



## The Relationship between Leader Member Exchange (LMX) and Psychological Capital with Innovative Work Behavior in State Civil Apparatus (ASN)

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### ABSTRACT

This research aims to determine the relationship between leader member exchange and psychological capital with innovative work behavior in state civil servants. The type of research used is quantitative. This research uses multiple regression analysis techniques. Data collection was carried out using a self-report scale which can be accessed online via Google Forms. The respondents of this research were employees of the State Civil Apparatus (ASN) from Ministry. The results of this research show that there is no positive relationship between leader member exchange and innovative work behavior in ASN ( $0.274 > 0.05$ ). The correlation between psychological capital and innovative work behavior shows that there is a significant relationship between psychological capital and innovative work behavior ( $0.000 < 0.05$ ), meaning that if psychological capital increases, this will be followed by an increase in innovative work behavior. leader member exchange and psychological capital have a relationship with innovative work behavior in ASN ( $F = 218.878$  and  $0.000 < 0.05$ ). This means that the higher the increase in leader member exchange and psychological capital, the greater the increase in innovative work behavior in ASN.

**Keywords:** Balanced Nutrition, WUS, Make a Match, Knowledge, Attitude.

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### INTRODUCTION

The COVID-19 pandemic in 2020 gave rise to a term "new normal" which shows how the pandemic changed the order of human life, including various professional identities, the economy, work organizations, families and even children's education; and in turn, demands a radical revision of the ways, practices, and skills of life management that trigger long-term effects for individuals, groups, organizations on the usual routines to quickly adapt to new things (Horoub & Zargar, 2022).

Based on the WIPO report on Indonesia's Global Innovation Index 2022, Indonesia ranks 75th out of 132 world countries with a score of 27.9 points. The 2022 edition of GII found the latest global innovation trends due to the COVID-19 pandemic, namely declining productivity growth, and other problems that continue to arise. Employees must behave innovatively after this pandemic to stay productive and perform well. This is due to the fact that the virus that causes COVID-19 affects the way people work (Alshammari et al., 2020; Hossain, 2021).

Human Resources in government organizations are called State Civil Apparatus (ASN). According to the Bureaucratic Reform roadmap, ASN is one of the bureaucratic assets that is expected to realize the ideals of world-class government (world-class government) in 2024. ASN must be able to prepare themselves to face an increasingly complex future world, including digitalization, globalization, information technology, competition between countries, information overload, strong cooperation, and the problem we are facing today, the Covid-19 pandemic.

The decline of bureaucracy in Indonesia focuses on human resources, showing that human resource management is very important to improve bureaucracy or improve the performance of public services. The inability of civil servants to fulfill people's desires for good public services is caused by the implementation of a poor bureaucratic system. Some problems that often arise in bureaucracy include organizational problems, service quality, and human resources (Andhika, 2017). Innovation is one way that can be used to overcome this bureaucratic problem (Andhika, 2017).

Innovative Work Behavior is a collection of behaviors necessary to develop, launch, and implement ideas with the goal of improving organizational and individual performance. In a practical sense, innovative work behavior includes all behaviors that involve creative thinking processes (intrapersonal) and convincing others (interpersonal) in any execution of ideas on the work that employees must have in companies that grow amid dynamic change .

Factors that influence the emergence of Innovative work behavior, are internal factors such as proactive behavior, psychological strength, psychological capital, and psychological security (Al Daboub et al., 2024; Joyram et al., 2024). External factors such as organizational culture, leadership, workplace influences, job characteristics, and Education level (Rong et al., 2024). In this study there are two factors used, namely psychological capital and Leader member exchange (LMX).

Leadership is one of the external factors that can encourage innovative work behavior (Liu, X.; Huang et al., 2023). Leadership is considered an important component in the process of Innovative work behavior of employees in the workplace. Leaders play an important role in influencing employee creativity and innovation. One leadership theory that is considered to encourage the emergence of innovative work behavior in employees is leader member exchange (Alsughayir, 2017). Leader Member Exchange or LMX is a multidimensional interpersonal

relationship between leaders and subordinates that is good; this will increase trust, positive work attitude, and work loyalty (Liden & Maslyn, 1998; Onumaegbu, 2023).

