

**ANALYZING THE INFLUENCE OF LEADER-MEMBER EXCHANGE AND ETHICAL LEADERSHIP TOWARD EMPLOYEE'S INNOVATIVE WORK BEHAVIOR AT PT. BANK SULUTGO MAIN BRANCH OFFICE MANADO**

*ANALISA PENGARUH HUBUNGAN PIMPINAN-ANGGOTA DAN KEPEMIMPINAN ETIKAL TERHADAP INOVASI BEKERJA PEGAWAI CABANG UTAMA PT BANK SULUTGO MANADO*

by

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**Abstract:** The companies are required to perform better because of the increasingly competitive business competition so that the companies require its employees to further enhance the work of employees who are creative and innovative in creating their ideas. Therefore, the role of the leader is very influential in motivating employees to create creative and innovative ideas. The research aims to analyze the influence of Leader-Member Exchange and Ethical Leadership on Employee's Innovative Work Behavior, and in this study the sample used is 100 employees of Bank SulutGo Main Branch Office Manado. This study used quantitative research method with questionnaire used to collect the data, and Multiple Linear Regression as the tool of analysis. The result shows that Leader-Member Exchange has a positive relationship and significant influence toward Employee's Innovative Work Behavior at Bank SulutGo Main Branch Office Manado, while Ethical Leadership has a positive relationship and has no significant influence toward Employee's Innovative Work Behavior at Bank SulutGo Main Branch Office Manado.

**Keywords:** *leader-member exchange, ethical leadership, innovative work behavior*

**Abstrak:** Perusahaan-perusahaan saat ini perlu berkembang dalam hal kualitas perusahaan dikarenakan kompetisi yang terus bertambah tiap saat, perusahaan perlu memperkuat kualitas kerja para pegawai yang ada agar bisa lebih kreatif dan bisa berinovasi dengan ide-ide bagus untuk perusahaan. Oleh karena itu, peran dari pimpinan yang ada sangat besar dalam memotivasi pegawai agar lebih kreatif dan inovatif untuk perusahaan. Penelitian ini bertujuan untuk melihat dampak dari gaya kepemimpinan hubungan pimpinan-anggota dan kepemimpinan ethical terhadap inovasi bekerja pegawai, penelitian ini memiliki sampel sebanyak 100 respondent yakni pegawai Bank SulutGo Cabang Utama Kota Manado. Penelitian ini menggunakan metode kuantitatif disertai dengan kuesioner untuk memperoleh data, alat analisa yang digunakan adalah linear regresi berganda. Hasil penelitian menunjukkan bahwa gaya kepemimpinan hubungan pimpinan-anggota memiliki dampak positif dan signifikan terhadap inovasi bekerja pegawai Bank SulutGo Cabang Utama Kota Manado. Sedangkan kepemimpinan etikal memiliki dampak positif namun tidak signifikan terhadap inovasi bekerja pegawai Bank SulutGo Cabang Utama Kota Manado.

**Kata kunci:** *hubungan pimpinan-anggota, kepemimpinan etikal, inovasi bekerja pegawai*

## INTRODUCTION

### Research Background

Every company wants their company's vision and mission that has been previously determined are carried out and going well. Human Resource Management (HRM) is the most important resource in every company because it holds many roles in order to achieve company's goals. Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. Human resource management is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations (Armstrong, 2009). The quality of Human Research can be achieved through targeted and planned human resource development efforts. The development includes the development of performance that affects the Innovative Work Behavior of the employee, where employees are required to be more creative in creating ideas and completing their tasks appropriately. Innovation is a corrective action towards changes that affect the acceleration of the planning cycle in producing a new product and service that can provide value benefits and higher satisfaction to stakeholders. Innovation is an important component for an organization to ensure success, pursue long-term competitive advantage, increasing effectiveness in organizations, maintain organizational competitiveness, and help organizations to perform better.

One that must be considered by leaders is the quality of the relationship between leaders and employees. The relationship between leaders and employees is often known as the term Leader-Member Exchange (LMX). LMX is an interplay between leaders and employees, LMX not only looks at the behavior of leader or employees but emphasizes more on the quality of relationships that are formed from the interaction of the leader and employee improving the quality of relations between LMX will increase the affective commitment of employees (Casimir, 2014). Leader-Member Exchange in its application can generate feedback between individuals without being affected by social boundaries or strata. Leader and employees can communicate regardless of seniority and position so that it can have a positive impact on the company. A good and positive relationship between leaders and employees really helps improve Employee's Innovative Work Behavior because leaders have a strong role to influence Employee's Innovative Work Behavior such as motivating, inspiring and stimulating employee development. Besides LMX, ethical leadership also greatly influences the innovative work behavior of employees. Ethics is a factor that determines the success of a leadership. In organizations, leadership is considered good if leadership functions are run based on ethical principles in accordance with the values adopted by the organization. Ethical leadership as leadership whose essence is related to service. Ethical leaders can create a more comfortable working atmosphere in the organization, higher productivity, and resolve conflicts within the organization. Ethical leadership is an effective predictor of job satisfaction, organizational commitment, and moral identity of a leader. Ethical leadership are also very important for employee performance to create innovative ideas for the company and useful for improving the quality of a company. The existence of leader actions and the growth of work motivation determine the innovative work behavior of employees.

