018). There

are indicators of innovative work behavior, namely: a) Creating new ideas; b) Looking for new work methods; c) Produce original solutions; d) Mobilize support of innovative ideas' e) Obtaining approval of innovative ideas; f) Important members of the organization are enthusiastic; g) Introduce innovative ideas; h) Evaluation of the benefits of innovative ideas (Janssen, 2000).

Conceptual Framework



Source: based on the researchers

- H1: Leader-member exchanges have a positive influence on employee performance.
- H2: The organizational climate has a positive influence on employee performance.
- H3: Leader-member exchanges have a positive influence on innovative work behaviors.
- H4: The organizational climate has a positive influence on innovative work behaviors.
- H5: Innovation work behavior has a positive influence on employee performance.

RESEARCH METHOD

This research uses quantitative methods. Researchers use this method to test theories by establishing initial hypotheses and collecting data to support or refute the hypotheses (Creswell. J., 2018). The type of data that will be used in this study is primary data. In this study, the Structural Equation Modeling (SEM) analysis technique was used to confirm the theory in a model proposed previously and the influence of the independent variables directly or indirectly on the dependent variable.

The population in this study is all civil servants at the head office of Directorate General X Ministry Y, totaling 350 people according to employee distribution data for 2021. The research location is in the city of South Jakarta, Jakarta. In this study, the sample was determined using a non-probability sampling technique. Not all elements in the population can be selected as a sample (Sandstrom-Mistry et al., 2023). Furthermore, in taking the sample, the purposive sampling method is used. Namely, sampling is limited to specific criteria determined by the researcher (Sandstrom-Mistry et al., 2023). This study took samples from civil servants who had worked as research subjects for at least two years. Employees with positions of structural or functional officials who hold the positions of coordinator and sub-coordinator are omitted because this study focuses on employees who do not hold managerial positions.

RESULTS AND DISCUSSION

Validity Test

The number of respondents used in the pilot test was 30 ($n = 30$), for a degree of freedom of $n-2$, so that $d.f = 28$, then the value of r table = 0.361. An indicator is valid if the r count exceeds the r table (Ghozali, 2018). Table 1 is the result of testing the validity of the trial sample.

Table 2
Pilot Test Validity Test Results

No.	Constructs	Dimension	Indicators	r Count
1	Leadership Exchange Members	-	LMX1	0,945
			LMX2	0,929
			LMX3	0,937
			LMX4	0,895
			LMX5	0,931
			LMX6	0,928
			LMX7	0,925
2	Organizational Climate	-	IO1	0,898
			IO2	0,917
			IO3	0,885
			IO4	0,938
			IO5	0,879
			IO6	0,849
			IO7	0,923

			IO8	0,908
			IWB1	0,933
			IWB2	0,936
			IWB3	0,882
			IWB4	0,897
3	Innovative Work Behavior	-	IWB5	0,873
			IWB6	0,906
			IWB7	0,890
			IWB8	0,918
			IWB9	0,922
			TP1	0,930
			TP2	0,896
		Task Performance	TP3	0,925
			TP4	0,910
			TP5	0,902
			TP1	0,930
			CP2	0,900
			CP3	0,881
4	Employee Performance	Contextual Performance	CP4	0,897
			CP5	0,886
			CP6	0,917
			CP7	0,858
			CP8	0,889
			CWB1	0,852
		Counterproductive Work Behavior	CWB2	0,912
			CWB3	0,888
			CWB4	0,935
			CWB5	0,879

Source: Primary data processed by authors with SPSS (2022)

The calculated r value on all indicators shows the result above the table r value $n = 30$ d.f = 28 i.e., 0.361, so that the entire indicator item is valid to proceed to a large sample.

Reliability Test

Measuring reliability using the one-shot technique, namely, the measurement is only done once, and the results are then measured for the correlation between answers. Table 4.6 is the result of testing the validity of the trial sample. An indicator is reliable if it has a Cronbach's alpha value > 0.70 (Ghozali, 2018).

