

ARTICLE

The Emergence of Public Sector Innovation Associated with Civil Servants' Perception in 3T Regions: Results of a Multiple Regression Analysis

Virgiawan Listanto^{1*}, Nova Yulanda Putri Sipahutar¹, and Tisa Lestari²

¹National Research and Innovation Agency, Jl. Gatot Subroto No 10, South Jakarta, Indonesia

²National Institute of Public Administration, Jl. Veteran No 10, Central Jakarta, Indonesia

How to cite: Listanto, Virgiawan; Sipahutar, Nova Y P; & Lestari, T. (2023). The Emergence of Public Sector Innovation Associated with Civil Servants' Perception in 3T Regions: Results of a Multiple Regression Analysis. *Jurnal Borneo Administrator*, 19(1), 17-34. <https://doi.org/10.24258/jba.v19i1.1157>

Article History

Received: 13 August 2022

Accepted: 22 February 2023

Keywords:

Public Sector Innovation;
Transformational
Leadership;
Organisational Climate;
Organisational Capacity;
Civil servant

ABSTRACT

Innovations from civil servants determine government bureaucracy. However, their effectiveness toward the emergence of public sector innovations has not been widely explored, particularly from civil servants' perception of local government institutions in a 3T region. This study examines the civil servants' perception of the emergence of public sector innovations and identifies the factors that influence them. Thirty-nine civil servants of the innovation laboratory WhatsApp group from North Lombok Regency in the 3T regions participated in this study. The data were analysed using descriptive statistics and multiple regression. The result of the study discovered that most civil servants have a positive insight into the emergence of public sector innovations. They perceived that leaders are essential in encouraging innovations in the public sector. Their organisational climate is open to new things. However, attention regarding employee rewards after completing work challenges is still lacking. Meanwhile, their organisation has sufficient capacity to encourage job completion. Multiple regression analysis revealed that independent variables (transformational leadership, organisational climate, and organisational capacity) have a 54.9% contribution and simultaneously affect the emergence of public sector innovations. The partial regression coefficient test revealed that organisational climate contributed the most, with a 33.4% contribution to the emergence of public sector innovations. The results of this study provide implications for both academic and government settings, especially in the organisational climate, which turned out to have been significantly affected by the emergence of public sector innovations.

A. INTRODUCTION

Administrators and leaders in public governance are increasingly interested in public sector innovation to improve public services to the community. Innovation in the government setting is a creative idea to create reforms in the government system to enhance the government's performance (Rozikin et al., 2020). Strong leadership is one of the important components the government must own regarding innovation. Researchers have studied various methods and models to examine how leadership encourages innovation. Some things that describe leaders' commitment include taking risks, having innovative workgroups, and providing trust to their members (CP & Susanto, 2019).

* Corresponding Author

Email : virgiawan.listanto@brin.go.id

Innovations from civil servants determine government bureaucracy. They have a role as managers of the local government. Thus, the success or failure of a local government depends on its performance and innovation. Previous research conducted by (Widiyahseno, 2015) revealed that one of the strategies used to carry out the unfreezing process was building a mindset that included awareness-raising. The term unfreezing is used to change the views and attitudes of various parties. Especially for bureaucrats or civil servants, innovation will not harm; however, it will give some benefits.

One of the main challenges for practitioners was developing systems, processes, and climates that encourage and demonstrate innovation and creativity. A study by (Moussa et al., 2018) revealed that a positive organisational environment, such as physical conditions, psychosocial conditions, and well-being practices, positively impacts the ability to innovate in public sector organisations. In addition, innovation is considered an evolutionary process in an organisation to adopt changes related to new systems, processes, policies or services and create value for the organisation. Therefore, innovation can be considered an organisational capability, as it configures and reconfigures organisational resources to create value (Giniuniene & Jurksiene, 2015).

Further research needs further attention, specifically studying the emergence of public sector innovations. Although several prior studies (Muenjohn & McMurray, 2016; Vroom & Jaago, 2007; Montes et al., 2005) focus on leaders of innovation as those who influence and stimulate others to work collaboratively to achieve results. Unlike qualitative studies that typically focus on gaining a deep understanding, quantitative study is to construct statistical analysis to examine what is observed. As the study participants, civil servants have an essential role in implementing policies and serving the community in this study. Previous research revealed that civil servants' organisational culture is a variable that significantly influences public service performance (Syahrian, 2019).

Lombok Utara Regency is one of the 3T regions. The status of 3T regions is stipulated in Presidential Regulation Number 63, the Year 2020, regarding determining underdeveloped regions 2020-2024. That regulation states that underdeveloped areas and their communities are less developed than other regions regarding community economy, human resources, infrastructure, regional financial capabilities, and accessibility. Innovation is an effective way to meet community needs, solve problems, and maximise resources to optimise organisational performance, the effectiveness of governance, and the delivery of public services (De Vries et al., 2015). Unfortunately, the results of the local government innovation index in 2019 and 2020 indicated that the local government of Lombok Utara Regency was less innovative and did not concern about innovation (Keputusan Menteri Dalam Negeri Nomor 100-4672 Tahun 2020 Tentang Indeks Inovasi Daerah Provinsi, Kabupaten, dan Kota Tahun 2020)

Based on those circumstances, they received a national priority program to accelerate innovation in the regions through the Innovation Laboratory (*Laboratorium Inovasi*) by the National Institute of Public Administration (Lembaga Administrasi Negara) and the Regional Government to increase competitiveness in innovation.

From the previous studies, we conclude that civil servants' effectiveness in emerging public sector innovations has not been widely explored. The novelty of this study is exploring the civil servants' perception of local government institutions in those frontiers, outermost and least developed regions often referred to as 3T (*Terdepan, Terluar, Tertinggal*) regions.

Besides investigating the civil servants' perception of the emergence of public innovations, this study also identifies the factors that influence them. Thus, the research questions for the present study are; (a) What are the civil servants' perceptions about public sector innovation domains? (b) What factors affected civil servants' practices during the emergence of public sector innovations?

B. LITERATURE REVIEW

Transformational Leadership to Encourage Innovation

Leadership styles have been studied widely in many sectors, including innovation. Transformational Leadership is Leadership that contrasts with leadership that maintains the status quo. Transformational leadership is defined as leadership that involves changes in the organisation (Andriani et al., 2018). A study by Mokhber et al. (2018) revealed that transformational leadership positively and directly influences organisational innovation. Another study (Weintraub & McKee, 2019) showed that transformational leadership created an organisational culture creating an organisational culture to promote the integration of open knowledge and guidelines for making innovation. Concerning public sector innovation, the study by Moynihan et al. (2013) suggests that transformational leadership encourages a more innovative organisational culture, increases employee motivation, and manages the performance system. According to Khan & Khan (2019), public sector leaders who exert a transformational role by encouraging the application of organisational learning, knowledge sharing, and social media can help accelerate employee innovation in the public sector.