Every Company has a leader who has different characteristics. One of the characteristics of leader desired by employees is a leader who is able to create good quality relationships between leader and member (Leader-Member Exchange) and also the leader who have good ethics at work (Ethical Leadership) so that employees can be motivated by their leaders. Through this research, the author wants to analyze how is influence of Leader-Member Exchange and Ethical Leadership toward Employee's Innovative Work Behavior. In this study, the author will carry out research at PT. Bank SulutGo Main Branch Office Manado. PT. Bank SulutGo Main Branch Office Manado.

### Research Objective

The research objectives are:

1. To know the impact of Leader-Member Exchange and Ethical Leadership on Employee's Innovative Work Behavior at PT. Bank SulutGo Main Branch Office Manado simultaneously.

2. To know the influence of Leader-Member Exchange on Employee's Innovative Work Behavior at PT. Bank SulutGo Main Branch Office Manado partially.
3. To know the influence of Ethical Leadership on Employee's Innovative Work Behavior at PT. Bank Sulut Go Main Branch Office Manado partially

## THEORETICAL REVIEW

### Human Resource Management

The human being is the most important asset for organization or company. In the age of competitiveness, organization cannot be able to bear the loss of prospective human resource. The success of a company is very dependent on human resources itself. The human resources referred to in this case are related to employees. Good empowerment for employees can also create good human resources and have an impact on companies to get rewards or benefits. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals. In addition, human resource management is utilization, development, assessment, giving remuneration, and management of individual members of organizations or groups of workers (Sugiyono, 2012). Also, there are other definitions about human resource and coherent approach to the employment, development and well-being of the people working in organizations

### Leader Member Exchange

The leaders construct unique relationships with each employee by differentiating their interactions with each employee. Quality of leader-member exchange has been found to be positively related to follower's satisfaction, organizational commitment, role clarity, performance ratings given by leaders, and objective performance, and negatively related to role conflict and turnover intentions. There is another definition about LMX; LMX theory indicates relationship between leaders and employees. LMX argues that there is direct relationship between interaction of leaders-employee and performance of both. Both parties start to share information, resources, time, and emotional effort, which provide employees to give more autonomy in decision-making and control over workplace. Effective LMX plays an important role at all levels of the organization. The leaders construct unique relationships with each employee by differentiating their interactions with each employee. Overall, results of studies suggest that having a high-quality relationship with one's leader can affect the entire work experience in a positive manner, including performance and affective outcomes (Jason, 2005). Poor quality of LMX relationships reduce the preventive behavior of employees and bring about less commitment and responsive engineering asset management.

### Ethical Leadership

Ethical leadership is the effective and inspirational leaders are often expected to rely on idealistic visions and persuasive communication styles when motivating the followers. Thus, ethical leadership is considered a key factor in managing organizational reputation in the external environment and compared to competitors. There is another definition about ethical leadership that said ethical leadership is the principles, beliefs and values of the right and wrong describes the basis of organization behavior so that formulate the basis for leaders influencing employees in achieving goals organization. Ethical leadership as a process of influencing employee through values, principle and beliefs that are broadly bordering on norms accepted in organizational behavior (Dessler, 2013). This definition described an important part from ethical leadership. Ethical leadership also known as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and, decision-making. The definition suggests that ethical leader can set the example for others and withstand any temptations that may occur along the way. The importance of good character and the right values, the reality of ethical leadership is far more complex and the stakes are much higher.

## Innovative Work Behavior

Innovative theory has repeatedly stressed that innovation is broader than only creativity and also includes the implementation of ideas. Thus Innovation Work Behavior does not only include idea generation, but also behaviors needed to implement ideas and achieve improvements that will enhance personal and/or business performance. The construct of innovative work behavior is closely related to employee creativity. Creativity is defined as the production of new and useful ideas concerning products, services, processes and procedures. However, Innovative Work Behavior typically includes exploration of opportunities and the generation of new ideas (creativity related behavior), but could also include behaviors directed towards implementing change, applying new knowledge or improving processes to enhance personal and/or business performance (implementing oriented behavior). Most previous work focused on employee creativity and the generation of creative ideas, in order words, on the early phases of the innovation process. Several researchers have called for extending the construct and to devote more scientific attention to the implementation of ideas (Mumfor, 2003). In line with this, Innovative Work Behavior is typically seen to encompass a broad set of behaviors related to the generation of ideas, creating support for them, and helping their implementation.