The question of how leaders can facilitate team innovation processes and outcomes has arisen in both theory and practice in today's competitive and fast-changing environment. The role of the leader is necessary for organizing team members in overcoming vague problems and coming up with innovative solutions. Without the support of the leader or a good relationship between the leader and employees, the creative performance and innovation of employees will not reach their full potential, so the relationship only occurs according to the work agreement, there is no effort from the leader to improve the ability of employees, and employees complete their work only limited to fulfilling the leader's orders without having to internalize it as their own goals. As a result, fewer resources are received and negatively impact innovative behavior in the workplace.

The results of several studies show that innovative and creative work behavior of employees is strongly influenced by Leader member exchange (LMX) and is an important antecedent of Innovative work behavior. In addition to leadership that influences everyone's innovative work behavior, internal factors derived from individuals themselves have the greatest influence on innovative work behavior, namely psychological capital.

Psychological capital is part of the positive psychology possessed by everyone who is able to optimize their individual potential in the form of resilience, hope, self-efficacy, and optimism in themselves (Boatner, 2021). Individuals who have psychological capital can increase motivation and tolerance for change, so that employees are able to have innovative work behavior (Salman et al., 2020). Based on the various explanations above, if individuals have low psychological capital, then innovation in the organization will not be consistent or only as a demand because individuals have no continuous motivation from within themselves and are not sensitive to change, so the quality of work is not optimal, due to internal factors that exist in each employee such as psychological capital is one of the factors that can affect quality and quantity work done by employees.

According to Ratnawati (2023), research on Innovative work behavior in Indonesia is still very limited, especially for the scope of civil servants. Karimi (2023) also stated that there is an opportunity for research on psychological capital from other antecedents that affect Innovative work behavior in addition to leadership styles, such as Leader member exchange.

Innovative work behavior covers ideas to their implementation, therefore employees need support from superiors to implement these ideas (Gatell & Avella, 2024; Hartmann & Hartmann, 2023; Lopes et al., 2024). This is called loyalty in LMX expressed by Wang (2015). Employees and leaders with high loyalty will support each other, so that the resources obtained by both parties demonstrate better relationship quality and leaders encourage employees in positive change,

new ideas (creativity), and innovative behaviors to the workplace. The loyalty aspect has a correlation with Innovative work behavior with a value of  $r = 0.310$ .

LMX contribution is an employee's willingness to be involved in completing tasks beyond those stated in the official contract. Employees who have a high contribution have positive feelings and a desire to return kindness for the efforts appreciated by superiors through the organization. This is related to aspects of Innovative work behavior, namely idea exploration, idea generation, idea championing, and idea implementation (Černe et al., 2022; Dahiya & Raghuvanshi, 2022). Employees who have LMX contributions generate motivation to be more innovative in making ideas and responding to higher job demands for the organization. Therefore, the contribution aspect is very influential on innovative ways of working in the workplace. This aspect has a correlation with Innovative work behavior with a value of  $r = 0.452$  (Widiastuti & Kusmaryani, 2020).

The professional aspect of respect is the subordinate's perception of how his boss is viewed both inside and outside the organization and how much subordinates know about their superiors' achievements in their line of work. Employees who have high professional respect tend to be more motivated to improve work performance by seeing firsthand how their superiors work. This is related to aspects of Innovation work behavior, namely idea generation. Employees who have professional respect will do what their superiors do, so they are able to create and develop ideas in their work. Innovation work behavior is strongly influenced by this aspect with a correlation  $r = 0.505$ .

Affect LMX is a feeling and concern that exists between superiors and employees that is based on a sense of attraction between individuals, not just on their professional or work values. Employees who have high influence will create a perception of closeness with superiors, so that there is a sense of trust and closeness with superiors needed to propose and promote creative ideas, which will result in innovations that are more successful and beneficial to the entire organization. This is related to the idea of championing and idea implementation. Employees who have influence will get support to realize ideas by promoting ideas to colleagues and superiors, so that ideas can be applied in the work process carried out.

From some of these explanations, the hypothesis proposed by the researcher is:

Hypothesis 1: Leader member exchange has a positive correlation with innovative work behavior. Psychological capital does not just bring innovative work behavior to employees, but is relevant to the implementation of ideas. Each aspect of psychological capital contributes differently to different types of activities that result in innovative work behavior.