Those previous studies show that transformational leadership has a significant positive relationship with public sector innovation. However, they mainly examine evidence to justify the transformational leadership effect on increasing organisational innovation or public sector leaders' ability to adopt the transformational role. Thus, this research examines transformational leadership as one factor influencing civil servants' perception of the emergence of public sector innovations.

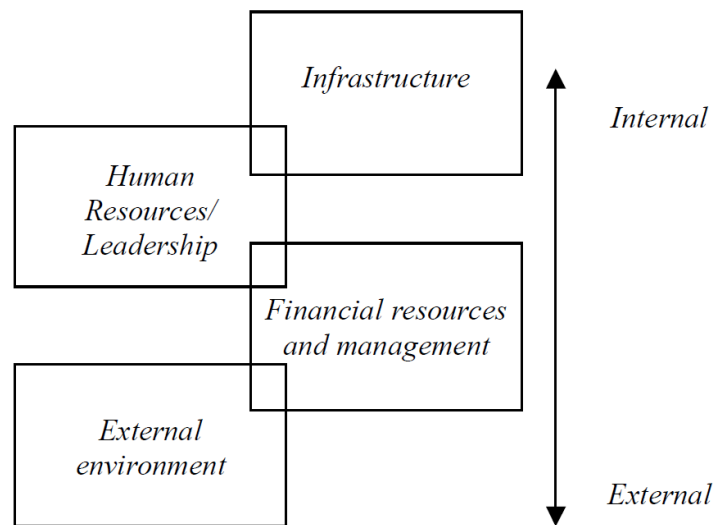
Organisational Climates to Promote Innovation

According to Madhukar & Sharma (2017), organisational climate is a function of interconnection between a person with the organisational environment and independent variables that individuals or subjective perceptions may influence. Ruvio et al. (2014) Furthermore, organisational climate is 'the organisation's ability to generate ideas and innovate continually over time'. Osman & Kamis (2019) State that leaders need to adjust attributes to sustain an innovative organisational climate. The eleven features are as follows: effective communication, teamwork, the collaboration of inter-department, reflection and promotion for innovation, clear vision of the leader, new ways of thinking and acting, reward and competence to motivate others, present the commitment, to work together, share ideas and results, and good relationship between staff.

Despite positive findings that explain the link between organisational climate and employees' innovation behaviour in the public sector, previous research is limited to conceptualising, operationalising, and examining the role of organisational climate on organisational innovation in the public sector. Those researchers did not discuss how the organisational climate influences and encourages civil servants' perception of the emergence of public sector innovation. Hence this latter aspect has become the main focus of this research.

Organisational Capacity to Support Innovation

Below is the organisational capacity model (Gazley & Christensen, 2014). Figure 1 shows their adaptation of these frameworks and the resulting organisational capacity model.



(Source: [Gazley & Christensen \(2014:5\)](#))

Figure 1. Material and Spatial Dimension of Organisational Capacity

Previous research conducted by [Prawitno & Alam \(2015\)](#) explains that organisational capacity development can improve the quality of public services. The existence of work procedure documents, service standards, and the capacity of facilities and infrastructure have helped to carry out the duties and functions of the employees effectively and efficiently. Similarly, [Yustiono \(2014\)](#) revealed that organisational capacity, which includes human resources, finance, infrastructure, and program management, has also influenced organisational performance. Compared to the previous studies, this study focuses on innovation in the public sector as one of the efforts made by government organisations to improve public services. Thus, organisational capacity is seen as one factor influencing public sector innovations' emergence. The absence of research examining whether or not there is an influence or impact on the emergence of innovations in the public sector makes this research novelty and urgent, especially in the public service innovation sector.

Public Sector Innovation

Innovation is the most powerful way to respond to turbulence ([Stewart-Weeks & Kastle, 2015](#)). Meanwhile, [Bloch & Bugge \(2013\)](#) defined innovation as a major shift in how an organisation is run provides products, and communicates with users. The public sector innovation should accommodate some conditions, namely, to improve the public good, contain the public value, and respond to the needs of citizens ([Stewart-Weeks & Kastle, 2015](#)). The initiators of innovation are not only from the top level but also the middle manager, even the front-line workers ([Borins, 2001](#)). Innovating in increasing work productivity demands ASN creativity to explore its potential. ASN had to be creative to innovate in every job and contribute actively to solving future problems ([Kartika, 2021b](#)). Furthermore, special attention is also given by the Ministry of Home Affairs to civil servants. They have a program for civil servants to drive innovation, also known as regional innovation facilitators. Technically, the facilitator will assist local innovation actors, including civil servants ([Kartika & Simorangkir, 2019](#)). Unlike previous studies that mostly studied the concept and operation of public sector innovation, this study used public sector innovation as the dependent variable, which examined whether independent variables influenced it.

C. METHOD

Hypotheses

The independent variables in this include the Transformational Leadership Variable (X1), Organizational Climate (X2), and Organizational Capacity (X3). At the same time, the dependent variable is the Emergence of Public Sector Innovations (Y).

The hypotheses in this study include:

- H1: Transformational Leadership (X1) significantly affects the Emergence of Public Sector Innovations (Y).
- H2: Organisational Climate (X2) significantly affects the Emergence of Public Sector Innovations (Y).
- H3: Organisational Capacity (X3) significantly affects the Emergence of Public Sector Innovations (Y).
- H4: Transformational Leadership (X1), Organizational Climate (X2), and Organizational Capacity (X3) simultaneously have a positive and significant effect on the Emergence of Public Sector Innovations (Y).

Through multiple linear regression analysis, hypothesis testing is carried out to determine whether or not there is an influence between the independent variables (X1, X2, X3) on the dependent variable (Y). {Formatting Citation} represents the general formula for a regression equation:

$$Y = \alpha + \beta_i X_i + \varepsilon$$

Then the model is applied in this study.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Explanation:

- Y = Emergence of Public Sector Innovations as a dependent variable.
- X1 = Transformational Leadership as an independent variable
- X2 = Organisational climate as an independent variable
- X3 = Organisational Capacity as an independent variable
- α = Constant
- β_1 = Variable X1 regression coefficient
- β_2 = Variable X2 regression coefficient
- β_3 = Variable X3 regression coefficient

Research Instrument

The final questionnaire in the current research consisted of 24 items, with the response varying from 1 – 5 Likert scale ranging from Strongly Disagree to Agree Strongly. The questionnaire consists of four parts, including three independent variables (Transformational leadership, organisational climate, and organisational capacity) and one dependent variable (emergence of public sector innovations). The arrangement of the 24 questions is randomised. There were five questions with an open-ended answers using a range from difficult (1) to easy (5). Since most respondents speak Indonesian, this questionnaire is in Bahasa Indonesia. Therefore, if the mean score is more than 3, it can be concluded that the item shows a positive result.

