

The Influence of Environment and Leader Member Exchange (LMX) on State Civil Apparatus (ASN) Work Productivity at The Head Office of XYZ Government Agency

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ABSTRACT: This study aims to analyze the influence of the work environment and Leader Member Exchange (LMX) variables such as respect, trust, interactive roles, Influence, Loyalty, Contribution, Professional Respect and rewards on the work productivity of State Civil Apparatus (ASN) at the Head Office of the XYZ Government Institution. This study uses a quantitative approach with a survey method, and data analysis is carried out using SmartPLS. The results of the study indicate that the work environment has an effect on work productivity, in the LMX variable most of the variables studied have a significant influence, namely Respect, Influence, Loyalty and Rewards on ASN work productivity and other variables such as Trust, Interactive Roles, Contributions and Professional Respect do not have a significant effect on ASN work productivity at the XYZ Institution Head Office. On the other hand, other variables related to LMX, such as trust, interactive roles, contributions, and professional respect, did not show a significant influence on ASN's work productivity.

Keywords: Work environment, Leader Member Exchange (LMX), ASN work productivity, SmartPLS

INTRODUCTION

Government Institution XYZ is an archival institution that was formed with the initial purpose of maintaining archives during the VOC period until the Dutch East Indies government for administrative and scientific purposes, as well as to assist in the smooth implementation of government. The year 1967 was a very important period for the National Archives, because based on Presidential Decree 228/1967 dated December 2, 1967, the National Archives was designated as a Non-Departmental Government Institution that was directly responsible to the President. In the implementation of archives, Human Resources is one of the important supporters for the scope as contained in Law Number 43 of 2009 concerning Archives, namely the scope of archives implementation includes the overall policy setting, archival development, and archive management in a national archives system supported by human resources, infrastructure and facilities, and other resources in accordance with the provisions of laws and regulations.

Based on statistical data from Government Institution XYZ as of 2022, Government Institution XYZ now has a total of 647 employees as of 2022. Government Institution XYZ has 4 recognized positions, namely, Structural Positions, Specific Functional Positions, General

Functional Positions and CASN. A good working relationship is one of the important factors that determine the success of an organization in achieving pre-set goals. Leaders and subordinates who are able to work well together can help the organization in achieving the vision and mission that has been set together. However, in organizing there are many factors that affect the working relationship between leaders and subordinates, so that there is often different communication between leaders and subordinates.

The theory of Leader Member Exchange (LMX), hereinafter referred to as LMX, is a relationship between leaders and followers, where leaders who treat their followers not only as subordinates, but as colleagues will make a positive contribution to the development of employees who are trusted as colleagues because there is an element of trust in the relationship. A high LMX relationship is characterized by friendship, loyalty, professional respect and contribution, while a low LMX relationship is characterized by a lack of friendship, loyalty, professional respect and contribution (Zuhriyani, 2022).

In the Management of the State Civil Apparatus (ASN), the working relationship between leaders and subordinates is part of the code of ethics that must be complied with. According to Law (UU) Number 5 of 2014 concerning the State Civil Apparatus, ASN employees are obliged to carry out their duties in accordance with the orders of their superiors or Authorized Officials as long as they do not contradict the provisions of laws and regulations and government ethics. However, it does not mean that subordinates can only silently receive orders from the leadership because at this time subordinates can also conduct performance assessments of their leaders in accordance with Government Regulation number 30 of 2019 concerning Performance Assessment of the State Civil Apparatus (ASN) which contains several points such as performance planning; implementation, performance monitoring, and performance coaching; performance appraisal; Follow-up; and ASN Performance Information System.

Government Regulation Number 30 of 2019 concerning Performance Appraisal which will be enforced effectively in 2021 allows a 360-degree performance appraisal system. In a 360-degree system, ASN's behavior at work is not only assessed by superiors. However, subordinates and colleagues can also assess the work behavior of civil servants in a closed survey method (Public Relations Menpanrb, 2019). The behavioral aspects seen based on Government Regulation (PP) Number 30 of 2019 are service orientation, commitment, work initiatives, cooperation, and leadership. The purpose of this performance assessment is to ensure the objectivity of ASN coaching which is carried out based on the achievement system and career system. All organizations, including the government sector, need to be aware of the importance of LMX quality and what strategies need to be taken so that the working relationship between superiors and subordinates improves.

In the context of government institutions, effective leadership is the key in directing the State Civil Apparatus (ASN) towards the achievement of organizational goals. Leaders who are able to develop a clear vision and communicate it well to all team members can help unite the organization's efforts and energy towards that vision. Without strong and visionary leadership, achieving organizational goals will be difficult. In addition, the leadership style applied also has a significant impact on employee performance. The right leadership style can motivate, inspire, and guide employees to reach their full potential. Therefore, good leadership development is very important in an effort to improve employee performance and achieve overall organizational goals. In the context of achieving organizational goals, leadership plays a crucial role. Leadership is not only about managing the status quo, but also about directing the changes necessary to achieve the vision of the future. Leaders not only outline the vision,

but are also able to move and inspire those around them to move forward towards the vision, even in the midst of various obstacles (Robbins & Judge, 2013).