Table 3
Pilot Test Reliability Test Results

No.	Constructs	Dimension	Cronbach's Alpha
1	Leadership Exchange Members	-	0,973
2	Organizational Climate	-	0,966
3	Innovative Work Behavior	-	0,972
4	Employee Performance	Task Performance	0,949
		Contextual performance	0,964
		Counterproductive Work Behavior	0,936

Source: Primary data processed by authors with SPSS (2022)

Cronbach's alpha value on all constructs shows results above 0.70. So that all items are reliable to proceed to large samples.

Hypothesis Test

The research hypothesis was tested after all assumption tests, validity tests, and fit models were fulfilled. Hypothesis testing using the critical ratio (C.R.) value on the regression weights of the entire model (Ghozali, 2017). This study uses a significance level of 0.05 or a 95% confidence level. In the social sciences, a 95% confidence level, which implies that there is only a 5% probability that a finding may be incorrect, is accepted as conventional and is usually referred to as a significance level of 0.05 ($p = 0.05$) (Sekaran et al., 2016). With a confidence level of 95%, if the Critical Ratio (C.R.) ≥ 1.96 or the probability value (P) ≤ 0.05 , the research hypothesis is accepted.

Table 4
Hypothesis Test

Hypothesis	Line	C.R.	P	Status
H1	Employee Performance Leader-Member Exchange→	2,836	,005	Accepted
H2	Employee Performance Organizational Climate→	2,972	,003	Accepted
H3	Leader-Member Exchange of Innovative Work Behaviors→	5,005	***	Accepted
H4	Climate of Innovative Work Behavior Organizations→	5,235	***	Accepted
H5	Innovative Work Behavior Employee Performance→	4,698	***	Accepted

Source: Primary data processed by authors with AMOS (2022)

Hypothesis 1

The correlation between the Leader-Member Exchange constructs and the Employee Performance constructs has a critical ratio value (C.R.) of 2.836, which is more significant than 1.96, and a probability value (P) of 0.005, which is less than 0.05, so that hypothesis 1 can be accepted significantly, namely that leader-member exchange has a positive influence on employee performance.

Hypothesis 2

The correlation between the Organizational Climate constructs and the Employee Performance constructs has a critical ratio (C.R.) value of 2.972, which is more significant than 1.96, and a probability value (P) of 0.003, which is less than 0.05, so hypothesis 2 can be accepted significantly that climate in organizations has a positive influence on employee performance.

Hypothesis 3

The correlation between the Leader-Member Exchange constructs and the Innovative Work Behavior constructs has a critical ratio value (C.R.) of 5.005, which is more significant than 1.96, and a probability value (P) of less than 0.001, which is less than 0.05, so that hypothesis 3 can be accepted significantly, namely that leader-member exchange has a positive influence on innovative work behavior.

Hypothesis 4

The correlation between the Organizational Climate constructs and the Innovative Work Behavior constructs has a critical ratio value (C.R.) of 5.235, which is more significant than 1.96, and a probability value (P) of less than 0.001, which is less than 0.05, so that hypothesis 4 can be accepted significantly that organizational climate has a positive influence on innovative work behavior.

Hypothesis 5

The correlation between the constructs of Innovative Work Behavior and the Employee Performance constructs has a critical ratio value (C.R.) of 4.698, which is more significant than 1.96, and a probability value (P) of less than 0.001, which is less than 0.05, so that hypothesis 4 can be accepted significantly that innovative work behavior has a positive influence on employee performance.

Mediation Analysis

In the structural model, there is a construct between two related constructs: the Innovative Work Behavior construct. The Innovative Work Behavior construct mediates the relationship between the Leader-Member Exchange construct and the Employee Performance construct and the relationship between the Organizational Climate construct and the Employee Performance construct.

The Leader-Member Exchange construct has a direct relationship with the Employee Performance construct. However, the Leader-Member Exchange construct also has an indirect relationship with the Employee Performance construct. The Leader-Member Exchange construct leads to the Innovative Work Behavior construct and then to the Employee Performance construct.