Table 1. The Scale Scores

Score				
5	4	3	2	1
Strongly Agree (SA)	Agree (A)	Neutral (N)	Disagree (DA)	Strongly Disagree (SDA)
Easy (E)	Pretty Easy (PE)	Neutral (N)	Pretty Difficult (PD)	Difficult (D)

Previously, a pilot study was carried out to assess the validity and reliability of the questionnaire. Tojo Una-Una Regency was chosen as the locus for the pilot study because it has similar characteristics to North Lombok Regency. In addition, both regencies have the same status as 3T regions stipulated in a presidential regulation ([Peraturan Presiden Republik Indonesia Nomor 63 Tahun 2020 Tentang Penetapan Daerah Tertinggal 2020-2024, 2020](#)). A total of 20 participants from the WhatsApp group of the innovation laboratory of Tojo Una-Una Regency took part in this research instrument assessment.

Previously this questionnaire had 26 question items. The validity of the questionnaire has been tested using the Pearson Product Moment correlation coefficient (r) at a .05 level of significance. Based on the results, Sig. Value for each item ($p < \alpha=.05$) indicated that the questionnaire is valid. After running the test, two questions (Q10 and Q18) were removed for the following reliability tests because they were invalid. Decision-making was based on looking at Sig. Values for Q10 and Q18 (.073 and .057 $> \alpha=.05$). For the details, please refer the table 2 below:

Table 2. Questionnaire Items and Validity

Constructs	Variable Definition	Items	Sig.	Criteria
Transformational Leadership (X1)	Transformational leaders value their relationship with followers with very high priority. Some of the characteristics include (a) idealised influence, which inspires followers to take their leader as a role model, (b) inspirational motivation, which motivates others to understand and pledge to the vision, (c) intellectual stimulation, which intellectually stimulates followers, engender creativity and accept challenges as part of their job, and (d) individualised consideration is concerned with the basic transformational leadership behaviours of regarding individuals as fundamental contributors to the workplace (Zakeer Ahmed et al., 2016).	Q1: My boss inspires me to innovate.	.001	Valid
		Q5: I see my boss as someone who cares and always promotes innovation.	.000	Valid
		Q6: I am led by leaders who teach new ways and creativity at work.	.000	Valid
		Q13: I feel led by a leader who can stimulate other employees to work collaboratively.	.000	Valid
		Q14: My boss respects the creative ideas of the employees.	.000	Valid
		Q20: I feel led by leaders with a functional design that can help complete the work.	.000	Valid
		Q21: My boss challenges me to invite other colleagues to innovate.	.000	Valid
Organisational Climate (X2)	An innovative organisational climate has several attributes that need to be adjusted and maintained, including reflection and encouraging innovation, new ways of thinking and acting, good	Q2: I work in an environment that quickly adapts to new work methods.	.001	Valid
		Q7: My work environment is very open to new things.	.000	Valid
		Q8: I feel happy in my current working environment.	.000	Valid

	relations between staff, sharing ideas and sharing results, and rewards for performance achievements (Osman & Kamis, 2019).	Q15: There is an award when we can accomplish a challenge in a job. Q22: Expressing ideas or opinions in our office is (open-ended). Q23: Making innovation in my current work environment is (open-ended).	.008 .000 .004	Valid Valid Valid
Organisational Capacity (X3)	Organisational capacity development can improve public service quality, including work procedure documents, service standards, facilities and infrastructure capacity, human resources, finance, and program management (Gazley & Christensen, 2014) & (Prawitno & Alam, 2015).	Q3: My current workplace has competence in risk control/ risk management. Q9: My office has transparent standard operating procedures/ workflows. Q10: Our office has a budget enough to innovate Q16: I work with co-workers/partners with the skills to support the work. Q17: Every task/job in our office is well-documented and stored Q24: Getting internet access in our office is (open-ended). Q25: Getting facilities and infrastructure in our working place is (open-ended).	.000 .003 .073 .001 .001 .001 .000	Valid Valid Invalid Valid Valid Valid Valid
Emergence on Public Sector Innovations (Y)	Proposed public sector innovation initiatives can emerge from the idea of civil servants. Some advantages of work innovation for civil servants include breakthroughs to get out of routine, increase capacity, escalate creativity, and improve competence to give better services (Kartika, 2021a).	Q4: I am currently capable of innovating. Q11: I participate in developing public sector innovation in my workplace. Q12: I already have some plans to innovate in the workplace. Q18: I am ready to work in new ways. Q19: I will continue to innovate. Q26: In the current situation, I think innovation is (open-ended).	.001 .000 .000 .057 .001 .000	Valid Valid Valid Invalid Valid Valid

Furthermore, the reliability score was confirmed as in Cronbach's alpha. The value of Cronbach's alpha 0.7 or higher indicates acceptable internal consistency (Taber, 2018). It was confirmed that all items were valid and reliable for respondents to complete the questionnaires. For the details, please refer the table 3.

Table 3. Reliability Test Result

Constructs	Cronbach's alpha	Number of items	Internal Consistency
Leadership support (X1)	.954	7	Excellent
Organisational Climate (X2)	.835	6	Good
Organisational Capacity (X3)	.837	6	Good
Emergence on Public Sector Innovations (Y)	.860	5	Good

Data Collection and Analysis

An online questionnaire created with a google form was used to collect data from the respondents. Respondents are selected ASN who are delegated by their agencies to be involved in the innovation laboratory in Lombok Utara Regency for almost one year. Therefore, they have sufficient knowledge and initiate public sector innovation in Lombok Utara Regency. The

link for filling out the questionnaire is distributed through a WhatsApp group of 72 state civil servants in North Lombok Regency, especially those involved in innovation laboratory activities. A total of 39 out of 72 respondents participated in the survey. In other words, the response rate was 54%. It was stated by Crimp and Wright (1995), as cited in Izogo & Ogba (2015), that a response rate above 30 per cent is acceptable when the research uses a survey questionnaire. Then, data were analysed using descriptive statistics and multiple linear regression to explore the effects of transformational leadership style, organisational climate, and organisational capacity toward the emergence of public sector innovations. Several assumption tests for multiple regression were the data normality test using Kolmogorov-Smirnov statistics, the heteroscedasticity test using the Glejser test, and the multicollinearity test using the Variance Inflation Factor (VIF). Google spreadsheet was used to recap data from respondents. IBM SPSS 26 statistics software was used to analyse the questionnaire data quantitatively.