Employee performance in an organizational entity can be affected by various factors, including interaction with superiors through the Leader Member Exchange (LMX) relationship and interaction with colleagues through the Team Member Exchange (TMX) relationship. Employees who have high quality LMX tend to get more interesting tasks that match their interests and abilities. They also often interact intensively with their leaders, actively participate in decision-making, and have greater influence and control over team activities. In addition, they tend to receive more endorsements, recognition, awards, and rewards compared to their peers who have low LMX quality. Employees with high quality LMX are expected to demonstrate a higher commitment to the organization and their leaders. They may be more willing to work harder, take greater risks, and sacrifice more time and effort for the success of the organization. In addition, they may also feel more compelled to take on greater responsibility and devote more time and resources to meeting the needs and satisfaction of leaders and achieving overall organizational goals (Newstrom & Pierce, 2006).

In the management of the State Civil Apparatus (ASN), the relationship between leaders and subordinates is an integral part of the code of ethics and behavior that must be obeyed by all ASN. Article 5 of Law (UU) Number 5 of 2014 concerning the State Civil Apparatus emphasizes that ASN employees have the obligation to carry out their duties in accordance with orders given by superiors or authorized officials, as long as they do not contradict the provisions of laws and regulations and the government's code of ethics. However, it is important to note that the role of subordinates in work dynamics is not passive, who only receives orders without contributing. With the enactment of Government Regulation Number 30 of 2019 concerning performance assessment, there is an opportunity for subordinates to participate in evaluating leadership behavior in leading the organization (Adriani, Alhadar, & Sabuhari, 2023).

This regulation, which came into effect in 2021, allows for a 360-degree performance appraisal system. This means that the behavior of Civil Servants (ASN) in carrying out their duties is not only evaluated by superiors, but also by subordinates and colleagues in a closed survey. The behavioral aspects that are the focus of the assessment, in accordance with Government Regulation Number 30 of 2019, include service orientation, commitment, work initiatives, cooperation, and leadership. The main purpose of work productivity is to ensure objectivity in the process of fostering Civil Servants based on a clear and measurable work performance system.

In the implementation of duties and responsibilities in this environment, there is an imbalance that causes dissatisfaction among employees. One of them is the uneven distribution of work in sub-fields or service parts to employees under them. It can be seen that some jobs are more aimed at specific individuals, which generates feelings of jealousy and dissatisfaction among other employees. This condition causes delays in completing tasks on time and lack of communication between fellow employees.

In the context of government institutions, ASN performance has a crucial role in the implementation of public services and the implementation of government policies. Basically, Government Institution XYZ holds a significant responsibility in providing administrative services to the community and supporting the smooth implementation of government programs and policies. To achieve these goals, the productivity of ASN performance is a matter of great concern. However, in an increasingly complex and dynamic context, there are internal factors that can affect the performance of ASN, one of which is the relationship between

leaders and team members, which in LMX theory is referred to as the Leader Member Exchange relationship.

In addition, the distribution of rewards outside of salaries and allowances is also not carried out fairly, which is also a source of dissatisfaction that causes a decrease in employee productivity. These problems show that the relationship between superiors and subordinates, as well as fellow colleagues, is still not optimal, this can be seen from the results of the performance report (LAKIP 2021), which shows that some work, such as data utilization service coverage activities, did not achieve the expected progress. Although the progress should have reached 25%, what was realized was only 7% (Adriani et al., 2023).

Taqiuddin et al. (2018) found that Leader Member Exchange (LMX) has a positive and significant influence on employee performance. They explain that leaders who are able to recognize and utilize the potential of employees according to their abilities and interests can improve overall performance. These findings are in line with research conducted by (Hossam et al., 2024), which emphasizes that leaders who provide attention and support to employees tend to motivate them to work with high enthusiasm in achieving company goals. However, different findings also exist. Research by (Zulfa, 2021), (Maghfiroh & Pujiyanto, 2024) shows that there is no significant relationship between LMX and employee productivity.

The State Civil Apparatus (ASN) is the backbone of government administration in Indonesia. Their performance is very important in realizing national development goals. One of the factors that can affect the performance of ASN is the quality of the relationship between leaders and their members. A good relationship between leaders and members (Leader Member Exchange / LMX) can increase member motivation, commitment, and performance. LMX is a mutually beneficial relationship between leaders and members. This relationship is characterized by trust, mutual respect, and open communication. Leaders with a high LMX show care and support for their members, give them autonomy and responsibility, and encourage them to grow. Members with a high LMX feel motivated to work hard and achieve organizational goals.

Although there are many civil servants who have high productivity, there are still some that show less than optimal productivity. This can be caused by a variety of factors, such as a lack of motivation, commitment, and support from the leader. Research on the influence of LMX on ASN performance has been conducted by several researchers, and the results show that LMX has a significant positive influence on ASN performance. Although a lot of research has been conducted, there are still some gaps that need to be further researched. Therefore, differences in results between research and other are not uncommon in the academic literature. This study takes an approach that examines the extent to which the Leader Member Exchange (LMX) in Government Institution XYZ affects the work productivity of ASN. By understanding the dynamics of LMX relationships within organizations, this study aims to identify interaction patterns between leaders and team members that can strengthen the overall performance of ASN.

This research was conducted to obtain clearer information accompanied by scientific evidence on how the Leader Member Exchange (LMX) affects ASN Work Productivity. On the basis of this background, the researcher will conduct a study with the title: "Leader Member Exchange (LMX) on the Work Productivity of State Civil Apparatus (ASN) at the Head Office of Government Institutions XYZ".