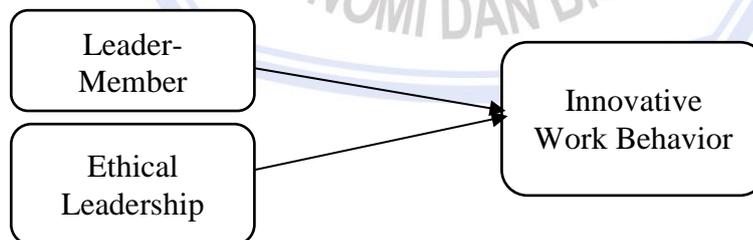
## Previous Research

Alsughyir (2017) in the effect of leader member exchange on innovative work behavior in the Saudi Hospitality found that there is a finding regarding leader member exchange. "The result show that LMX is an important antecedent of Innovative work behavior and that high quality LMX between employees and their supervisor encourages the former to be more innovative while do their job."

Yidong and Xinxin (2012) in how ethical leadership influence employee' innovative work behavior: a perspective of intrinsic motivation also finds finding regarding ethical leadership. "The results showed that individual innovative work behavior was positively related to both individual perception of ethical leadership and group ethical leadership, while individual intrinsic motivation mediated the two relationships."

Brasit and Hamid (2010) in the influence of *Leader-Member Exchange* toward employee performance mediated by *innovative work behavior* (study at *PT. Taspen (Persero) cabang utama Surabaya*) shows that leader-member exchange can have impact toward innovative work behavior. "The results showed the Leader-Member Exchange had positive impact on employee performance through Innovative Work Behavior. Innovative Work Behavior can mediate the influence of Leader-Member Exchange and the performance of employees of PT. Taspen (Persero) main branch Surabaya."

## Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Data Processed, 2020*

## RESEARCH METHOD

### Research Approach

This is a quantitative research that emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Survey method used as the source of primary data by distributing questionnaire to find out the direct influence of independent variables (X) which are leader-member exchange and ethical leadership on dependent variable (Y) which are innovative work behavior.

### Population, Sample, and Sampling Technique

The population of this research is the employees at Bank SulutGo Main Branch Office in Manado. The sample size of the research will be 100 respondents which are the employees of Bank SulutGo Main Branch. Sample method that can be used for this research is total sampling. Total sampling is a type of nonprobability sampling by taking all members of the population as respondents or samples.

### Data Collection Method

To collect the research data, primary data collection was used through questionnaires. A questionnaire is a research instrument consisting of a series of questions (or other type of prompts) for the purpose of gathering information from respondents.

### Operational Definition of Research Variables

**Table 1. Variable Definition**

Variable	Definition	Indicators
Leader-Member Exchange (X <sub>1</sub> )	LMX is a relationship-based approach to leadership that focus on two-way relationship between leaders and followers.	-Motivate members to improve skills -Understand member's skills -Assisting the members -Entrust the task to members -Commend the members
Ethical Leadership (X <sub>2</sub> )	Ethical Leadership is directed by respect for ethical beliefs and values and for the dignity and rights of others. It is thus related to concepts such as trust, honesty, consideration, charisma and fairness.	-Fair to all members -Character of the leader -Respect -Honest -Responsible
Innovative Work Behavior (Y)	Innovative Work Behavior typically includes exploration of opportunities and the generation of new ideas (creative related behavior), but could also include behaviors directed towards implementing change, applying new knowledge or improving process to enhance personal or performance.	-Motivated -Creative Ideas -Improving Member's skills -Trust -Achievement

*Source: Author's Note, 2020*

### Validity and Reliability

Validity test use to measure the obtaining data are in line with the research concept. In other words, the instrument items used to obtain the data is correct and related with the concept of the research

that will be conducted. Reliability test use to measure the consistency of instrument items. Reliability test defined as an index that showed how far instrument items can be trusted or dependable.

### Multiple Linear Regression

Multiple Linear Regression is used in this research. Multiple Regression is a correlation coefficient indicates the strength of relationship between two variables, it gives us no idea of how much of the variance in the dependent or criterion variable will be explained when several independent variables are theorized to simultaneously influence it. This analysis is adopted when the researcher has one dependent variable which is presumed to be a function of two or more independent variables. The objective of this analysis is to make a prediction about the dependent variable based on its covariance with all the concerned independent variables.