D. RESULT AND DISCUSSION

Participants

Thirty-nine civil servants from North Lombok Regency took part in this study by submitting the questionnaire through a google form. Respondents were voluntary, and those who completed the questionnaire signed the agreement statement. There were 29 male participants and ten female participants. About 28.2% of participants had working experience of fewer than five years. 17.9% had 6-10 years of working experience, and 25.6% of participants had 11-15 years of working experience. Only 7.7% of participants had 16-20 years of working experience, 7.7% of participants had 21-25 years of working experience, and 12.8% had more than 25 years of working experience. The majority of participants' academic qualifications are Bachelor's degree (66.7%), 12.8% of the participants hold a Master's degree, with only 12.8% having a Diploma degree, and 7.7% holding a Senior High School Certificate (see Table 4).

Table 4. Demographic Information of Participants

Categories	Number	Percentage
<i>Gender</i>		
Male	29	74.4%
Female	10	25.6%
<i>Total</i>	39	100%
<i>Working Experience</i>		
< 5 years	11	28.2%
6 – 10 years	7	17.9%
11 – 15 years	10	25.6%
16 – 20 years	3	7.7%
21 – 25 years	3	7.7%
> 25 Years	5	12.8%
<i>Total</i>	39	100%
<i>Academic Qualification</i>		
Master	5	12.8%
Bachelor	26	66.7%
Diploma	5	12.8%
Senior High School	3	7.7%
<i>Total</i>	39	100%

Civil Servants' Perception of the Emergence of Public Sector Innovations

This study was designed as a quantitative descriptive and correlational analysis. Descriptive statistics analysis was used to get the means scores (M) and standard deviations (SD) to determine civil servants' viewpoints. Table 5 shows descriptive statistics for the 24 items of the questionnaire. The data show that the civil servants' responses strongly favour developing public sector innovation in North Lombok Regency Government. This result was indicated by the mean score of all the items, which was more than 3.00 (Neutral Score). Q14 (M= 4.36, SD = .707), Q7 (M= 4.46, SD= .643), Q24 (M= 4.54, SD= .790), and Q19 (M=4.49, SD = .683) were the highest element in each domain with Q24 being the highest one among all elements followed by Q19, Q7, and Q14.

Table 5. Civil servants' Perception of the Emergence of Public Sector Innovation

Constructs	Items	M	SD
Transformational Leadership (X1)	Q1	4.31	.655
	Q5	4.35	.811
	Q6	4.23	.667
	Q13	4.18	.683
	Q14	4.36	.707
	Q20	4.23	.742
	Q21	4.26	.715
Organisational Climate (X2)	Q2	4.36	.743
	Q7	4.46	.643
	Q8	4.38	.711
	Q15	3.77	.902
	Q22*	4.33	.772
	Q23*	4.23	.810
Organisational Capacity (X3)	Q3	4.15	.779
	Q9	4.21	.894
	Q16	4.26	.637
	Q17	4.31	.694
	Q24*	4.54	.790
	Q25*	4.23	.872
Emergence in Public Sector Innovations (Y)	Q4	4.23	.742
	Q11	3.90	.882
	Q12	4.21	.767
	Q19	4.49	.683
	Q26*	4.10	.821

*Item with Easy to Difficult choice/open-ended

Table 5 shows that the Transformational Leadership (X1) variable has the highest average score in Q14 (M=3.36). The question is closely related to providing support for creative ideas for employees. The second highest average is obtained from Q5 (M=4.35), which is also closely related to the figure of a leader who supports innovation as a form of embodiment of creative ideas. At the same time, the lowest score on this variable was obtained from Q13 (M=4.18), which is related to the leadership's ability to stimulate employees to work collaboratively. However, the average mean score of all questions was more than four (4), and most participants agree that their leaders have promoted Transformational leadership as their leadership style in supporting innovations.

The highest average score in the Organizational Climate variable (X2) was obtained from question item Q7 (M=4.46). This question is closely related to the organisational climate where the working environment of the participants in this study is very open to new things. However, it seems that the workplaces of the participants in this study have not fully agreed that awards

will be given to employees who can complete quite challenging work. It can be seen in question item Q15 (M=3.77), which has the lowest average score on this variable.

Furthermore, on the variable Organizational Capacity (X3), question item Q24 (M=4.54) has the highest average score, followed by question item Q17 (M=4.31). Question Q24 is closely related to the organisation's capacity to provide facilities and infrastructure to support work. At the same time, question item Q17 relates to the organisation's capacity to organise and manage documents. The lowest score on this variable was obtained from question item Q3 (M=4.15), related to the organisational capacity to anticipate or manage risk. However, the average score of all questions means that, on average, participants agree that their current organisation can support their work.

Then on the Emergence in Public Sector Innovations (Y) variable, the highest average score was obtained from question item Q19 (M=4.49), related to the willingness to innovate. What is interesting here is that question item Q11 (M=3.90) has the lowest average score. It was related to respondents' participation in public sector innovation activities in their workplace. In other words, respondents mostly agree to innovate in practice or might not be fully involved in the activity.

Factors Affected the Emergence of Public Sector Innovations

For the second research question, assumption tests and multiple linear regression were performed to identify the factors that affected the emergence of public sector innovations. A normality test was carried out as a primary assumption. In multiple regression, the assumption requiring a normal distribution applies only to the residuals defined as the differences between the observed response variable values and the values predicted by the estimated regression model (Williams et al., 2013). A good regression model is to have a residual value that is normally distributed. Based on Table 6 below, we were able to see that Asymp. Sig. (2-tailed) value for Kolmogorov-Smirnov tests for unstandardised residual is $.200 > \alpha (.05)$. This enables us to claim that the data is normally distributed and meets the first assumption before running multiple regression.