The self-efficacy aspect is the belief to take every opportunity in order to achieve success in a challenging task. Employees who have high self-efficacy will believe in their abilities, so as to be able to mobilize the motivation and cognitive resources needed to achieve these goals. This is related to idea exploration and idea generation. Employees with high self-efficacy tend to explore opportunities and generate new ideas. Therefore, self-efficacy increases innovative work

behavior, which means that individuals who have self-efficacy have the ability to develop innovative work behavior. This aspect has a stronger correlation with Innovative work behavior with a value of  $r = 0.444$ .

Optimism is a person's ability to instill positive traits in himself to complete challenging work. Optimistic employees will be able to motivate themselves to work better. This relates to innovative work behavior, where employees who want to achieve goals will try new things in the form of new work methods, problem-solving methods, and other things related to individual and organizational development. Individuals who have a high optimistic attitude tend to exhibit innovative work behaviors while doing their jobs and are less likely to give up easily in difficult situations. Who found that optimism will encourage employees to do new things at work. This aspect has a correlation with Innovative work behavior with a value of  $r = 0.197$ . Hope represents perseverance to achieve goals, the ability to see opportunities and belief in success. Employees who have high expectations will put all their efforts and create innovative strategies to get success. This is in accordance with research conducted by Turek (2015), which hopes to encourage employees to start work by applying creative ideas to achieve goals. This aspect has a correlation with Innovative work behavior with a value of  $r = 0.283$ .

The last aspect, namely resiliency which is a person's ability to survive and overcome life's obstacles. Employees who have high resilience are able to withstand change and the need to solve problems in innovative ways. Due to the increase in positive emotions, resiliency is positively correlated with Innovative work behavior. This aspect has a correlation with Innovative work behavior with a value of  $r = 0.252$ . Hypothesis 2: Psychological capital has a positive correlation with innovative work behavior

Innovative work behavior of employees is important for organizational success, because employees are important assets for companies to produce innovation (Attitumpong, 2017). A study shows that innovative work behavior is the main key for public organizations to achieve organizational goals and effectiveness, where innovative work behavior improves performance, competitiveness, and ability to deal with environmental changes.

Employees with high member exchange leaders will exchange information more often with their superiors and have informal power. This makes it easier for employees to generate ideas, because one of the important components in generating ideas is to know the work environment well and always update information about industrial activities similar to where they work.

The relationship between leaders and employees is described in LMX The amount of support, assistance, and resources exchanged between two parties indicates a better quality of relationship. Leaders can leverage social exchanges to offer relational support or resources to encourage proactive workers to bring positive change from generating ideas to implementing new ideas into the workplace.

Psychological capital is one of the internal factors that also influences the emergence of innovative work behavior in employees. Based on research by Ratnaningsih, Prasetyo, and Prihatsanti (2016) found that psychological capital contributes to innovative work behavior. The individual will find new ideas, if they have an optimistic attitude and believe in their abilities. It is also supported by hope for a better future. therefore, individuals will continue to strive to make innovative ideas and implement them.

Psychological capital positively impacts creative work behavior in the workplace. The higher the psychological capital owned by the individual, the more innovative work behavior will be. When basic individual needs such as psychological capital are met, employees are motivated to try new things at work by taking advantage of the availability of resources, time, or autonomy provided by their superiors.

## **RESEARCH METHODS**

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The research used in this study is correlational research, which is a research design that is compiled to determine whether or not there is a relationship between two or more variables. The type of research used is a type of quantitative research. Quantitative research uses a systematic and structured research design to produce more objective data. Data will be analyzed using statistical techniques to answer certain research questions or hypotheses and predict how certain variables affect other variables.

Data collection is carried out using a self-report scale that can be accessed online through Google Forms. The respondents of this study were employees of the State Civil Apparatus (ASN) from the Ministry X of the Central Java Provincial Regional Office, Semarang City Office, Sragen Regency Office, Sukoharjo Regency Office, and Blora Regency Office totaling 239 respondents consisting of generation Y (millennial generation) with the age of 24-40 years and generation X with the age of 41-55 years. The reason why they were chosen was because it was to provide a comparison of the interaction between superiors and subordinates in the two generations.