The Organizational Climate construct has a direct relationship with the Employee Performance construct. However, the Organizational Climate construct also indirectly correlates with the Employee Performance construct. The Organizational Climate construct leads to the Innovative Work Behavior construct and then to the Employee Performance

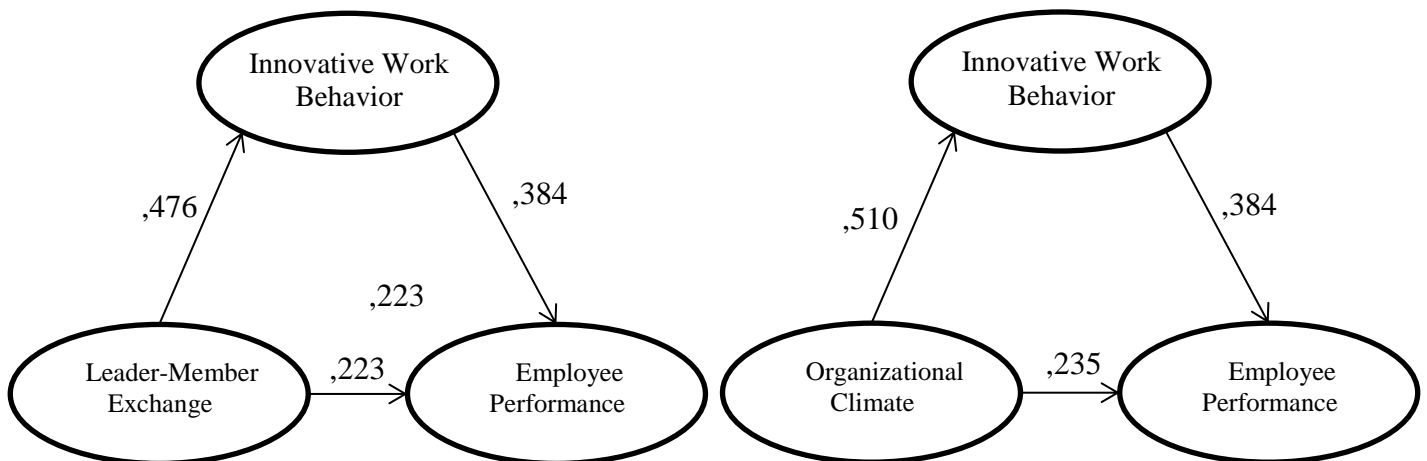


Figure 2
Mediation Path Diagram 1 & 2
Source: Primary data processed by authors with AMOS (2022)

The AMOS program has provided the results of calculating direct and indirect influences between constructs.

Table 5
Direct Influence

	Member Leaders Exchange	Organizational Climate	Innovative Work Behavior
Innovative Work Behavior	.476	.510	.000
Employee Performance	.223	.235	.384

Source: Primary data processed by authors with AMOS (2022)

Table 6
Indirect Influence

	Member Leaders Exchange	Organizational Climate
Innovative Work Behavior	.000	.000
Employee Performance	.183	.196

Source: Primary data processed by authors with AMOS (2022)

Table 7
Significance of Indirect Influence

	Member Leaders Exchange	Organizational Climate
Innovative Work Behavior
Employee Performance	.002	.002

Source: Primary data processed by authors with AMOS (2022)

The results of calculating the significant value in table 7 show that the relationship between the Leader-Member Exchange constructs and the Employee Performance construct through the Innovative Work Behavior construct is significant with a significance value of 0.002 ($p < 0.05$), and the Organizational Climate construct relates to the Employee Performance construct through the Innovative Work Behavior construct. Also significant, with a p-value of 0.002 ($p < 0.05$).

Leader-Member Exchanges Have a Positive Effect on Employee Performance

The hypothesis testing that has been carried out shows that the leadership-member exchange has a positive effect on employee performance, which means that the condition of the leader-member exchange within Directorate General X is going well and has a significant impact on employee performance. This condition is also in line with research conducted by H. Park et al. (2022) who took the subject of employees of public sector organizations, saying that high-quality relationships between managers and subordinates are critical because they can improve performance, so that leader-member exchanges are

positively correlated to performance. Research by Hermawati et al (2021) on the subject of active military research also gave the result that the relationship between leader-member exchange has a positive effect because leaders realize that in order to carry out managerial tasks, it is necessary to mobilize people, and by creating good quality leadership and subordinate relationships, they can influence the perceptions, attitudes, and behavior of the parties that have this relationship. It can be concluded that civil servants at the head office of the Directorate General X of Ministry Y conduct leadership-member exchange so that it improves the performance of these employees.