Table 6. Kolmogorov-Smirnov Normality Test

		Unstandardised Residual
N		39
Normal Parameters	Mean	.0000000
	Std. Deviation	2.05883531
Test Statistic		.095
Asymp. Sig. (2-tailed)		.200

The second assumption is heteroscedasticity which refers to the variability of variances. Heteroscedasticity can be done by observing specific patterns on scatterplot charts (Novalina et al., 2020). Another method for testing heteroscedasticity is the Glejser test. The Glejser test regresses all independent variables toward absolute residuals (Sutomo et al., 2020). Based on Table 7 below, it can be seen the result of the Glejser test. The significance value (Sig.) between all independent variables (.216, .963, .792) and the absolute residual is greater than .05. Thus, it can be concluded that there is no heteroscedasticity and met the second assumption of the multiple regression test.

Table 7. Result of the Glejser Test

	t	Sig.
Transformational Leadership (X1)	-1.261	.216
Organisational Climate (X2)	.047	.963
Organisational Capacity (X3)	.265	.792

Dependent variable: absolute residual

The next assumption test is multicollinearity, analyses due to variables' high inter-correlations that were conducted by referring to the VIF value in the SPSS model (Berber et al., 2019). They confirmed no indication of multicollinearity if the value of Tolerance > 0.100 and VIF < 10.00. We are able to see from Table 8 that the tolerance value of X1 is .455 > .100, and VIF is 2.198 < 10.00. Next, the tolerance value of X2 is .386 > .100, and VIF is 2.592 < 10.00. In addition, the tolerance value X3 is .423 > .100, and VIF is 2.365 < 10.00. It enables us to say that there is no indication of multicollinearity. We conclude from the result of classical assumptions tests that all the tests have met the assumptions to perform multiple linear regression.

Table 8. Coefficient Summary for Regression Analysis

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.188	3.024		.724	.474		
	X1	.179	.122	.247	1.464	.152	.455	2.198
	X2	.431	.168	.469	2.566	.015	.386	2.592
	X3	.092	.170	.095	.543	.591	.423	2.365

a. Dependent Variable: Emergence on Public Sector Innovations (Y)

b. Transformational Leadership (X1), Organizational Climate (X2), Organizational Capacity (X3)

Table 8 above shows the result of the t-test for individual significance in regression or partial t-test. It indicated that leadership's support (X1) doesn't affect the Emergence of Public Sector Innovations (Y). It could be seen that Sig. (.152) > α=.05. On the other hand, the result for Organizational Climate (X2) presented that it affected the Emergence of Public Sector Innovations (Y) with Sig. (.015) < α=.05. Meanwhile, the result of the partial t-test shows that Organizational Capacity (X3) doesn't affect the Emergence of Public Sector Innovations (Y) with Sig. (.591) > α=.05. To interpret the independent variable parameter coefficients can also use unstandardised coefficients through the following equation.

$$Y = 2.188 + 0.247 X1 + 0.469 X2 + 0.095 X3$$

The equation above shows that the coefficient of the constant is positive (2.188). This states that assuming the variables X1, X2, and X3 are fixed, the Y variable has increased.

Table 9. The ANOVA of the Linear Regression Analysis

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.695	3	65.232	14.174	.000 ^b
	Residual	161.075	35	4.602		
	Total	356.769	38			

a. Dependent Variable: Y

b. Predictors: (Constant), X1, X2, and X3

Based on table 9, we can perceive that $\text{Sig. } (.000b) < \alpha=.05$. Thus, it can be claimed that Transformational Leadership (X1), Organizational Climate (X2), and Organizational Capacity (X3) simultaneously affected the Emergence of Public Sector Innovations (Y). Based on table 10, it is known that the R square value is .549. The code was measured in percentage. Thus, this indicated that all factors (X1, X2, and X3) have a 54.9% influence on the Emergence of Public Sector Innovations. In other words, Transformational Leadership (X1), Organizational Climate (X2), and Organizational Capacity (X3) were affected simultaneously by the Emergence of Public Sector Innovations (Y) is equal to 54.9%. Table 11 portrays the detailed contribution of each factor. It is shown that Organisational climate contributed the most (33,4%) compared to Transformational Leadership (15.8%) and Organizational Capacity (5.7%).

Table 10. Model Summary of Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate	Durbin-Watson
1	.741 ^a	.549	.510	2.145	2.064

a. Predictors: (Constant), X3, X1, X2 b. Dependent Variable: Y

Table 11. Factors that Contribute Most

Variables	Regression Coefficients (Beta)	Correlation Coefficients	Effective Contribution	Relative Contribution	Simultaneous Contribution (%) / R SQUARE
Transformational Leadership (X1)	0.247	0.639	15.8%	28.8%	54.9%
Organisational Climate (X2)	0.469	0.711	33.4%	60.8%	
Organisational Capacity (X3)	0.095	0.601	5.7%	10.4%	

Discussion

The findings show that civil servants are positive toward public sector innovations. Regarding Transformational Leadership, most civil servants agree that leaders play an important role in encouraging innovation. They saw a leader as a person able to stimulate other employees to work collaboratively and promote innovation. In line with what was said by (Dodge et al., 2017), characteristics that support workgroups are a fundamental dimension of a leader. Leaders who can communicate well on publicising, helping each other, supporting employee improvement, and mutual trust can influence employee innovation. While these leaders keep working in groups, they also understand that employees have personal values. A leader who gives individual space value to his employees increases productivity and even employee creativity (George et al., 2021). When the value of an employee is in line with the organisation's value, it becomes an excellent capital to maintain employee commitment to the organisation (T & Gupta, 2018).

The Indonesian government acknowledged this prominent role of leadership to encourage innovation and bureaucratic capacity. The government motivate leaders of government institutions to create innovation to generate excellent public services (Shofihara, 2022). National Institute of Public Administration of Indonesia (NIPA), through its national leadership training, encourages those leaders to be transformative leaders in their institutions and cultivate innovative ideas in the transformative project (Hayati, 2021).

The second domain shows that civil servants are concerned with organisational climate, especially regarding rewards, with the lowest average score (3.77). It means that civil servants have not fully agreed that there will be some reward when employees can complete a job. Furthermore, another researcher revealed that to improve employees' innovative behaviour,

and leaders must provide special treatment to employees (Shin et al., 2017). Rewards are one of the effective instruments to increase employee innovativeness. Many rewards, such as awards, bonuses, salary increases, and promotions, can be given. However, rewards also have negative consequences that can change employees' intrinsic motivation, who initially enjoy work without any external intervention, becoming reward-oriented (Callagher & Smith, 2019). Therefore, the reward instrument must be used based on the employees' condition because this current study revealed that organisational climate had significantly affected the emergence of public sector innovations.