This study used multiples regression analysis technique. Multiple regression analysis is used to estimate or forecast the value of the dependent variable, where there is more than one independent variable. The media used in assisting data analysis is with SPSS (Statistical Product and Service Solution) version 25.0 for Windows.

The instruments or scales used include: Scale to measure Innovative work behavior developed and validated by De Jong & Den Hartog (2010) and Meesmann & Mulder (2012), Indonesian version by Safitri (2020) consisting of 10 items. The Psychological Capital scale in this study was translated from Psychological Capital Questionnaire 24 (PCQ – 24) made by Luthans, Youssef, & Avolio (2007) and the Indonesian version by Rahman (2018) consisting of 24 items. The scale for measuring Leader member exchange is adapted from the Leader-Member Exchange Measure compiled by Liden, R.C and J.M. Maslyn (1998), the Indonesian

version by Kristiana (2008) totaling 12 items. Test validity using product moment. The test results of item validity and reliability are listed in table 1.

**Table 1. Validity and Reliability of measuring instruments**

Variable	N items	Coefficient of Validity	Reliability Coefficient
Innovative work behavior	10	$r = 0.314 - r = 0.711$	Cronbach's Alpha 0.875
Leader member exchange	12	$r = 0.520 - r = 0.720$	Cronbach's Alpha 0.895
Psychological capital	24	$r = 0.505 - r = 0.716$	Cronbach's Alpha 0.918

## RESULTS AND DISCUSSION

Researchers obtained 239 respondents who were willing to fill out questionnaires through google forms. Table 2 shows the results of the analysis of respondents' demographic data. The results showed that based on age groups, there were generation Y (millennial generation) with the age of 24-40 years amounting to 125 (52%) and generation X with the age of 41-55 years amounting to 114 people (48%). The majority of respondents were 155 men (65%), and 84 women (35%).

Based on the results of the Kolmogorov-Smirnov Z (K-S-Z) normity test, it is known that the significance value of innovative work behavior is 0.097 ( $p > 0.05$ ); variable leader member exchange of 0.080 ( $p > 0.05$ ); and psychological capital variable 0.120 ( $p > 0.05$ ). Based on these results, it can be concluded that the data has a normal distribution. In addition, the results of the linearity test show that the variable leader member exchange with innovative work behavior has a liner correlation seen from the value of Fliinierity = 1.477; significance 0.081 ( $p > 0.05$ ) and psychological capital variables with innovative work behavior have a liner correlation seen from the value of Fliinierity = 0.977; Significance 0.511 ( $p > 0.05$ ). In addition, the results of the multicollinearity test on variables 1 and 2 showed a VIF value of 1,391. The VIF value is not more than 10.00 which means there are no symptoms of multicollinearity.

Analysis of the auto correlation test (t-test) was conducted to test the hypothesis 1) Is there a relationship between leader member exchange and innovation work behavior in ASN?

and 2) Is there a relationship between psychological capital and innovative work behavior in civil servants? Table 2 shows the correlation results.

**Table 3. Results of Value  $\beta$  Correlation Analysis**

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
( constant)	2.338	1.450		1.613	.108
Psychological capital	.386	.023	.779	17.134	.000
Leader Member Exchange	.035	.032	.050	1.096	.274

Table 3 presents the results of the analysis of hypotheses 1 and 2, resulting in the following conclusions: First, the correlation between leader member exchange (X1) and innovative work behavior (Y) shows a significance value of 0.274 > 0.05, which shows the absence of a relationship between the variables of leader member exchange and innovative work behavior. With a calculated t value of 1.096 < 1.971, the first hypothesis (H1) is rejected. Second, the correlation between Psychological capital (X2) and innovative work behavior (Y) shows a significance value of 0.000 < 0.05, indicating a positive relationship between Psychological capital variables and innovative work behavior. With a calculated t value of 17,134 > 1,971, the second hypothesis (H2) is accepted. A coefficient of 0.386 indicates that psychological capital has a positive influence, which means that increasing psychological capital will have an impact on increasing innovative work behavior. Further research details the relationship between leader member exchange (X1) and four aspects of innovative work behavior (Y), as illustrated in table 4.

