

The Influence of Collective Collegial Leadership on the Effectiveness of Strategic Decisions in the Bontang City Election Commission

Hamzah

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: hamzahbontang@gmail.com

Abstract. *This study aims to examine and analyze the influence of collegial collective leadership on the effectiveness of strategic decisions at the Bontang City General Elections Commission (KPU), by exploring the role of employee engagement as a mediating variable and organizational culture as a moderating variable. Election management bodies face demands to produce accurate and efficient decisions within tight time constraints, thus requiring participatory and transparent leadership governance. This study uses a quantitative approach with a descriptive-verification design. Primary data were collected through questionnaires distributed to 98 respondents consisting of Commissioners, State Civil Apparatus (ASN) Secretariat, District Election Committee (PPK), and Voting Committee (PPS) within the Bontang City General Elections Commission (KPU). The data analysis technique used was Structural Equation Modeling - Partial Least Square (SEM-PLS) operated with SmartPLS 4 software. The results of the hypothesis testing indicate that: (1) Collegial collective leadership has a positive and significant effect on employee engagement; (2) Collegial collective leadership has a positive and significant effect on the effectiveness of strategic decisions; (3) Employee engagement has a positive and significant effect on the effectiveness of strategic decisions; (4) Employee engagement is proven to partially mediate the effect of collegial collective leadership on the effectiveness of strategic decisions; and (5) Organizational culture is proven to moderate and strengthen the effect of collegial collective leadership on the effectiveness of strategic decisions. In conclusion, the practice of leadership collegiality characterized by communication transparency will produce the most accurate, efficient, and legitimate strategic decisions if supported by high employee dedication and an organizational culture that is consistent with regulations.*

Keywords: *Collegial Collective Leadership; Employee Engagement; KPU; Organizational Culture; Strategic Decision Effectiveness.*

1. Introduction

Leadership in public organizations is no longer traditionally understood as the act of a single individual commanding from above, but rather as a collective and collaborative process involving multiple actors within a framework of shared responsibility. The development of collective and collegial leadership theories has become a major focus in modern organizational governance discourse, particularly in the public sector. The theory of shared leadership, as proposed by Pearce and Conger, emphasizes the importance of distributing leadership responsibilities among team members to create strong collaboration in the decision-making process (Vangen & Huxham, 2011). This approach aligns with Vangen and Huxham's notion of collaborative leadership, which emphasizes the importance of the involvement and active participation of all team members in making joint decisions (Kremer & Ironson, 2008).

Within this framework, Carson et al. assert that the success of collective leadership is largely determined by role clarity, shared goal achievement, and value alignment within the group, which will enhance overall organizational resilience (Aluja et al., 2024). Consequently, implementing collective leadership is not simply about the distribution of authority but also requires normative understanding and effective collaborative work strategies. When applied in public organizations, this approach offers significant benefits, particularly in improving decision quality by considering diverse perspectives and aspirations (Hurtz et al., 2012).

Collegial leadership is not only about the distribution of power, but also about equality of position and responsibility in the decision-making process. The principle of equality of authority, which is at the heart of collective-collegial leadership, is reflected in how public organizations navigate diverse interests through fair and inclusive negotiation of shared goals. Vangen and Huxham point out that within a collegial leadership structure, the primary challenge is managing differing interests while maintaining commitment to agreed-upon collective goals (Kremer & Ironson, 2008). This requires institutional capacity to facilitate dialogue, consensus, and equitable resource allocation, as demonstrated in various cross-sector partnerships (Nana, 2018). Furthermore, this collective approach also has a normative impact, fostering a sense of shared responsibility and ownership over decision outcomes, ultimately strengthening the organization's internal accountability (Aluja et al., 2024). In public organizations, where decisions significantly impact the wider community, collegiality mechanisms can strengthen decision legitimacy and foster greater public trust.