Several local governments in Indonesia have implemented efforts to create a better organisational climate to boost innovation in recent years. One of the good examples is *Kompetisi ASN Berprestasi* (Civil Servant Achievement Competition) in the government of Yogyakarta city. This program aims to appreciate civil servants who have created innovation in Yogyakarta city public services. This appreciation will increase civil servants' motivation and spirit to innovate and actively participate in Yogyakarta's public service development (Leon, 2022).

Regarding organisation capacity, one of the questionnaire questions gets the highest score regarding internet access at work. Good organisational management and advanced technology support the preparation of employees to innovate. It forms a reasonable basis for the continued development of innovation. Specifically, organisational resource management that supports the realisation of employees' creative ideas can also increase innovative employee behaviour (Yu et al., 2013). In addition, technological advancement is one of the organisational capacities that need to be prepared so that the organisation is ready to change or make changes (Heckmann et al., 2016).

It is possible to motivate and innovate employees by engaging them in decision-making, rewarding them for team performance, and allowing them to work semi-autonomously in teams (Batt, 2002) as cited in Engelsberger et al. (2022). Moreover, strategic human resource management (SHRM) also promotes innovation. SHRM can enable employees to share and source knowledge through supportive human resource practices. On the other hand, organisational learning is considered a driver of innovation capability. Organisational learning devices such as innovation training can enhance employees' innovation capability (Rampa & Agogué, 2021).

Recently, the Ministry of State Apparatus Utilization And Bureaucratic Reform of Indonesia promoted a collaborative and agile working system to enhance the human resource management of civil servants. This system is created by accelerating civil servants' transformation through six steps: accelerating civil servants' capacity development, strengthening the achievement and performance system, developing skills and careers, accelerating digital transformation, and job planning. Those steps are prerequisites to creating a collaborative, experimental, and open-minded climate of innovation (BPMI, 2022).

Finally, in terms of the emergence of public sector innovations, the civil servants perceived that they had agreed to innovate. However, other things also need to be considered to accelerate innovation development. Unrivalled challenges face organisations worldwide, including ageing populations, unemployment, and climate change. Moreover, these organisations should compete by reducing budgets and escalating demands of more flexible working arrangements from their employees. Regarding these challenges, innovation of public organisations is inevitable, specifically to develop and adopt new enactments that withdraw their relation with the past (De Vries et al., 2015). Public sector innovation's objectives and spirit differ from private sector innovation. The private sector innovation aims to achieve a competitive advantage dan profit (Velsberg et al., 2020).

The crucial role of public sector innovation in addressing previously mentioned challenges can be supported by sustainable innovation development. The Ministry of State Apparatus Utilization And Bureaucratic Reform of Indonesia has set three steps to achieve this target through creating, developing, and institutionalising innovation. Innovation creation aims to encompass knowledge and implement the idea of innovation. Innovation development will spread, replicate, and increase the quality of innovation. Furthermore, institutionalisation will enhance sustainable innovation. Through those three steps, innovation will grow within the shift of strategic environment, technological advancement, and critical society demands. Sustainable innovation will also accelerate bureaucratic reforms (KemenPANRB, 2022).

E. CONCLUSION

The current study only included Indonesian civil servants who are members of the innovation laboratory WhatsApp group, as an effort to accelerate innovation in local government institutions, especially in those frontiers, outermost and least developed regions often referred to as 3T regions. Hence the findings may not be generalised to other government institutions' settings. Several highlights should be underlined.

First, most civil servants have a constructive insight into the emergence of public sector innovations. In the aspect of Transformational leadership, they agreed that leaders play an essential role in encouraging innovations in the public sector. Regarding organisational climate, they have not fully decided that there will be some reward when employees can complete a job. However, the organisational climate has encouraged civil servants to innovate in their institutions. During the practices, they also perceived organisation capacity are adequate.

Secondly, organisational climate is considered the main factor in the emergence of public sector innovations in 3T region settings. However, it does not mean transformational leadership and organisational climate have no roles. All these factors significantly support the emergence of public sector innovations. Consecutively Organisational Climate Contributed the most, followed by Transformational Leadership and Organizational Capacity toward the emergence of public sector innovations.

The present study offers some implications for local government leaders that allow them to confidently determine that the award can be a driving factor for the emergence of public sector innovation in this condition. In addition, the attitude of leaders who care about innovation development must be maintained or even improved to continue innovation activities. Regarding organisational capacity that is already respectable, it can be sustained and becomes an essential basis for innovation. Moreover, the results of this study provide implications in the academic setting, especially in the organisational climate, which confirms previous research that organisational climate is not only a factor that supports employee creativity but also influences the emergence of public sector innovations.

Finally, some limitations to the present study and recommendations for further studies should be declared. The data analysis was limited since an online questionnaire was only administered it. We cannot force all participants to fill out the questionnaire because this survey is voluntary. In practice, we have persuaded participants to want to fill out the questionnaire with the rewards so that the response rate for the questionnaire is 54%. The recommendations for further studies employing more data, including in-depth interviews, would reveal more evident factors on how civil servants perceive the emergence of public sector innovations. Furthermore, what kind of rewards civil servants desire can be explored through focus group discussions. Finally, this study was conducted in a homogenous setting; thus, replication in different circumstances may provide different outcomes.