**Table 4. Results of the Correlation Test of Aspects of Leader Member Exchange and Innovative Work Behavior**

		<i>Affect</i>	<i>Loyalty</i>	<i>Contribution</i>	<i>Perfect professional</i>
<i>leader member exchange</i>	<i>Correlation</i>	0.688**	0.370**	0.505**	0.372**
	<i>Coefficient r</i>	0.00	0.00	0.002	0.00
	<i>Sig 1-tailed</i>	239	239	239	239
	<i>N</i>				



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		<i>Idea Exploration</i>	<i>Idea Generation</i>	<i>Campioning Ideas</i>	<i>Idea Implementation</i>
<i>Innovation work behavior</i>	<i>Correlation</i>	0.372**	0.384**	0.294**	0.688**
	<i>Coeficient r</i>	0.00	0.00	0.002	0.00
	<i>Sig 1-tailed</i>	239	239	239	239
	<i>N</i>				
		<i>Affect</i>	<i>Loyalty</i>	<i>Contribution</i>	<i>Perfect professional</i>
<i>leader member exchange</i>	<i>Correlation</i>	0.688**	0.370**	0.505**	0.372**
	<i>Coeficient r</i>	0.00	0.00	0.002	0.00
	<i>Sig 1-tailed</i>	239	239	239	239
	<i>N</i>				
		<i>Idea Exploration</i>	<i>Idea Generation</i>	<i>Campioning Ideas</i>	<i>Idea Implementation</i>
<i>Innovation work behavior</i>	<i>Correlation</i>	0.372**	0.384**	0.294**	0.688**
	<i>Coeficient r</i>	0.00	0.00	0.002	0.00
	<i>Sig 1-tailed</i>	239	239	239	239
	<i>N</i>				

Researchers tested more specifically to see in more detail the relationship of psychological capital (X2) with the four aspects of innovative work behavior (Y) shown in table 5.

**Table 5. Correlation Test Results of Psychological Capital and Innovative Work Behavior Aspects**

		<i>Self Efficacy</i>	<i>Hope</i>	<i>Ressilience</i>	<i>Optimism</i>
<i>Psychological Capital</i>	<i>Correlation</i>	0.761	0.699	0.604	0.581
	<i>Coeficient r</i>	0.00	0.00	0.00	0.00
	<i>Sig 1-tailed</i>				

	<i>N</i>	239	239	239	239
		<i>Idea Exploration</i>	<i>Idea Generation</i>	<i>Campioning Ideas</i>	<i>Idea Implementation</i>
<i>Innovation work behavior</i>	<i>Correlation Coefficient r</i>	0.639	0.539	0.637	0.761
	<i>Sig 1-tailed N</i>	0.00	0.00	0.002	0.00
		239	239	239	239

In this study using hypothesis testing with multiple regression analysis techniques to test the third hypothesis, the relationship between leader member exchange and psychological capital with innovative work behavior in ASN. Table 6 shows multiple regression analysis.

**Table 6. Multiple Regression Analysis Results**

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2900.314	2	1450.157	218.878	.000b
Residuants	1563.594	236	6.625		
Total	4463.908	238			

Based on the simultaneous test output F obtained a Significance value of F = 218.878 and p = 0.000 (p < 0.05) then the third hypothesis is accepted. This means that there is a relationship between the variables of leader member exchange and psychological capital simultaneously affect Innovative work behavior.

**Table 7. coefficient of determination**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806a.	.650	.647	2.57399

The value of Adjusted R Square = 0.65 or 65% means that the variables leader member exchange and psychological capital make an effective contribution of 65 percent to innovative work behavior, while the other 35% is explained by other factors outside the variables that are not studied. In addition, it is known that leader member exchange only contributes 2.31 percent to innovative work behavior, while psychological capital variables contribute 62.7 percent.

There are three hypotheses put forward by this study: first, there is no positive relationship between leader member exchange and innovative work behavior in ASN; second, there is a significant relationship between psychological capital and innovative work behavior in civil servants; and third, there is a positive relationship between leader member exchange and psychological capital with innovative work behavior in ASN.