RESEARCH METHODOLOGY

This study uses a quantitative research approach to analyze the causality (cause-and-effect) relationship. The focus is to measure and estimate the dimensional implications of the Leader-Member Exchange (LMX) variable on the Work Productivity of State Civil Apparatus (ASN) at the XYZ Government Institution Headquarters. The analysis method used will use relevant statistical techniques to produce accurate and reliable findings. This research was conducted at the Headquarters of the XYZ Government Institution. The research time is starting from May 2024, and is targeted to be completed in July 2024. The method used to determine the number of samples is the probability sampling method, where everyone in the population has the same probability of being a research sample. The sampling technique uses Slovin Theory, therefore the number of samples used in this study is rounded to 100 Respondents. The data sources in this study are divided into two, namely secondary data sources obtained from various references such as books, documentation, journals, and official media news, and primary data sources obtained through direct surveys to respondents using questionnaires distributed online through Google Forms. The data that has been collected will be processed and analyzed using several steps which include data coding, data presentation, and conclusion of research results.

RESULT AND DISCUSSION

Measurement Model (Outer Model)

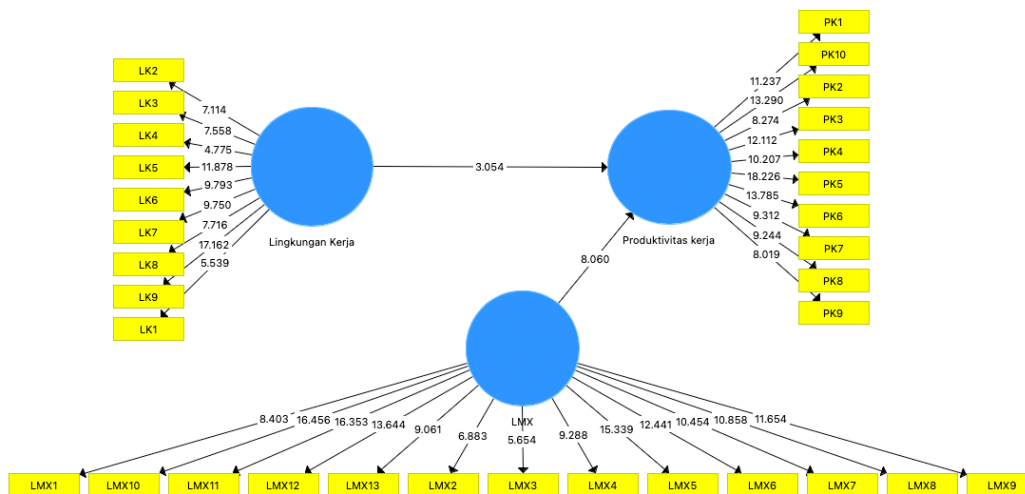


Figure 1. Outer Model

Based on data processing with SEM-PLS 3.0 Professional, the following outer model values are produced:

Table 1. Outer Loading

	LMX	Work Environment	Work productivity
LK2		0,752	
LK3		0,773	
LK4		0,643	
LK5		0,758	
LK6		0,747	
LK7		0,782	
LK8		0,827	
LK9		0,793	
LMX1	0,776		
LMX10	0,828		
LMX11	0,840		
LMX12	0,821		
LMX13	0,747		
LMX2	0,707		
LMX3	0,694		
LMX4	0,764		
LMX5	0,814		
LMX6	0,797		
LMX7	0,815		
LMX8	0,809		
LMX9	0,781		
PK1			0,770
PK10			0,807
PK2			0,757
PK3			0,742
PK4			0,758
PK5			0,831
PK6			0,798
PK7			0,730
PK8			0,778
PK9			0,718
LK1		0,750	

Table 1 shows that the outer loading values of all indicators in all variables have reached values above the critical limit, which is > 0.5. A high loading factor value indicates a strong relationship between the indicator and the latent variable being measured.

Table 2. Average Variances Extracted

Average Variance Extracted (AVE)	
LMX	0,617
Work Environment	0,577
Work productivity	0,592

In table 2, the AVE value is also above 0.5, and the cross loading value shows that the correlation between the construct and the indicator in the measure variable is greater than the correlation between the construct and other indicators. So it can be concluded that all indicators used in this study have met the criteria of discriminant and convergent validity, so they are declared valid.

Table 3. Validity of Discrimination

	LMX	Work Environment	Work productivity
LMX	0,785		
Work Environment	0,860	0,760	
Work productivity	0,941	0,878	0,770

Based on table 3 above, it can be seen that all indicators that make up each variable in this study have met the validity of discrimination. This is shown by the cross loading value which shows that the correlation value between the construct and its indicator is greater than the correlation value between the construct and other indicators.

Table 4. Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
LMX	0,948	0,949	0,954
Work Environment	0,908	0,910	0,925
Work productivity	0,923	0,924	0,935

Based on the results of the calculations in table 4, it is known that all Cronbach's Alpha values are above 0.60 (CA > 0.60) and all Composite Reliability values are also above 0.70 (CR > 0.70). Thus, it can be concluded that all the constructs in this study have good reliability and are declared reliable.

Structural Model (Inner Model)

Table 5. R-Square

	R Square	R Square Adjusted
PK	0,903	0,901

Based on the results of the R-Square calculation shown in Table 5, it is known that the work environment variable and the Leader Member Exchange (LMX) variable have an influence on the Work Productivity variable by 90.3%. The rest is influenced by other variables outside the research that has been conducted.