The effectiveness of strategic decision-making in public organizations is a key indicator of the success of collective leadership. These measures of effectiveness generally include the accuracy of information used in decision-making, time efficiency, and the level of acceptability of decision outcomes within the organization (Bañuelos & Verstynen, 2019). Nutt has classified these measures of effectiveness into objectively measurable dimensions and concluded that decision-making conducted through a collective approach tends to produce more accurate and acceptable decisions by organizational members due to shared involvement (Leppin et al., 2018). In this context, Dean and Sharfman emphasize the importance of a clear and effective communication structure in collegial processes, as a good communication structure will facilitate the articulation of arguments, speed up decision-making time, and reduce perceptual conflicts between actors (Hosoda, 2023). This means that the effectiveness of strategic decisions cannot be separated from the quality of the collegial leadership that underpins them. The combination of clarity of authority, an inclusive deliberative process, and structured communication directly correlates positively with the quality of public organizational decision-making outcomes.

2. Research Methods

This study uses a quantitative approach with a positivistic paradigm to empirically test causal relationships between variables. The type of research is descriptive–verification: (a) descriptive to describe the respondent profile and construct level; (b) verification to test the causal model according to the framework of thought.

The analysis technique used was Partial Least Squares-based Structural Equation Modeling (PLS-SEM). PLS-SEM was chosen because it is suitable for causal models with multiple latent constructs and multiple indicators, is tolerant of non-normality, is compatible with moderate sample sizes, and supports testing of mediation, moderation, and higher-order constructs (Hair et al., 2019; Becker et al., 2012; Chin et al., 2003; Sarstedt et al., 2017).

3. Results and Discussion

3.1. Data Analysis

This study uses the Partial Least Square - Structural Equation Modeling (PLS-SEM) data analysis technique with the help of SmartPLS 4 software. The analysis was carried out in two main stages, namely evaluation of the measurement model (Outer Model) to test the validity and reliability of the instrument, and evaluation of the structural model (Inner Model) to test the research hypothesis.

3.2. Evaluation of Measurement Model (Outer Model)

This Outer Model Evaluation is conducted to ensure that the indicators used are appropriate, valid, and reliable for measuring the latent variables. This analysis also aims to determine how the latent variables and variables interact with each other. The latent variables in this study are Collegial Leadership (KKK), Employee Involvement (KPG), Strategic Decision Effectiveness (KPTS), and Organizational Culture (BOG).

3.3. Convergent Validity

Convergent validity is measured based on the loading factor and Average Variance Extracted (AVE). Based on the criteria of Hair et al. (2019), an indicator can be declared valid if the loading factor value is > 0.70 and the Average Variance Extracted (AVE) value is > 0.50 . Based on the results of SmartPLS4 data processing, the following is a description of the outer loading values for each indicator:

Table Convergent Validity Test Results (Outer Loadings)

Indicator	Organizational Culture (BOG)	Collegial Collective Leadership (KKK)	Employee Engagement (EIE)	Decision Effectiveness (KPTS)	Information
W1 (BOG1)	0.818				Valid
W2 (BOG2)	0.952				Valid
W3 (BOG3)	0.214				Invalid
W4 (BOG4)	0.890				Valid
X3 (KKK3)		1,000			Valid
Z1 (KPG1)			0.913		Valid

Indicator	Organizational Culture (BOG)	Collegial Collective Leadership (KKK)	Employee Engagement (EIE)	Decision Effectiveness (KPTS)	Information
Z2 (KPG2)			0.956		Valid
Z3 (KPG3)			0.881		Valid
Y1 (KPTS1)				0.881	Valid
Y2 (KPTS2)				0.961	Valid
Y3 (KPTS3)				0.919	Valid

Based on the output matrix and outer loading list in table above, a contextual analysis can be carried out as follows:

- a) In the Organizational Culture Variable (BOG), indicators are measured using 4 indicators (W1, W2, W3, W4) from the Denison & Mishra (1995) framework. The W3 (Adaptability) indicator has a value that is very far from the threshold, namely $0.214 < 0.70$, so this indicator is eliminated or is not valid enough to reflect its construct statistically in this sample. These results provide interesting empirical findings. In Chapter 1, the beginning mentioned the phenomenon of "Cultural Dualism" in the KPU institution, where the hierarchical-administrative and highly legalistic secretarial bureaucracy (ASN) culture intersects with the commissioner culture. The low adaptation value (W3) proves that the Bontang City KPU environment tends to be rigid towards rapid change because it is bound by strict procedural rules, namely election regulations. In contrast, the W2 (Consistency) indicator emerged as the strongest reflector with a value of 0.952. This confirms that the organizational culture at the KPU is based on compliance with procedures, SOPs, and regulatory consistency rather than flexibility or adaptive innovation.
- b) In the Collegial Collective Leadership (KKK) variable, according to the Shared Leadership concept from Pearce & Conger (2003), it is reduced to 4 indicators (X1, X2, X3, X4), but the Smart PLS algorithmic results show that only indicator X3 (Transparency and Horizontal Communication) remains with a perfect loading (1.000), which indicates that

this construct ultimately operates as a single-item construct in the structural calculation after model feasibility screening. The loading value of 1.000 on X3 indicates that in the perception of the organizers at the Bontang City KPU, the practice of collegial collective leadership is empirically represented solely by openness of communication and transparency of information (such as distribution of draft decrees, minutes, and access to supporting data). The elimination of the authority equality indicator (X2) is theoretically understandable; as expressed by Weber (Chapter I) regarding the rationality of bureaucratic law, in public institutions such as the KPU, formal/legal authority remains hierarchical (structural) so that "absolute authority equality" is difficult to fully realize. Therefore, effective collegiality in the KPU is more evident in transparent cross-communication (X3) than in an equal distribution of power.

- c) In the Employee Engagement (EI) variable, the indicators measured using the Direct Work Engagement Scale (UWES) instrument from Schaufell et al (2006) show that all employee engagement indicators (Z1, Z2, Z3) are proven to be very valid (> 0.80), with Dedication (Z2) as the strongest forming indicator (0.956). This is in line with the statistical description at the beginning of Chapter IV, where respondents responded most highly to dedication. Theoretically (Social Exchange Theory), this confirms that KPU employees have a strong sense of meaning and enthusiasm in ensuring the success of the election stages, which will later function perfectly as a mediating variable linking the commissioner's leadership style with the performance of strategic decisions.
- d) In the Strategic Decision Effectiveness (KPTS) variable, indicators are measured through Nutt's dimensions (1999, 2002). The three Strategic Decision Effectiveness indicators (Y1, Y2, Y3) were confirmed valid and reflected the latent construct convincingly (> 0.85). Interestingly, Process Efficiency (Y2) became the dominant forming indicator (0.961). Referring to the problem formulation in Chapter I, the KPU is faced with a very tight (rigid) election stage deadline. Therefore, for the internal human resources of the Bontang City KPU, a strategic decision is said to be most effective if the plenary and coordination processes are carried out in a timely (efficient) manner without wasting resources repeatedly, followed by acceptability (Y3) and data accuracy (Y1).

3.4. Discriminant Validity

Discriminant validity in this study was measured using the Fornell-Lacker criterion. Referring to Henseler et al. (2015), this criterion requires that the square root of the Average Variance Extracted (AVE) of each construct presented on the diagonal of the table must be greater than the correlation value of that construct with other constructs in the model (values below or beside it). The purpose of this test is to empirically prove that each latent variable is truly unique and measures a different phenomenon.

Based on the SmartPLS output on the Fornell-Lacker criteria, the data obtained in the matrix are as follows:

Table Results of the Discriminant Validity Test (Fornell – Lacker)

Variables	BOG	KKK	KPG	KPTS
BOG (Organizational Culture)	0.777			
KKK (Collective Leadership)	0.637	1,000		
KPG (Employee Engagement)	0.543	0.340	0.917	
KPTS (Decision Effectiveness)	0.813	0.722	0.664	0.921

The results from table above show that most of the variables show very good discriminant validity.