Based on the significance value of  $0.274 > 0.05$ , the first hypothesis was rejected because there was no relationship between the leader member exchange and innovative work behavior in ASN. In contrast to the previous literature on the benefits of leader member exchange on innovative behavior and is not in line with previous research that discusses the relationship between leader member exchange and innovative work behavior in startup employees. These leader exchange members provide employees with a lot of help, support, and resources for innovative behavior. This study provides new literature on leader member exchange in ASN. This finding may be caused by the prevalence of respondents being ASN (state civil apparatus) and the long age gap between superiors and subordinates which causes differences in characteristics, where in this environment has a strong, rigid bureaucratic system, and has not been able to accommodate the times due to the application of regulations, procedures, hierarchies, and controls as the basis of the Weberian bureaucracy. Where in this bureaucracy superiors carry out their duties based on current legal authority, and employees follow the rules set, not to their leaders. This is in line with the results of interviews and observations of researchers about government organizations.

Based on interviews with the head of field, head of office and some ASN staff shows that the relationship between leaders and subordinates is less established due to employee perceptions or fears if they have personal closeness or do work beyond the tasks given, they will always be given more tasks than they should, so that employees only do work according to their jobdesk even according to superiors many staff who do work not according to the provisions, So that it becomes a barrier to the relationship between superiors and subordinates. In addition, innovative behavior and leader member exchange are needed so that subordinates are willing to involve their direct superiors by proposing ideas first. This does not happen because based on the existing bureaucracy, government organizations still show hierarchical relationships, namely rigid relationships between superiors who have positions and subordinates, so that subordinates have distance from their superiors. In line with this, Park and Jo (2018) explain that in government organizations, a leader is highly respected when they effectively maintain the status quo, so they are less focused on encouraging innovative behavior of their subordinates (Park & Chen, 2016).

In order to sharpen the relationship between leader member exchange (X1) and the four aspects of innovative work behavior (Y) shown in table 4, it can be seen that leader member exchange is not related to innovative work behavior ( $\rho 0.274 > 0.05$ ). However, in more depth it can be seen from the aspect of the leader member exchange relationship, namely the highest

correlation value with the affect aspect of  $r_s = 0.688$ , followed by contribution  $r_s = 0.505$ , professional perfect  $r_s = 0.372$ , and loyalty  $r_s = 0.370$ . Researchers also tested the correlation in each aspect of leader member exchange as an independent variable with aspects of innovative work behavior, namely the highest correlation value in the aspect of idea implementation  $r_s = 0.688$ , followed by idea generation  $r_s = 0.384$ , idea exploration  $r_s = 0.372$ , and idea championing  $r_s = 0.294$ . The overall results showed a low correlation value in the relationship between exchange member leaders and aspects of innovative work behavior in ASN. Based on each aspect, affect is the highest correlation in leader member exchange. This shows that superiors and subordinates actually have closeness and trust in expressing ideas. This study also shows that the aspect that has the lowest correlation with innovative work behavior is loyalty. This shows that superiors and subordinates are closed by not being able to show loyalty in the absence of support in the form of their attitudes and actions. This is in line with the results of research on innovative work behavior, seen from the aspect of idea championing which has the lowest correlation, where subordinates have not been able to be involved in promoting ideas, especially in building networks with superiors.

In addition to leader member exchange, this study also looks at the role of psychological capital as a predictor of innovative behavior, with a significance value of  $0.000 < 0.05$  which shows the second hypothesis is accepted, where there is a positive relationship between psychological capital and innovative work behavior in civil servants. Explaining that individual factors influence the process of innovative work behavior more. A person's ability to accomplish a particular task as well as their desire to change is essential for proactive, innovative, and initiative actions. The cognitive abilities of the individual and the flexibility of the individual's behavior allow the emergence of creative ideas that will generate an attitude of innovation. Without it, it is difficult for individuals to demonstrate innovation.

In order to sharpen the relationship between psychological capital (X2) and the four aspects of innovative work behavior (Y) shown in table 5, it can be seen that psychological capital is significantly related to all aspects of innovative work behavior ( $0.000 < 0.05$ ). The highest correlation value in the relationship between psychological capital and aspects of self-efficacy  $r_s = 0.761$ , followed by hope  $r_s = 0.699$ , resilience  $r_s = 0.604$ , and optimism  $r_s = 0.581$ . Researchers also tested the correlation in each aspect of psychological capital as an independent variable with aspects of innovative work behavior, namely the highest correlation value in the aspect of Idea Implementation  $r_s = 0.761$  followed by idea exploration  $r_s = 0.639$ , idea championing  $r_s = 0.637$ , and idea generation  $r_s = 0.539$ . This shows that self-efficacy is an aspect of psychological capital that has the strongest correlation with work behavior innovation in civil servants. These results are supported by research by Ratnaningsih, Prasetyo, et al (2016) that self-efficacy has the greatest contribution to innovative work behavior.