Table 6. Path Coefficients

	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
LMX (Honor) -> Work productivity	0,234	2,599	0,009	Accepted
LMX (Trust) -> Work productivity	0,085	0,994	0,320	Rejected
LMX (Interactive Roles) -> Work productivity	0,017	0,257	0,797	Rejected
LMX (Affect) -> Work productivity	0,236	2,306	0,021	Accepted
LMX (Loyalty) -> Work productivity	0,249	2,273	0,023	Accepted
LMX (Contribution) -> Work productivity	0,169	1,677	0,094	Rejected
LMX (Respect) -> Work productivity	0,187	1,650	0,099	Rejected
LMX (Rewards) -> Work productivity	0,259	2,315	0,021	Rejected
Work Environment -> Work productivity	0,087	3,054	0,002	Accepted

The Path Coefficients test will be a reference for conducting a hypothesis test in this study with the criteria that have been explained, namely the hypothesis is accepted if the value is $P < 0.05$, while the hypothesis is rejected if the value in the P column > 0.05 . The results of testing the hypothesis proposed in this study are:

1. The work environment has an effect on work productivity with a t-statistical value of 3.054, and a P value of 0.002 which means $P < 0.05$ which means the hypothesis is accepted.
2. LMX (Respect) had no effect on work productivity with a t-statistical value of 0.994, and a P value of 0.320 which means $P > 0.05$ which means the hypothesis was rejected.
3. LMX (Interactive Roles) had no effect on work productivity with a t-statistical value of 0.257, and a P value of 0.797 which means $P > 0.05$ which means the hypothesis was rejected.
4. LMX (Affect) has an effect on work productivity with a t-statistical value of 2.306, and a P value of 0.021 which means $P < 0.05$ which means the hypothesis is accepted.
5. LMX (Loyalty) has an effect on work productivity with a t-statistical value of 2.273, and a P value of 0.023 which means $P < 0.05$ which means the hypothesis is accepted.
6. LMX (Contribution) had no effect on work productivity with a t-statistical value of 1.677, and a P value of 0.094 which means $P > 0.05$ which means the hypothesis was rejected.
7. LMX (Respect) had no effect on work productivity with a t-statistical value of 1.650, and a P value of 0.099 which means $P > 0.05$ which means the hypothesis was rejected.
8. LMX (Reward) had no effect on work productivity with a t-statistical value of 2.315 and a P value of 0.021 which means $P > 0.05$ which means the hypothesis was rejected.
9. The work environment has an effect on work productivity with a t-statistical value of 3.054, and a P value of 0.002 which means $P < 0.05$ which means the hypothesis is accepted.

Discussion

The Influence of the Work Environment on the Work Productivity of State Civil Apparatus (ASN) at the Head Office of Government Institutions XYZ

The work environment affects work productivity with a t-statistical value of 3.054, and a P value of 0.002 which means $P < 0.05$ which means the hypothesis is accepted. The work environment has a significant influence on work productivity, which is measured through a t-statistical value of 3.054. This t-statistic value shows that there is a real difference between the analyzed groups, in this case, work productivity affected by the work environment. In addition, the P value obtained was 0.002, which indicates a very low level of significance ($P < 0.05$). This indicates that the possibility of obtaining these results by chance is very small, so it can be concluded that the hypothesis that the work environment affects work productivity is acceptable. A good and supportive work environment can contribute positively to increasing employee work productivity. This statement confirms that there is a strong and significant relationship between the work environment and employee productivity. These findings are important because they show that efforts to improve conditions and atmosphere in the workplace can have a direct impact on how productive employees are in completing their tasks and responsibilities.

The Effect of Respect on the Work Productivity of State Civil Apparatus (ASN) at the Headquarters of Government Institutions XYZ

Respect is one of the important dimensions in working relationships in an organization. Based on the analysis that has been carried out, respect has a positive and significant effect on the work productivity of the State Civil Apparatus (ASN) at the Head Office of the XYZ Government Institution. The results of the analysis showed a path coefficient value of 0.234 with t-statistics of 2.599 and p-value of 0.009. This means that the hypothesis is accepted.

Respect from superiors to subordinates is not just a formality, but also reflects recognition of the employee's contribution and hard work. This can create a conducive work environment where employees feel valued and recognized. These awards and recognition, in turn, increase motivation and morale, which ultimately has an impact on increased productivity. This is in line with the findings of (Dirlik, Topbaş, & Ömüriş, 2023) which states that LMX (Leader-Member Exchange) has a positive effect on the performance of positions in the public sector. In this context, respect between leaders and team members can improve the organization's overall commitment and performance.

In addition, this finding is also in line with the views of (Buengeler, Piccolo, & Locklear, 2021), which suggests that LMX differentiation can positively affect group outcomes, and with the findings of (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012), which emphasizes that LMX has a positive influence on various employee behaviors and attitudes, including performance. This support is also consistent with the view of (Graen & Uhl-Bien, 1995), which states that exchange-based relationships between leaders and team members can improve individual and group performance.

Performance assessment data from the XYZ Government Agency Headquarters supports these findings. For example, Devinda Sari Dewantini, an archivist at the Directorate of Preservation and Protection of Archives, received an award for her good performance. The "GOOD" performance predicate she received was the result of an assessment that included aspects of respect and recognition for her work contributions (Dewantini, 2024).