- The Employee Engagement (EI) variable has an AVE square root of 0.917, which is much higher than its correlation with BOG (0.543), KKK (0.340), and KPTS (0.664).
- The Strategic Decision Effectiveness (KPTS) variable has an AVE square root of 0.921, higher than its correlation with KKK (0.722) and KPG (0.664).
- The Collegial Collective Leadership (KKK) variable recorded a value of 1.000 (because it operates as a single-item construct from the remaining previous indicator screening), which validates its difference from the other variables.

Methodologically, this confirms that respondents are able to clearly differentiate between their work enthusiasm/dedication (KPG), transparent leadership style (KKK) and the quality of decisions produced (KPTS).

There is one crucial statistical anomaly in the table above. The square root of the AVE for the Organizational Culture (OBG) variable is 0.777. This value is smaller than its correlation with the Strategic Decision Effectiveness (KPTS) variable, which reached 0.813. From a positivistic statistical perspective, this indicates a discriminant validity issue between Organizational Culture and Decision Effectiveness.

a. The Influence of Collegial Collective Leadership on Employee Engagement

The results of statistical testing show that the path of influence of Collegial Collective Leadership (KKK) on Employee Engagement (KPG) has a positive coefficient value of 0.340. The T-Statistics value is recorded at 2.457 (greater than 1.96) with P-Values of 0.014 (smaller than 0.05). Based on these parameters, Hypothesis 1 (H1) is empirically accepted. This confirms that collegial leadership has a positive and significant effect on employee engagement in the Bontang City KPU environment.

From a theoretical perspective, these findings provide strong empirical validation for the Social Exchange Theory that underpins Chapters I and II. When leaders (Commissioners) prioritize the principle of collegiality, most strongly represented by information transparency and horizontal communication (indicator X3), this acts as a socio-psychological stimulus. Employees respond to this openness and transparency by returning the organization's "goodness" through increased vigor and deep dedication to their work.

Contextually, the election administration bureaucracy is often characterized by time pressures and massive workloads. The KPU Commissioners' openness in distributing draft decisions and minutes, as well as establishing two-way communication with the secretariat and ad-hoc bodies (PPK/PPS), makes employees feel valued. This sense of ownership leads to their high psychological involvement in ensuring the success of the election process.

b. The Influence of Collegial Collective Leadership on the Effectiveness of Strategic Decisions

The path analysis between Collegial Collective Leadership (CCL) and Strategic Decision Effectiveness (KPTS) yielded a coefficient of 0.359. The significance test recorded a T-Statistics value of 3.250 (> 1.96) and P-Values of 0.001 (< 0.05). These parameters definitively state that Hypothesis 2 (H2) is Accepted. In other words, collegial collective leadership has a positive and highly significant direct influence on strategic decision effectiveness.

The literature review in Chapter II, particularly the theories of Shared Leadership (Pearce & Conger, 2003) and Governance Networks (Sørensen & Torfing, 2005), proved relevant in this reality. Decision-making in public institutions that is not monopolized by a single central figure but rather managed through a process of distributed authority and information deliberation can reduce information asymmetry. Clear horizontal communication between divisions minimizes the potential for conflict (Nutt, 1999), resulting in more rational and accountable decisions.

The real-world situation at the Bontang City Election Commission (as outlined in Chapter I) demands accurate voter data and a result determination free from legal challenges. Transparent leadership has been shown to directly reduce internal opposition and increase

the efficiency of plenary meeting time (indicator Y2), as all pro and con arguments and data verification are well-extracted before the decision is made.

c. The Influence of Employee Involvement on the Effectiveness of Strategic Decisions

Statistical tests on the Employee Engagement (EI) path to Strategic Decision Effectiveness (SDI) showed a positive path coefficient of 0.300. The significance level was confirmed through a T-Statistics value of 2.879 (> 1.96) and P-Values of 0.004 (< 0.05). Based on this data, Hypothesis 3 (H3) is accepted. It can be concluded that the higher the level of employee engagement, the higher the effectiveness of the resulting strategic decisions.

From a public sector human resource management perspective, employees with high levels of absorption (concentration) and dedication tend to work with accuracy that exceeds minimum standards. Engaged employees not only fulfill administrative obligations but also proactively take preventative measures against potential data errors (information inaccuracy) and expedite the execution of decisions in the field.