## RESULT AND DISCUSSION

### Result

#### Validity and Reliability

The validity test of switching leader-member exchange (X1), ethical leadership (X2), and innovative work behavior (Y) are all valid. The variable is reliable because the value of Cronbach's Alpha is 0,756 bigger than 0,6.

#### Result of Multiple Linear Regression

**Table 2. Case Processing Summary**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	9.290	2.404		3.865	.000
	LMX (X1)	.517	.089	.528	5.788	.000
	EL (X2)	.053	.097	.050	.533	.582

Source: Data Processed, 2020

Multiple regression analysis is used to determine the effect of the independent variables on dependent variable. The multiple linear regression equation can be interpreted as the followings. The constant shows value of 9.290 which means in this condition, all the independent variables should not below or equals to zero. The Regression coefficient of Leader-Member Exchange (X1) is 0.517 means that if there is one unit increase in Leader-Member Exchange (X1), then the Innovative Work Behavior (Y) is increasing by 0.517 assuming the other variables are constant (*ceteris paribus*). Regression coefficient of Ethical Leadership (X2) is 0.053 means that if there is one unit increase in Ethical Leadership (X2), then the Revisit Intention (Y) is increasing by 0.053 assuming the other variables are constant.

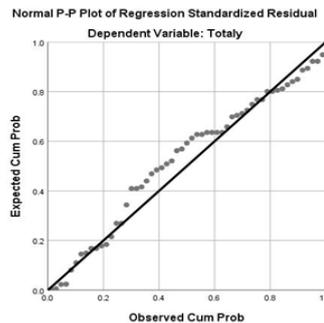
**Table 3. Table of R and R Square**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549 <sup>a</sup>	.302	0.287	1.555

Source: Data Processed, 2020

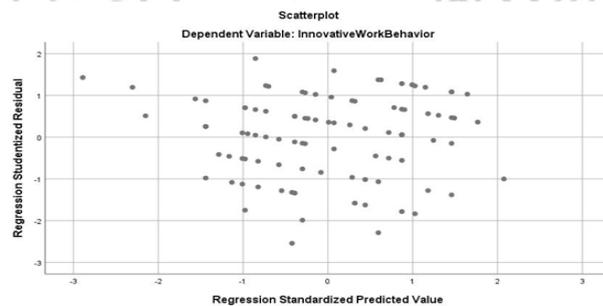
The coefficient of determination (R<sup>2</sup>) measures the ability of a model in explaining variation of dependent variable. The value of coefficient of determination is between 0 and 1. The coefficient of determination (R<sup>2</sup>) according to the table 3 is 0.549 which shows that the variation of all independent

variable explains 54.9% of variation in the Innovative Work Behavior (Y), while the remaining 45.1% is explained by other factors outside the model or not discussed in this research.



**Figure 1. Normality Test**  
 Source: Data Processed, 2020

Figure 1 shows that the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is accepted which means the data of this research is normally distributed.



**Figure 2. Heteroscedasticity**  
 Source: Processed Data, 2020

Figure 2 shows that the dots are spreading above and below the number zero (0) in the Y axis. This proves that there is no heteroscedasticity in this regression.

**Table 4. Multicollinearity Test Result**

Collinearity Statistics		
Model		
1	(Constant)	
	Switching Barriers (X1)	.485
	Inertia (X2)	.485
		2.062
		2.062

Source: Data Processed, 2020

Table 4 shows that the tolerance of two independents variable that are Leader-Member Exchange (X1) and Ethical Leadership (X2) are same that is 0.864 and also the value of Variance Inflation Factor (VIF) is 1.158. If the value of VIF is below 10, it means that there are no symptoms of multicollinearity between independent variable in the regression model.

**Table 5. F-Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.323	2	50.662	20.940	.000 <sup>b</sup>
	Residual	234.677	97	2.419		
	Total	336.000	99			

Source: Data Processed, 2020

Table 5 shows the result of F-test in ANOVA output using the level of significance of 5% ( $\alpha=0.05$ ). On the table, the significant level is 0.000 means below 0.05. Degree of freedom (df) of 2,97, the value of Fcount from the table above is 20.940, and the Ftable is 3.09. The result shows that  $20.940 > 3.09$ , Fcount  $>$  Ftable. Based on the result, it shows that Leader-Member Exchange (X1) and Ethical Leadership (X2) as independent variables have a significant impact on the Innovative Work Behavior as dependent variable simultaneously. The first hypothesis (H1) that states Leader-Member Exchange (X1) and Ethical Leadership (X2) have significant impact to Innovative Work Behavior (Y) simultaneously is accepted.