In the performance assessment document, it can be seen that Devinda Sari Dewantini has succeeded in achieving the set targets, such as increasing the number of preserved archives and improving the quality of archives. This success is inseparable from the respect

and support provided by her direct superiors, who also recognize Devinda's significant contribution in achieving organizational goals (Devinda Sari Dewantini, Job Evaluation, 2024).

Respect in working relationships not only creates a positive environment but also strengthens the emotional bond between leaders and team members. When employees feel respected, they tend to show higher loyalty, work more enthusiastically, and strive to achieve the best results. Respect also increases employee confidence, which is important in taking the initiative and taking responsibility for the tasks given.

In the context of the XYZ Government Institution Headquarters, respect plays an important role in increasing the work productivity of ASN. Employees who feel respected by their employers tend to be more motivated to work better and more efficiently. This can be seen from the performance data that shows an increase in productivity in various aspects, including the number of preserved archives and the quality of services provided.

The Effect of Trust on the Work Productivity of State Civil Apparatus (ASN) at the Head Office of Government Institution XYZ

Trust is an important element in building healthy and productive working relationships in an organizational environment. Trust between superiors and subordinates can create a harmonious working atmosphere, where employees feel safe to take the initiative and take responsibility for their work. However, based on the analysis that has been carried out, trust does not have a significant effect on the work productivity of the State Civil Apparatus (ASN) at the XYZ Government Institution Headquarters. Data analysis shows that the trust has a path coefficient of 0.085 with t-statistics of 0.994 and p-value of 0.320. This means that the hypothesis is unacceptable. The trust received by employees from their superiors does not have a significant impact on increasing work productivity.

Trust between superiors and subordinates is considered important because it can improve collaboration and effective communication. Although trust has the potential to increase motivation and productivity, in the context of the XYZ Government Agency Headquarters, other factors seem to be more dominant in influencing work productivity. Interviews with some employees revealed that while employees feel it is important to have trust in the working relationship, employees are more motivated by direct rewards and incentives received from their superiors.

Performance assessment data from the XYZ Government Agency Headquarters also supports these findings. For example, Devinda Sari Dewantini, an archivist at the Directorate of Preservation and Protection of Archives, received the "GOOD" performance predicate based on an assessment involving various aspects, including recognition and support from superiors (Dewantini, 2024). Although Devinda has confidence in her immediate superiors, her success in achieving performance targets, such as an increase in the number of preserved archives, is influenced more by the awards and support given, rather than solely by trust. In the performance evaluation document, it can be seen that Devinda managed to meet expectations in several key performance indicators, such as the number of restored archives and the improvement of public services. Although trust in superiors may help in maintaining good working relationships, its impact on productivity appears to be less significant in the absence of other more concrete elements of reward or motivation.

This is in line with the research of (Keefer, 2022) which found that trust between employees has no effect on increased productivity, without additional incentives (Keefer, 2022). (Fenizia, 2022) also showed that managers with higher talent can increase productivity through more effective management, but trust has no effect in a partial sense as a factor that

increases productivity. fostering employees individually is able to form job satisfaction instead of productivity.

This is different from the findings of (Dirlik et al., 2023) which states that LMX has a positive effect on the performance of positions in the public sector. Dirlik *et al.* showed that trust between leaders and team members can increase organizational commitment and performance, but in the context of this study, trust did not show a significant influence on the productivity of ASN at the XYZ Government Institution Headquarters.

In addition, these findings are also different from the views of (Dulebohn et al., 2012), which emphasizes that LMX has a positive influence on various employee behaviors and attitudes, including performance. Although trust is an important element in LMX, the results of this study suggest that trust alone may not be enough to increase productivity in the absence of other supporting factors.

In the context of LMX, although trust between leaders and team members is important, these results suggest that other aspects such as respect, loyalty, influence, and reward may have a more significant role in improving ASN productivity. Therefore, to increase productivity, organizations need to consider a more comprehensive approach that includes various elements of LMX in addition to trust.

The Effect of Interactive Roles on the Work Productivity of State Civil Apparatus (ASN) at the Headquarters of Government Institutions XYZ

Interactive roles in an organization include various aspects such as help and support from superiors, active involvement in work, and responsibility for assigned tasks. Interactive roles are expected to increase employee collaboration and work productivity. However, based on the analysis that has been carried out, the interactive role does not have a significant effect on the work productivity of the State Civil Apparatus (ASN) at the Head Office of the XYZ Government Institution. Data analysis shows that the interactive role has a path coefficient of 0.017 with t-statistics of 0.257 and p-value of 0.797. This means that the hypothesis is unacceptable. The interactive roles that employees receive from their employers do not have a significant impact on increasing work productivity.

Interactive roles between superiors and subordinates can create a dynamic work environment, where employees feel supported and actively involved in various tasks and projects. However, in the context of the XYZ Government Agency Headquarters, other factors may be more influential in influencing work productivity. This was confirmed by interviews with several respondents at the XYZ Government Institution Headquarters. Interviews with some employees revealed that while they felt it was important to engage in interaction with their superiors, employees were more focused on rewards and concrete recognition for the contributions they had made.