This finding strongly supports Lipsky's (2010) concept of Street-Level Bureaucracy, elaborated in the previous chapter. Although formal decisions are ratified at the plenary table of Commissioners, their operational effectiveness depends entirely on the ranks of technical implementers. The enthusiasm of secretariat staff and the PPK/PPS ranks has been empirically proven to be key to maintaining the accuracy and efficiency of strategic decisions initiated by the institution.

d. The Mediation Role of Employee Engagement

To test the specific indirect effect, the KKK $\rightarrow$ KPG $\rightarrow$ KPTS path produces a coefficient of 0.102. The T-Statistics value for this path is 2.181 (> 1.96) with P-Values of 0.030 (< 0.05). These results prove that Hypothesis 4 (H4) is Accepted. Employee Involvement legitimately and significantly mediates the influence of Collegial Collective Leadership on Strategic Decision Effectiveness. Considering that the direct influence path (H2) is also significant, the nature of the mediation that occurs in this model is partial mediation.

This partial mediation finding provides in-depth theoretical elaboration. Collegial leadership (particularly transparent communication) does have the immediate impact of making decisions regulatory-effective. However, this effectiveness will not be maximized without the psychological readiness of employees. This means that in managerial practice at the General Elections Commission (KPU), a deliberative leadership style is not sufficient merely at the level of communication between commissioners. This style must be truly "felt" by staff below to foster engagement. This commissioner transparency, which successfully triggers employee pride and commitment, ultimately serves as a crucial bridge in achieving zero-mistake and conflict-free institutional decisions.

e. Analysis of Demographic Characteristics (Age) on Employee Engagement

The dominance of respondents aged 20 to 35 years, reaching 59% (58 respondents) of the total sample, provides a crucial sociological and psychological explanation for the high level of employee engagement at the Bontang City General Elections Commission (KPU). This productive age group, which demographically falls into the Millennial and Generation Z categories, possesses work ethic characteristics that are highly relevant to the dynamics of election management institutions. The high Employee Engagement variable index, particularly in the Dedication (89.02) and Spirit/Vigour (85.78) indicators, is empirically strongly supported by the age profile of the majority of these respondents. Referring to Generational Cohort Theory, Millennials and Gen Z tend to seek greater meaning and purpose in their work, or what is known as the concept of meaningful work (Ng et al., 2010; Twenge, 2010). Being part of the Bontang City General Elections Commission is not merely seen as an administrative routine, but as a form of active participation and direct dedication to the country's democratic process. This provides theoretical justification for why the Dedication indicator recorded the highest score.

Furthermore, the high level of engagement of this younger generation aligns closely with their leadership preferences. Literature studies show that young workers tend to reject rigid and authoritarian bureaucratic structures and respond more positively to participatory, transparent, and egalitarian leadership styles (Campione, 2015). This explains why the Collegial Collective Leadership approach at the Bontang General Elections Commission (KPU) is so effective in stimulating their engagement. When they are transparently involved in cross-divisional communication, their sense of psychological ownership significantly increases.

However, this young age dominance also provides logical justification for the Focus on Work/Absorption indicator (81.66) which recorded the lowest value among other dimensions of employee engagement. This phenomenon can be explained through the Job Demands-Resources (JD-R) Model framework (Bakker & Demerouti, 2007). Despite having high energy and dedication, the younger generation is psychologically vulnerable to mental fatigue (burnout) and distraction when faced with monotonous, long, and high-pressure job demands such as the rhythm of the election stages (Becton et al., 2014). Therefore, this demographic finding also strengthens the managerial implications for the Bontang City Election Commission (KPU), where leaders must actively provide job resources through good workload management so that the concentration level of this young workforce is maintained until the end of the stage.

f. The Moderating Role of Organizational Culture

The final hypothesis tests the moderating interaction effect of Organizational Culture on the relationship between KKK and KPTS (BOG x KKK → KPTS). Bootstrapping results show a positive coefficient value of 0.141 with a T-Statistic of 2.012 (> 1.96) and P-Values of 0.045 (< 0.05). With these parameters, Hypothesis 5 (H5) is Accepted. The positive coefficient direction means that Organizational Culture functions to "strengthen" the positive influence of collegial collective leadership on the effectiveness of strategic decisions in the Bontang City KPU.