REFERENCES

- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The Influence of Transformational Leadership and Work Motivation on Teachers' Performance. *International Journal of Scientific & Technology Research*, 7(7), 19–29.
- Berber, N., Slavić, A., Miletić, S., Simonović, Z., & Aleksić, M. (2019). A Survey on Relationship Between Leadership Styles and Leadership Outcomes in the Banking Sector in Serbia. In *Acta Polytechnica Hungarica*, 16(7), 167–184. <https://doi.org/10.12700/APH.16.7.2019.7.10>.
- Bloch, C., & Bugge, M. M. (2013). Public Sector Innovation—From Theory to Measurement. *Structural Change and Economic Dynamics*, 27, 133–145. <https://doi.org/https://doi.org/10.1016/j.strueco.2013.06.008>.
- Borins, S. (2001). Encouraging Innovation in the Public Sector. *Journal of Intellectual Capital*, 2(3), 310–319. <https://doi.org/10.1108/14691930110400128>.
- BPMI. (2022). *Reform Knowledge Sharing Wujudkan Manajemen Kinerja ASN yang Lincah*. Retrieved from <https://www.wapresri.go.id/reform-knowledge-sharing-wujudkan-manajemen-kinerja-asn-yang-lincah/>.
- Callagher, L., & Smith, P. (2019). Innovation Awards: Reward, Recognition, and Ritual. *International Journal of Innovation Management*, 21(5), 1–19. https://doi.org/10.1142/9781786346490_0015.
- CP, Y. H., & Susanto, T. D. (2019). E-Leadership: The Effect of E-Government Success in Indonesia. *IOP Conf. Series: Journal of Physics: Conference Series*. Retrieved from <https://iopscience.iop.org/article/10.1088/1742-6596/1201/1/012025/meta>.
- De Vries, H., Bekkers, V., & Tummers, L. (2015). Innovation in the Public Sector: A Systematic Review and Future Research Agenda. *Public Administration*, 94(1), 146–166. <https://doi.org/10.1111/padm.12209>.
- Dodge, R., Dwyer, J., Witzeman, S., Neylon, S., & Taylor, S. (2017). The Role of Leadership in Innovation: A Quantitative Analysis of a Large Data Set Examines the Relationship Between Organisational Culture, Leadership Behaviors, and Innovativeness. *Research Technology Management*, 60(3), 22–29. <https://doi.org/10.1080/08956308.2017.1301000>.
- Engelsberger, A., Halvorsen, B., Cavanagh, J., & Bartram, T. (2022). Human Resources Management and Open Innovation: the Role of Open Innovation Mindset. *Asia Pacific Journal of Human Resources*, 60(4), 194–215. <https://doi.org/10.1111/1744-7941.12281>.
- Gazley, B., & Christensen, R. K. (2014). Salvaging Capacity's Usefulness : Analysis of Meaning and Measurement Salvaging Capacity's Usefulness : Analysis of Meaning and Measurement. *Ninth Public Management Research Association Conference, October 25-27*.
- George, T., Atwater, L., Maneethai, D., & Madera, J. (2021). Supporting the Productivity and Well-being of Remote Workers. *Organizational Dynamics*, 51(2), 1–9. <https://doi.org/10.1016/j.orgdyn.2021.100869>.
- Giniuniene, J., & Jurksiene, L. (2015). Dynamic Capabilities, Innovation and Organisational Learning: Interrelations and Impact on Firm Performance. *Procedia - Social and Behavioral Sciences*, 213(09), 985–991. <https://doi.org/10.1016/j.sbspro.2015.11.515>.
- Hayati, D. N. (2021). *Kepala LAN Berharap Peserta PKN I Menjadi Pemimpin Perubahan yang Inovatif*. Retrieved from <https://nasional.kompas.com/read/2021/11/02/21110561/kepala-lan-berharap-peserta-pkn-i-menjadi-pemimpin-perubahan-yang-inovatif>.
- Heckmann, N., Steger, T., & Dowling, M. (2016). Organisational Capacity for Change, Change Experience and Change Project Performance. *Journal of Business Research*, 69(2), 777–784. <https://doi.org/https://doi.org/10.1016/j.jbusres.2015.07.012>.
- Izogo, E. E., & Ogba, I. E. (2015). Service Quality, Customer Satisfaction and Loyalty in

- Automobile Repair Services Sector. *International Journal of Quality and Reliability Management*, 32(3), 250–269. <https://doi.org/10.1108/IJQRM-05-2013-0075>.
- Kartika, R. S. (2021a). ASN Berinovasi dalam Menghadapi Refocusing Anggaran di Masa Pandemi Covid 19. *Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja Dan Administrasi Pelayanan Publik*, 24(2), 85. <https://doi.org/10.31845/jwk.v24i2.704>.
- Kartika, R. S. (2021b). Kinerja ASN dalam Menghadapi Refocusing Anggaran di Masa Pandemi Covid-19. *Jurnal Administrasi Dan Kebijakan Publik*, 6(1), 20–41. <https://doi.org/10.25077/jakp.6.1.20-41.2021>.
- Kartika, R. S., & Simorangkir, G. (2019). Efektivitas Bimtek Fasilitator dalam Pelaksanaan Inovasi Daerah. *Matra Pembaruan*, 3(2), 119–131. <https://doi.org/10.21787/mp.3.2.2019.119-131>.
- Keith, T. Z. (2019). *Multiple Regression and Beyond: An Introduction to Multiple Regression and Structural Equation Modelling*. New York: Routledge.
- KemenPANRB. (2022). *Pentingnya Reformasi Birokrasi Pelayanan Publik dalam Menumbuhkan Inovasi Berkelanjutan*. Retrieved from <https://www.menpan.go.id/site/berita-terkini/pentingnya-reformasi-birokrasi-pelayanan-publik-dalam-menumbuhkan-inovasi-berkelanjutan>.
- Keputusan Menteri Dalam Negeri Nomor 100-4672 Tahun 2020 Tentang Indeks Inovasi Daerah Provinsi, Kabupaten, dan Kota Tahun 2020, 1 (2020).
- Peraturan Presiden Republik Indonesia Nomor 63 Tahun 2020 Tentang Penetapan Daerah Tertinggal 2020-2024, Pub. L. No. Nomor 63 Tahun 2020, 1 (2020). Retrieved from <https://peraturan.bpk.go.id/Home/Details/136563/perpres-no-63-tahun-2020>.
- Khan, N. A., & Khan, A. N. (2019). What Followers are Saying About Transformational Leaders Fostering Employee Innovation Via Organisational Learning, Knowledge Sharing and Social Media use in Public Organisations?. *Government Information Quarterly*, 36(4), 1-11. <https://doi.org/10.1016/j.giq.2019.07.003>.
- Leon, Y. (2022). *Tingkatkan Inovasi, Pemkot Jogja Buka Ajang ASN Berpestasi*. Retrieved from <https://jogjapolitan.harianjogja.com/read/2022/09/16/510/1112076/tingkatkan-inovasi-pemkot-jogja-buka-ajang-asn-berpestasi>.
- Madhukar, V., & Sharma, S. (2017). Organisational Climate: A Conceptual Perspective. *International Journal of Management, IT and Engineering*, 7(8), 276–293.
- Mokhber, M., Khairuzzaman, W., & Vakilbashi, A. (2018). Leadership and Innovation: The Moderator Role of Organisation Support for Innovative Behaviors. *Journal of Management and Organization*, 24(1), 108–128. <https://doi.org/10.1017/jmo.2017.26>.
- Montes, F. J. L., Ruiz Moreno, A., & García Morales, V. (2005). Influence of Support Leadership and Teamwork Cohesion on Organisational Learning, Innovation and Performance: An Empirical Examination. *Technovation*, 25(10), 1159–1172. <https://doi.org/10.1016/j.technovation.2004.05.002>.
- Moussa, M., McMurray, A., & Muenjohn, N. (2018). A Conceptual Framework of the Factors Influencing Innovation in Public Sector Organizations. *The Journal of Developing Areas*, 52(3), 231–240. <https://doi.org/10.1353/jda.2018.0048>.
- Moynihan, D. P., Pandey, S. K., & Wright, B. E. (2013). Transformational Leadership in the Public Sector: Empirical Evidence of its Effects. In *Public administration reformation* (pp. 101–118). New York: Routledge.
- Muenjohn, N., & McMurray, A. (2016). The Impact of Leadership on Workplace Innovation in Thai and Vietnamese SMES. *The Journal of Developing Areas*, 50(5), 479–486. <https://doi.org/10.1353/jda.2016.0045>.
- Novalina, S. D., Simanjuntak, R. P., & Nasution, D. (2020). Enhancement of Employee Performance through Quality of Technical Academy and Safety of Medan Aviation. *Jurnal Elektro dan Telekomunikasi*, 6(1), 28 – 34.