Performance assessment data from the XYZ Government Agency Headquarters supports these findings. For example, Devinda Sari Dewantini, an archivist at the Directorate of Preservation and Protection of Archives, is well regarded for her interactive role and the responsibilities she carries. However, although Devinda is actively involved in her day-to-day work and is responsible for the tasks she is given, her productivity is more influenced by the rewards and recognitions she receives, rather than just the interactive roles she performs (Dewantini, 2024).

In the performance assessment document, it can be seen that Devinda has succeeded in meeting targets such as increasing the number of preserved archives and improving public services. Although the interactive role he performs is important, the real contribution to

productivity comes more from other factors such as the support of his superiors and appreciation for his achievements (Dewantini, 2024).

This is in line with the research of (Keefer & Vlaicu, 2024) which found that trust and interactive roles increase mission motivation but do not significantly increase productivity without additional factors. Karhapää *et al.* (2022) suggests that trust in management change can improve performance, but interactive roles must be combined with a clear management strategy (Karhapää, Savolainen, & Malkamäki, 2022).

This is different from the findings of (Dirlik *et al.*, 2023) which states that LMX has a positive effect on the performance of positions in the public sector. Dirlik *et al.* emphasized that a good relationship between leaders and team members can improve organizational commitment and performance, but in the context of this study, the interactive role did not show a significant influence on the productivity of ASN at the XYZ Government Agency Headquarters.

In addition, these findings are also different from the views of Dulebohn *et al.* (2012), which emphasizes that LMX has a positive influence on various employee behaviors and attitudes, including performance. Although interactive roles are an important element in LMX, the results of this study suggest that interactive roles alone may not be enough to increase productivity in the absence of other supporting factors.

In the context of LMX, although the interactive role between leaders and team members is important, these results suggest that other aspects such as respect, loyalty, influence, and reward may have a more significant role in improving ASN productivity. Therefore, to increase productivity, organizations need to consider a more comprehensive approach that includes various elements of LMX in addition to interactive roles.

Influence on the Work Productivity of State Civil Apparatus (ASN) at the Head Office of Government Institutions XYZ

Influencing is an important element in an employment relationship that includes support from superiors, mutually beneficial working relationships, the ability to build good working relationships, creating a harmonious work environment, and the frequency of regular meetings or discussions. Based on the analysis that has been carried out, it has a positive and significant effect on the work productivity of the State Civil Apparatus (ASN) at the Head Office of Government Institutions XYZ. Data analysis showed that it had a path coefficient of 0.236 with t-statistics of 2.306 and p-value of 0.021. This means that the hypothesis is acceptable. The support and influence received by employees from their superiors has a significant impact on increasing work productivity.

Influencing between superiors and subordinates can create a harmonious and productive work environment. Support from the boss gives employees a sense of security to take the initiative and take responsibility for their work. Good and harmonious working relationships also promote collaboration and effective communication.

Performance assessment data from the XYZ Government Agency Headquarters supports these findings. For example, Ms. WDS, a leader in the Directorate of Preservation and Protection of Archives, has consistently demonstrated strong influencing abilities over her team, is known for having frequent meetings with team members, providing necessary support, and creating a harmonious work environment. This contributed to the good performance of Devinda Sari Dewantini, one of her team members, who managed to achieve important targets such as increasing the number of preserved archives and improving the quality of archives.

In the performance appraisal document, it can be seen that Devinda's success is inseparable from the continuous support provided by her superiors. Positive working relationships and regular interactions by leaders have created additional motivation for Devinda to work more productively. This support includes hands-on guidance in task completion as well as constructive discussions, all of which help improve the overall productivity of the team.

This is in accordance with the findings of (Dirlik et al., 2023) which states that LMX has a positive effect on the performance of positions in the public sector. Dirlik *et al.* highlighted that a good relationship between leaders and team members can improve organizational commitment and performance. In addition, this finding is also in line with the views of (Dulebohn et al., 2012), which emphasizes that LMX has a positive influence on various employee behaviors and attitudes, including performance. Although the study focuses on the influencing aspect, the results show that leaders who are able to positively influence team members can increase employee productivity.

In the context of LMX, the ability of leaders to influence team members by providing support, direction, and motivation is key in increasing work productivity. This shows that leaders who are effective in influencing their team members can create a productive and harmonious work environment, which ultimately improves the overall performance of the organization. To increase the productivity of ASN at the XYZ Government Agency Headquarters, it is important for leaders to focus on the ability to positively influence team members, as well as ensure that the relationship between leaders and team members is based on mutual trust and support.

The Effect of Loyalty on the Work Productivity of State Civil Apparatus (ASN) at the Head Office of Government Institutions XYZ

Loyalty, which is often interpreted as an employee's loyalty to the organization and their superiors, is an important dimension in the working relationship that can significantly affect productivity. Within the XYZ Government Institution Headquarters, the loyalty of the civil servants is expected to be the main driver to achieve the organization's goals. The results of this study show that loyalty has a positive and significant influence on the work productivity of ASN in the office. Based on the results of the analysis, the path coefficient value for loyalty is 0.249 with t-statistics 2.273 and p-value 0.023. This shows that the hypothesis is acceptable.

These results indicate that employees' loyalty to the organization and their employers can increase their morale, motivation, and ultimately productivity. Loyalty includes employees' confidence in the commitment of their superiors, the trust given by their superiors, and the motivation resulting from a stable and mutually supportive working relationship.