These results provide the ultimate justification for the complexity of the "cultural dualism" phenomenon described in Chapter I. The KPU stands on two legs: the egalitarian political-democratic spirit of the Commissioners and the administrative-hierarchical obedience of the Secretariat's civil servants. Based on the previous Outer Model findings, the KPU's organizational culture is heavily dominated by the Consistency dimension (adherence to SOPs and legal procedures).

This significant moderating interaction demonstrates that a collegial leadership style that tends toward fluidity, deliberation, and transparency will yield the most accurate and efficient decisions when supported and protected by an organizational culture consistent with regulations. Without a work culture that adheres firmly to legal guidelines (PKPU), collegial deliberations have the potential to become stretched and inefficient. Conversely, a climate of transparency among commissioners combined with strong adherence to Standard Operating Procedures (SOPs) successfully creates a symphony of governance that yields absolute legitimacy to decisions within the Bontang City KPU.

4. Conclusion

This research is based on the phenomenon and urgency of governance within election organizing institutions, where the Bontang City General Election Commission (KPU) is required to consistently produce accurate, efficient, and internally acceptable strategic decisions amidst time and resource constraints. To address the stated problem, this research specifically aims to examine the influence of collegial collective leadership on the effectiveness of strategic decisions, both directly and through the role of employee involvement as a mediating variable. Furthermore, this research also examines the extent to which organizational culture within the Bontang City KPU acts as a moderating variable in strengthening or weakening collegial governance. Based on the results of hypothesis testing and data analysis using Structural Equation Modeling - Partial Least Square (SEM-PLS) as described in the previous chapter, the following conclusions are drawn:

- a) Collegial Leadership has a positive and significant impact on Employee Engagement at the Bontang City General Elections Commission (KPU). The more transparent the horizontal communication and information distribution by the leadership (Commissioners), the higher the level of enthusiasm (vigor), dedication (dedication), and focus (absorption) of the secretariat staff and ad-hoc bodies (PPK/PPS).

- b) Collegial Leadership has a positive and significant impact on Strategic Decision Effectiveness. Leadership practices that prioritize deliberative processes and information transparency have been shown to produce more data-accurate decision-making, efficient meeting time allocation, and a high level of internal acceptability.
- c) Employee engagement has a positive and significant impact on the effectiveness of strategic decisions. Employees with high levels of dedication and enthusiasm for their work have been shown to significantly contribute to verifying document validity and expediting plenary administrative processes, which ultimately leads to increased efficiency and accuracy of organizational decisions.
- d) Employee Involvement significantly and partially mediates the relationship between Collegial Leadership and Strategic Decision Effectiveness. This means that the KPU commissioners' leadership style can directly increase decision effectiveness, but this effectiveness will achieve much more optimal results if the collegial leadership style successfully triggers psychological dedication from its employees.
- e) Organizational culture significantly moderates, by strengthening, the influence of collegial leadership on the effectiveness of strategic decisions at the Bontang City General Elections Commission (KPU). Participatory and transparent leadership will produce maximally effective decisions when supported by an organizational culture that strongly emphasizes consistency with procedures and compliance with election regulations.

5. References

Journals:

- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328. <https://doi.org/10.1108/02683940710733115>
- Becton, J. B., Walker, H. J., & Jones-Farmer, A. (2014). Generational differences in workplace behavior. *Journal of Applied Social Psychology*, 44(3), 175-189. <https://doi.org/10.1111/jasp.12208>
- Becker, J.-M., Klein, K., & Wetzels, M. (2012). Hierarchical latent variable models in PLS-SEM: Guidelines for using reflective–formative type models. *Long Range Planning*, 45(5–6), 359–394. <https://doi.org/10.1016/j.lrp.2012.10.001>
- Campione, W. A. (2015). Corporate offerings: Why aren't millennials staying?. *Journal of Applied Business and Economics*, 17(4), 60-75.
- Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedents and consequences. *Academy of Management Journal*, 50(5), 1217-1234. <https://doi.org/10.5465/amj.2007.20159921>

- Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects. *Information Systems Research*, 14(2), 189–217. <https://doi.org/10.1287/isre.14.2.189.16018>
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- Dean, J. W., Jr., & Sharfman, M. P. (1996). Does decision process matter? A study of strategic decision-making effectiveness. *Academy of Management Journal*, 39(2), 368–396. <https://doi.org/10.5465/256635>
- Hair, J. F., Jr., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report PLS-SEM results. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hult, G. T. M., Hair, J. F., Jr., Proksch, D., Sarstedt, M., Pinkwart, A., & Ringle, C. M. (2018). Addressing endogeneity in international marketing applications of PLS-SEM. *Journal of International Marketing*, 26(3), 1–21. <https://doi.org/10.1177/1069031X18812915>
- Kittur, A., & Kraut, R. E. (2008). Harnessing the wisdom of crowds in Wikipedia: Quality through coordination. In *Proceedings of the 2008 ACM Conference on Computer Supported Cooperative Work* (pp. 37–46). <https://doi.org/10.1145/1460563.1460634>
- Malone, T. W., & Crowston, K. (1994). The interdisciplinary study of coordination. *Communications of the ACM*, 37(1), 50–63. <https://doi.org/10.1145/197405.197406>
- Mesmer-Magnus, J. R., & DeChurch, L. A. (2009). Information sharing and team performance: A meta-analysis. *Journal of Applied Psychology*, 94(2), 535–546. <https://doi.org/10.1037/a0013773>
- Ng, T. W., Schweitzer, M. E., & Lyons, S. T. (2010). New generation, great expectations: A field study of the millennial generation. *Journal of Business and Psychology*, 25(2), 281–292. <https://doi.org/10.1007/s10869-010-9159-4>
- Nutt, P. C. (1999). Surprising but true: Half the decisions in organizations fail. *Academy of Management Executive*, 13(4), 75–90. <https://doi.org/10.5465/ame.1999.2570556>
- Pearce, C. L., & Conger, J. A. (Eds.). (2003). *Shared leadership: Reframing the hows and whys of leadership*. Sage. <https://doi.org/10.4135/9781452229539>
- Rizki, T., & Kurniawan, S. (2023). Public service performance: An influence of female leadership and good governance. *Jurnal Bina Praja*.

- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716. <https://doi.org/10.1177/0013164405282471>
- Santosa, H. (2023). Role of service innovation in enhancing customer satisfaction in the public sector organization. *Jurnal Ilmiah Ilmu Administrasi Publik*, 13(1), 183
- Sørensen, E., & Torfing, J. (2005). The democratic anchorage of governance networks. *Scandinavian Political Studies*, 28(3), 195–218. <https://doi.org/10.1111/j.1467-9477.2005.00136.x>
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial least squares structural equation modeling. In C. Homburg, M. Klarmann, & A. Vomberg (Eds.), *Handbook of Market Research*. Springer. https://doi.org/10.1007/978-3-319-05542-8_15-1
- Twenge, J. M. (2010). A review of the empirical evidence on generational differences in work attitudes. *Journal of Business and Psychology*, 25(2), 201-210. <https://doi.org/10.1007/s10869-010-9165-6>

Books:

- Irawanto, D. W., Ramsey, P. L., & Ryan, J. C. (2012). Paternalistic leadership and employee outcomes in the Indonesian public sector.
- Lipsky, M. (2010). *Street-level bureaucracy: Dilemmas of the individual in public services* (30th anniversary expanded ed.). Russell Sage Foundation.
- Niswaty, R., Wirawan, H., Akib, H., Saggaf, M., & Daraba, D. (2021). Investigating the effect of authentic leadership and employees' psychological capital on work engagement: Evidence from Indonesia.
- Nutt, P. C. (2002). *Why decisions fail: Avoiding the blunders and traps that lead to debacles*. Berrett-Koehler.