- Osman, N. W., & Kamis, A. (2019). Innovation Leadership for Sustainable Organisational Climate in Institution of Technical and Vocational Education and Training (TVET) in Malaysia. *Asian Journal of Assessment in Teaching and Learning*, 9(1), 57–64. <https://doi.org/10.37134/ajatel.vol9.no1.6.2019>.
- Prawitno, A., & Alam, A. S. (2015). Pengembangan Kapasitas Organisasi dalam Peningkatan Kualitas Pelayanan Publik Dinas Kehutanan dan Perkebunan Kabupaten Bone. *Government: Jurnal Ilmu Pemerintahan*, 8(2), 93–104.
- Rampa, R., & Agogué, M. (2021). Developing Radical Innovation Capabilities: Exploring the Effects of Training Employees for Creativity and Innovation. *Creativity and Innovation Management*, 30(1) 211–227. <https://doi.org/10.1111/caim.12423>.
- Rozikin, M., Hesty, W., & Sulikah, S. (2020). Kolaborasi dan E-Literacy: Kunci Keberhasilan Inovasi E-Government Pemerintah Daerah. *Jurnal Borneo Administrator*, 16(1), 61–80. <https://doi.org/https://doi.org/10.24258/jba.v16i1.603>.
- Ruvio, A. A., Shoham, A., Vigoda-Gadot, E., & Schwabsky, N. (2014). Organisational Innovativeness: Construct Development and Cross-Cultural Validation. *Journal of Product Innovation Management*, 31(5), 1004–1022. <https://doi.org/10.1111/jpim.12141>.
- Shin, S. J., Yuan, F., & Zhou, J. (2017). When Perceived Innovation Job Requirement Increases Employee Innovative Behavior: A Sensemaking Perspective. *Journal of Organizational Behavior*, 38(1), 68–86. <https://doi.org/https://doi.org/10.1002/job.2111>.
- Shofihara, I. J. (2022). *Dorong Inovasi dan Pengembangan Kapasitas Birokrasi, LAN Tanda Tangani MoU dengan 8 Instansi*. Retrieved from <https://nasional.kompas.com/read/2022/03/03/08431071/dorong-inovasi-dan-pengembangan-kapasitas-birokrasi-lan-tanda-tangani-mou>.
- Stewart-Weeks, M., & Kastle, T. (2015). Innovation in the Public Sector. *Australian Journal of Public Administration*, 74(1), 63–72.
- Sutomo, S., Wahyudi, S., Pangestuti, I. R. D., & Muharam, H. (2020). The Determinants of Capital Structure in Coal Mining Industry on the Indonesia Stock Exchange. *Investment Management and Financial Innovations*, 17(1), 165–174. [https://doi.org/10.21511/imfi.17\(1\).2020.15](https://doi.org/10.21511/imfi.17(1).2020.15).
- Syahrian. (2019). Peran Kepemimpinan, Komitmen Organisasi dan Kompetensi terhadap Budaya Organisasi Aparatur Sipil Negara Serta Implikasinya pada Kinerja Pelayanan Publik Dinas Perdagangan dan Perindustrian Kabupaten/Kota Di Provinsi Jawa Barat. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 3(2), 150–169. <https://doi.org/10.31955/mea.vol3.iss2.pp150-171>.
- T, B., & Gupta, K. (2018). Job Stress and Productivity: A Conceptual Framework. *International Journal of Emerging Research in Management and Technology*, 6(8), 393–399. <https://doi.org/10.23956/ijermt.v6i8.171>.
- Taber, K. S. (2018). The Use of Cronbach's Alpha when Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, 48(6), 1273–1296. Retrieved from <https://link.springer.com/article/10.1007/s11165-016-9602-2>.
- Velsberg, O., Westergren, U. H., & Jonsson, K. (2020). Exploring Smartness in Public Sector Innovation-Creating Smart Public Services with the Internet of Things. *European Journal of Information Systems*, 29(4), 350–368. <https://doi.org/10.1080/0960085X.2020.1761272>.
- Vroom, V. H., & Jaago, A. G. (2007). The Role of the Situation in Leadership. *American Psychologist*, 62(1), 17–24. <https://doi.org/10.1037/0003-066X.62.1.17>.
- Weintraub, P., & McKee, M. (2019). Leadership for Innovation in Healthcare: An Exploration. *International Journal of Health Policy and Management*, 8(3), 138–144. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6462199/>.
- Widiyahseno, B. (2015). Inovasi Bupati di Ruang Demokrasi: Upaya Membangun Kesadaran

- Inovasi Birokrasi. *Jurnal Ilmu Sosial Dan Ilmu Politik*, 18(3), 177–195.
- Williams, M., Gomez Grajales, C. A., & Kurkiewicz, D. (2013). Assumptions of Multiple Regression: Correcting Two Misconceptions - Practical Assessment, Research & Evaluation. *Evaluación Práctica, Investigación y Evaluación*, 18(11), 1–16. <https://scholarworks.umass.edu/pare/vol18/iss1/11>.
- Yu, C., Yu-Fang, T., & Yu-Cheh, C. (2013). Knowledge Sharing, Organisational Climate, and Innovative Behavior: A Cross-Level Analysis of Effects. *Social Behavior and Personality: An International Journal*, 41. <https://doi.org/10.2224/sbp.2013.41.1.143>.
- Yustiono, E. (2014). Pengaruh Kapasitas Organisasi Terhadap Kinerja Organisasi di STIA LAN Bandung. *Jurnal Ilmu Administrasi Negara*, 11(2), 183–206.
- Zakeer Ahmed, K., Allah, N., & Irfanullah, K. (2016). Leadership Theories and Styles: A Literature Review. *Journal of Resources Development and Management*, 16(January), 1–7.