Performance assessment data from the XYZ Government Agency Headquarters supports these findings. For example, Mrs. WDS, who has an important role as a supervisor at the Directorate of Preservation and Protection of Archives, shows how the loyalty of its member, Devinda Sari Dewantini, has an impact on increasing productivity. Devinda showed high loyalty to the Leadership and the organization, which was reflected in the achievement of significant work targets, such as increasing the number of preserved archives and improving the quality of archives. This loyalty not only encourages Devinda to work harder but also strengthens the positive working relationship between Devinda and her Leaders (Dewantini, 2024).

In the performance assessment document, it can be seen that Devinda Sari Dewantini feels motivated by the trust given by the Leadership, as well as the commitment shown by the Leadership in supporting her career development. This builds strong loyalty, which ultimately

contributes to higher productivity in carrying out their duties (Dewantini, 2024). This is in accordance with the findings of (Dirlik et al., 2023) which states that LMX has a positive effect on the performance of positions in the public sector. Dirlik *et al.* highlighted that a good relationship between leaders and team members can improve organizational commitment and performance.

In addition, this finding is also in line with the views of Dulebohn *et al.* (2012), which emphasizes that LMX has a positive influence on various employee behaviors and attitudes, including performance. Although the study focused on the loyalty aspect, the results showed that leaders who can build loyalty within their teams can increase the productivity of team members.

In the context of LMX, loyalty between leaders and team members creates a stable and mutually supportive relationship. This shows that leaders who successfully build loyalty among team members can create a productive and harmonious work environment, which ultimately improves the overall performance of the organization. To increase the productivity of ASN at the XYZ Government Agency Headquarters, it is important for leaders to focus on building and maintaining loyalty within their team. Steps such as giving rewards, showing appreciation, and supporting team members' career development can help strengthen loyalty and in turn increase work productivity.

The Effect of Contribution on the Work Productivity of State Civil Apparatus (ASN) at the Head Office of Government Institutions XYZ

Contribution is a key element in the working relationship that includes the active participation of employees in the assigned tasks and their desire to give the best for the organization. At the XYZ Government Institution Headquarters, ASN's contribution is expected to play an important role in increasing work productivity. However, the results of this study show that contribution does not have a significant influence on ASN work productivity. Based on data analysis, the path coefficient value for contribution is 0.169 with t-statistics 1.677 and p-value 0.094. This means that the hypothesis is unacceptable. These results indicate that although employee contributions are considered important, in the context of the XYZ Government Agency Headquarters, these contributions do not directly have a significant effect on productivity. It is possible that employee contributions require additional support from other factors such as awards or recognition in order to have a positive impact on productivity. This was confirmed by interviews with several respondents at the XYZ Government Institution Headquarters.

This is in line with research conducted by (Keefer & Vlaicu, 2024) which shows that individual contributions do not increase productivity enough without recognition and reward (Keefer & Vlaicu, 2024). (Zia-ur-Rehman, Khalil, & Ramay, 2022) shows that team trust and effectiveness can increase productivity, but individual contributions need to be supported by proper recognition (Zia-ur-Rehman et al., 2022). Similar to the statement (Muktamar et al., 2023) which says that awards are one of the important factors in Generation Z in making their work decisions and overall Gen Z's attraction is strong towards certain extrinsic and intrinsic awards.

This is different from the findings of (Dirlik et al., 2023) which states that LMX has a positive effect on the performance of positions in the public sector. Dirlik *et al.* emphasized that a good relationship between leaders and team members can improve organizational commitment and performance, but in the context of this study, the contribution did not show a significant influence on the productivity of ASN at the XYZ Government Agency Headquarters.

In addition, these findings are also different from the views of Dulebohn *et al.* (2012), which emphasizes that LMX has a positive influence on various employee behaviors and attitudes, including performance. Although contribution is an important element in LMX, the results of this study suggest that contribution alone may not be enough to increase productivity in the absence of other supporting factors.

In the context of LMX, although contributions from team members are important, these results suggest that other aspects such as respect, loyalty, influence, and reward may have a more significant role in improving ASN productivity. Therefore, to increase productivity, organizations need to consider a more comprehensive approach that includes various elements of LMX in addition to contributions. To increase the productivity of ASN at the XYZ Government Agency Headquarters, it is important for leaders to not only focus on individual contributions, but also pay attention to other factors that can affect overall productivity. Steps such as giving awards, showing appreciation, and supporting team members' career development can help strengthen contributions and in turn increase work productivity.

Although the results of the study showed that contribution did not have a significant effect on productivity, the performance assessment data from the XYZ Government Agency Headquarters provided more in-depth insights. For example, in the case of Devinda Sari Dewantini at the Directorate of Preservation and Protection of Archives, Devinda's contribution in efforts to preserve and improve the quality of archives is very important. However, these contributions may not be fully recognized or supported by the existing reward system, so they do not have a direct impact on significant productivity increases.

The performance appraisal document also shows that although Devinda actively contributes to various tasks, the positive effects of these contributions are not maximized due to the lack of encouragement or additional incentives that may be needed to motivate employees to contribute further.