With regard to innovative work behavior, higher self-efficacy allows viewing challenges with confidence in its ability to pursue goals so as to generate new ideas. Furthermore, through

high expectations, individuals will succeed in finding problem solving and the means needed to achieve goals in applying ideas to the work environment, in line with the results of research on the aspect of idea implementation in innovative work behavior is the aspect with the highest correlation value. The results of this study are in line with previous research conducted by Sameer (2018), Adikara (2021) and Reni Anggraeni (2023) that psychological capital is a positive force of individual employees influencing organizational innovation and producing positive behaviors in the workplace such as innovative behavior. This behavior can help alleviate the slowness of government agencies.

The results of the study on the third hypothesis showed that the value of  $F = 218,878$  significance value of  $0.000$  ( $p < 0.05$ ), and the value of Adjusted R Square =  $0.65$ . Therefore, it can be said that the hypothesis of this study is accepted, namely that leader member exchange and psychological capital have a relationship with innovative work behavior in civil servants. That is, the higher the increase in leader member exchange and psychological capital, the more innovative work behavior in ASN.

The amount of contribution of these two variables in the relationship of innovative work behavior is  $65\%$  while  $35\%$  is influenced by other variables outside the study. This value can be interpreted that  $65\%$  of employees' innovative work behavior can be explained through leader member exchange and psychological capital. In addition, it is also known that psychological capital has a contribution of  $62.7\%$  to innovative work behavior. While the variable leader member exchange has a smaller contribution, namely  $2.31\%$  to innovative work behavior.

These findings prove that psychological capital from employees is considered as the main resource in improving innovative work behavior in organizations. As a result, the amount of contribution to psychological capital to innovative work behavior is quite large. The results of this study show that the impact of leader member exchange with psychological capital together increases employee innovative work behavior is higher than the impact of each variable partially. Both variables are internal and external factors of innovative work behavior.

Bas (2018) stated that individually there are personality factors that influence innovative work behavior, namely self-efficacy. Innovation work behavior requires not only high self-efficacy, but also optimistic behavioral desires and high expectations. This is because optimistic individuals will have positive self-expectations and have the ability to control stress, not give up easily, and bring up innovative work behavior in every problem solving. Employees who have high psychological capital always have enthusiasm and hope, curiosity, openness, and are more ready to consider and accept new ideas.

Bas (2018) also states that support for the implementation of ideas in innovating can be in the form of collaboration with other people or groups. Several studies have concluded that leader member exchange is a predictor of innovative work behavior. Aspects of leader member exchange, namely affection, loyalty, contribution, and professional rewards have a positive

relationship with innovative work behavior, the higher the leader member exchange owned by superiors and subordinates, the higher the innovative work behavior in organizational. The results of a previous study conducted by Dita Ayu Puspita and Isaac Jogues (2023) stated that member leaders and psychological capital are predictors of innovative work behavior (Puspita & Meiyanto, 2023).

## CONCLUSION

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Based on the analysis of research data, it can be concluded that the hypothesis of leader member exchange separately does not show a significant relationship with innovative work behavior in the State Civil Apparatus (ASN). This factor is caused by the immature quality of relations between superiors and subordinates in government organizations, which indicates a lack of mutual need in leader member exchanges. Although the literature generally shows a positive relationship between leader member exchange and innovative work behavior, the study reveals new findings that the relationship does not apply to civil servants. Meanwhile, the results of the analysis confirmed a significant relationship between psychological capital and innovative work behavior, showing that the higher the psychological capital of employees, the higher the level of innovative work behavior in civil servants. Another finding is the positive relationship between leader member exchange and psychological capital with innovative work behavior in ASN, indicating that the increase in leader member exchange and psychological capital contributes to the improvement of innovative work behavior, and vice versa. However, this study has limitations, such as focusing on one Indonesian government organization so that the results cannot be widely generalized. Therefore, the researchers recommend future studies to involve respondents from various government organizations, involve different samples, and consider intervening variables, such as Readiness for change and openness to experience personality types, to get a more comprehensive picture.

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