**Table 5. T-Test**

Variable	Tcount	Ttable	Description
Leader-Member Exchange	7.788	1.984	Accepted
Ethical Leadership	.553	1.984	Rejected

Source: Data Processed, 2020

The t-test is used to see the partial influence of each independent variable on the dependent variable. The tcount of Leader-Member Exchange (X1) is 7.788 and ttable of Leader-Member Exchange (X1) is 1.984 means tcount  $>$  ttable. This confirm that Leader-Member Exchange (X1) have significant impact on Innovative Work Behavior (Y). The second hypothesis (H2) that states Leader-Member Exchange (X1) has significant impact to Innovative Work Behavior (Y) partially is accepted. And also tcount of Ethical Leadership (X2) is 0.553 and ttable of Ethical Leadership (X2) is 1.984, it means that tcount  $<$  ttable. This confirm that Ethical Leadership(X2) does not have significant impact on Ethical Leadership (Y) partially. The third hypothesis (H3) that state Ethical Leadership (X2) has significant impact to Ethical Leadership (Y) partially is rejected.

## Discussion

Leader-Member Exchange and Ethical Leadership is a factors that is needed in an organization or company because with the Leader-Member Exchange and Ethical Leadership, employees can be motivated and create new and creative ideas and it is very helpful in an organization or company including companies in banking sector. This study has the main objective, which is to determine the influence of Leader-Member Exchange and Ethical Leadership as an independent variable at PT. Bank SuluGo Main Branch Manado. Through multiple linear regression analysis, the results show that there is a positive relationship between Leader-Member Exchange and Ethical Leadership toward Employees' Innovative Work Behavior. The result of this study is same with the previous studies, which is state that Leader-Member Exchange (X1) and Ethical Leadership has a significant impact on Employee's Innovative Work Behavior (Y).

Based on the results of research conducted using the t-test, it was found that the Leader-Member Exchange has a significant influence on Employee's Innovative Work Behavior. This is same with the previous research that stated that Leader-Member Exchange has a positive influence on Innovative Work Behavior. That is because the high Leader-Member Exchange between employees and leaders that will inspire employees to have innovative work behavior when working. Then, this study also supported by previous research which states that the Leader-Member Exchange directly affects the Innovative Work

Behavior of 230 aviation employees (Brasit and Hamid, 2018). This due to the presence of high-quality of Leader-Member Exchange that is conducive to stimulating Innovative Work Behavior of employees. The high quality of the relationship that exists between leaders and subordinates will make leader provide support, opportunities for development, and mentoring that prioritizes subordinates. This makes employees feel motivated because their efforts to do work are valued and will provide more reciprocity by responding to more innovative work.

Based on testing using the t-test, Ethical Leadership (X2) didn't have a significant effect on Employee's Innovative Work Behavior (Y) at Bank SulutGo Main Branch Manado. Further, this result slightly different from previous study that stated that Ethical Leadership was positively influence on Innovative Work Behavior (Yidong and Xinxin, 2012). Based on researcher, this makes their research different maybe because of their objective study is collect in the different company or sector. Based on researcher's opinion, the Leader-Member Exchange that was build by leader and employee at PT. Bank SulutGo Main Branch Office Manado is very helpful for employee so that they are more comfortable working and also motivation to improve the quality of their work by providing innovations and creative ideas and it makes the company's vision and mission going well.

## CONCLUSION AND RECOMMENDATION

### Conclusion

1. Leader-Member Exchange (X1) and Ethical Leadership (X2) have a significant influence to Employee's Innovative Work Behavior (Y) at PT. Bank SulutGo Main Branch Office Manado simultaneously.
2. Leader- Member Exchange (X1) has a positive correlation and significantly influence to Employee's Innovative Work Behavior (Y) at PT. Bank SulutGo Main Branch Office Manado partially.
3. Ethical Leadership (X2) has a positive correlation but not significantly influence to Employee's Innovative Work Behavior (Y) at PT. Bank SulutGo Main Branch Office Manado partially.

### Recommendation

To improve the quality of the relationship between leaders and employees so that the good performance can be created and can create more creative and innovative ideas, management can arrange Leadership Training programs for leaders so that the leaders can learn how to ensure respect for the employees, how to give feedback and identify the employee's potential. Leaders are expected to be more assertive in leading and guiding their employees so that the principle and morals of a leader can be set by the employees. This research also can be used as a reference to develop new idea that can be implemented toward human resource study. The future researcher may have more samples and have specific independent variable or the other factor that influence Innovative Work Behavior for the better research.

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