The Effect of Professional Respect on the Work Productivity of State Civil Apparatus (ASN) at the Headquarters of Government Institutions XYZ

Professional respect, which includes the appreciation of an employee's experience, achievements, and abilities, is an important dimension in a healthy and productive work environment. In the context of the XYZ Government Institution Headquarters, professional respect is expected to encourage ASN productivity by creating a work atmosphere that respects and supports each other. However, the results of this study show that professional respect does not have a significant influence on the work productivity of civil servants in the office. Based on data analysis, the path coefficient value for professional respect is -0.187 with t-statistics 1.650 and p-value 0.099. This means that the hypothesis is unacceptable.

These results indicate that while professional respect is important in creating positive working relationships, in the context of Government Agency Headquarters XYZ, this respect may not be enough to directly increase work productivity. It is possible that other factors, such as additional rewards or concrete support, are necessary for professional respect to have a positive impact on productivity.

This is in line with (Keefer & Vlaicu, 2024) research that professional respect can increase productivity, but not enough without additional rewards (Keefer & Vlaicu, 2022). (Lambert, Qureshi, & Frank, 2023) found that trust can increase job satisfaction and organizational commitment, but professional respect is not enough in the absence of concrete support in increasing productivity (Lambert *et al.*, 2023).

This is different from the findings of (Dirlik *et al.*, 2023) which states that LMX has a positive effect on the performance of positions in the public sector. Dirlik *et al.* emphasized

that a good relationship between leaders and team members can improve organizational commitment and performance, but in the context of this study, professional respect did not show a significant influence on ASN productivity at the XYZ Government Agency Headquarters. In addition, these findings are also different from the views of (Dulebohn et al., 2012), which emphasizes that LMX has a positive influence on various employee behaviors and attitudes, including performance. Although professional respect is an important element in LMX, the results of this study suggest that professional respect alone may not be enough to increase productivity in the absence of other supporting factors.

In the context of LMX, although professional respect between leaders and team members is important, these results suggest that other aspects such as respect, loyalty, influence, and reward may have a more significant role in improving ASN productivity. Therefore, to increase productivity, organizations need to consider a more comprehensive approach that includes various elements of LMX in addition to professional respect. In order to increase the productivity of ASN at the XYZ Government Agency Headquarters, it is important for leaders to not only focus on professional respect, but also pay attention to other factors that can affect overall productivity. Steps such as giving awards, showing appreciation, and supporting team members' career development can help strengthen professional respect and in turn increase work productivity.

The Effect of Rewards on the Work Productivity of State Civil Apparatus (ASN) at the Head Office of Government Institutions XYZ

Rewards are one of the motivational factors that can encourage employees to work harder and more efficiently. At the XYZ Government Institution Headquarters, the rewards given to the State Civil Apparatus (ASN) are expected to play a significant role in increasing their productivity. Based on the results of the analysis, rewards have a positive and significant influence on ASN work productivity. The path coefficient value for the reward is 0.259 with t-statistics of 2.315 and p-value of 0.021. This means that the hypothesis is acceptable.

These results show that the rewards given to employees at the XYZ Government Agency Headquarters can significantly increase their work productivity. Rewards, both in the form of material such as bonuses and salary increases, as well as non-material such as recognition and awards, play an important role in encouraging employees to achieve the targets that have been set.

Performance assessment data from the XYZ Government Agency Headquarters supports these findings. For example, Devinda Sari Dewantini, an archivist at the Directorate of Preservation and Protection of Archives, received a reward in the form of recognition and appreciation for her contribution to improving the quality of preserved archives. The "GOOD" performance predicate he received was not only based on his achievements but also on recognition of his efforts that exceeded expectations (Dewantini, 2024).

In the work evaluation document, it can be seen that Devinda's success in achieving targets such as increasing the number of preserved archives and improving the quality of archives is closely related to the rewards she receives. The support of her direct superior, who recognized and rewarded her hard work, was a key factor that motivated Devinda to continue to improve her work productivity.

This is in accordance with the findings of (Dirlik et al., 2023) which states that LMX has a positive effect on the performance of positions in the public sector. Dirlik *et al.* highlighted that a good relationship between leaders and team members can improve organizational commitment and performance. In addition, this finding is also in line with the views of (Dulebohn et al., 2012), which emphasizes that LMX has a positive influence on various

employee behaviors and attitudes, including performance. Although the study focused on the reward aspect, the results showed that leaders who are able to provide appropriate and fair rewards to their team members can increase employee productivity.

In the context of LMX, the provision of appropriate and fair rewards between leaders and team members creates a relationship that is mutually respectful and supportive. This shows that leaders who successfully reward their team members can create a productive and harmonious work environment, which ultimately improves the overall performance of the organization. To increase the productivity of ASN at the XYZ Government Institution Headquarters, it is important for leaders to focus on providing appropriate and fair rewards. Measures such as providing appropriate rewards, showing appreciation for good performance, and providing adequate incentives can help strengthen motivation and in turn increase work productivity.

CONCLUSION

The results of the study show that the work environment has a significant influence on work productivity. In this context, the Leader-Member Exchange (LMX) variable provides important insights, where several elements in the LMX are proven to have a significant impact on the work productivity of the State Civil Apparatus (ASN) at the XYZ Institution Headquarters. Variables such as respect, influence, loyalty, and rewards show a clear contribution in increasing ASN's work productivity. On the other hand, other variables related to LMX, such as trust, interactive roles, contributions, and professional respect, did not show a significant influence on ASN's work productivity. These findings highlight the importance of certain factors in creating a work environment that supports increased productivity, while also showing that not all aspects of LMX directly contribute to ASN's work outcomes.

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