Organizational Climate Has a Positive Influence on Employee Performance

The hypothesis testing that has been carried out shows that organizational climate positively influences employee performance, which means that organizational climate conditions within the Directorate General X are running well and significantly affecting employee performance. This condition is also in line with the research by Kurniasari et al. (2021) on BUMD employees, who concluded that performance could be directly affected by organizational climate or job satisfaction. Similarly, (Obeng et al., 2021) discovered that a good work environment climate can positively influence employee behavior, where not only completing the specified work but also being willing to adapt to changes in their work environment can improve employee performance. The results of this study indicate that the organizational climate at the head office of Directorate General X of Ministry Y is good, so the performance of civil servants there is also good.

Leader-Member Exchanges Have a Positive Influence on Innovative Work Behavior

Hypothesis testing that has been carried out shows that the leader-member exchange positively influences innovative work behavior, which means that the conditions of the leader-member exchange within Directorate General X are related and significantly affect the innovative work behavior of its employees. These results are in line with the findings of Atitumpong & Badir (2018), research, which shows that employees who establish high-quality working relationships with their leaders tend to reciprocate by displaying innovative behaviors because they get the support of their superiors in facing challenges in the work environment, which motivates them to strive for service excellence and bring innovation into service. (Bani-Melhem et al., 2020) conveyed the results of their research that a

positive superior-subordinate relationship can create mutual trust, which facilitates the sharing of knowledge, thoughts, ideas, and technical expertise, allowing employees to come up with new ideas and solutions. In addition to improving performance, leader-member exchanges are also able to increase the work innovation of civil servants at the head office of Directorate General X of Ministry Y.

Organizational Climate Has a Positive Influence on Innovative Work Behavior

Hypothesis testing that has been carried out shows the results that the organizational climate positively influences innovative work behavior, which means that the organization's climatic conditions in the environment of Directorate General X are running well so that it significantly affects the innovative work behavior of its employees. These findings are consistent with the findings of (S. Park & Jo, 2018) study, which found that organizational climate has a significant impact on innovative work behaviors because employees' perceptions of the organizational climate they experience can encourage or motivate them to engage in innovative behaviors. Research conducted by Etikariena & Kalimashada (2021) on employees of coal mining companies also showed that organizational climate results significantly influenced innovative work behaviors. Good working environment conditions for employees will certainly increase innovation behavior at work; this also happens at the head office of Directorate General X of Ministry Y.

Innovative Work Behavior Has a Positive Influence on Employee Performance

The hypothesis testing that has been carried out shows that innovative work behavior positively influences employee performance, which means that the innovative work behavior shown by employees at the Directorate General X is going well and significantly affecting employee performance. These results align with those of Al Wali et al (2022), whose research results show that innovative work behavior can improve performance because it can help form and implement new and valuable ideas that can grow their work. The results of Kim & Koo's research (Kim & Koo, 2017), on the subject of hotel employees also state that innovative behavior influences employee performance. Innovative work behavior for civil servants at the head office of Directorate General X of Ministry Y will affect employee performance as well. This will be beneficial for the company because it will get maximum results.

CONCLUSION

From the discussion above, it can be concluded that leader-member exchange positively affects employee performance. Organizational climate has a positive effect on employee performance. Leader-member exchange has a positive effect on employees' innovative work behavior. Organizational climate has a positive effect on employee innovative work behavior. Work behavior that promotes innovation has a positive effect on employee performance. Innovative work behavior partially mediates the relationship between the influence of member-leadership exchanges on employee performance. Behavior in innovation work partially mediates the relationship between the influence of organizational climate on employee performance.

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