

# The Impact of Leadership Style on Innovative Work Behavior

Dyah P. Srirahayu, Esti Putri Anugrah, Amelia Firdaus

**Abstract**—The existence of the current library has met the complex needs of users. However, human resources in the library are often a source of problems in service. This is influenced by the leadership style in each library. This study aims to analyze the impact of leadership style on innovative work behavior. The research method used is a quantitative approach to analyze using SPSS. The findings in this study illustrate that leadership style has an influence on innovative work behavior which is certainly influenced by various existing factors.

**Keywords**—Leadership, public libraries, innovative behavior, Transactional leadership.

## I. INTRODUCTION

THE public library has been adapted to become a center for information resources as well as a place of learning for the community. The existence of this library is hope for current and future generations. Thus, knowledge assets in the library must be maintained. Library knowledge assets that are maintained and continue to be developed make visitors or users happier to take advantage of library services. On the other hand, interest in reading for the general public in Indonesia is very low. This needs to be considered by the government and local libraries. However, sometimes some libraries do not provide services and interesting collections, so there needs to be innovation in the library.

Library innovation is needed to update services, collections, and library arrangements to be better than before. This will also help in increasing public awareness of the importance of reading through updated library services and collections. According to [11] innovation will add value or make something more efficient. In the case of libraries, this innovation can take the form of updating collections, rearranging libraries, new library services, or new policy systems. Library development ideas can be obtained from the thinking of librarians. Even according to [11] innovation in the library will be very useful if it is supported by other librarians.

Librarians play a major role in managing libraries and the sources of information in them. Creative librarians are considered to be able to bring their thoughts or ideas for library development in a better direction [16]. If the librarian is creative in this regard, it will indirectly attract visitors to take advantage of the library. Thus, the librarian's task is not only to carry out library management routines but to be able to

contribute in the form of creative thinking for the library. Librarians are considered the most capable of bringing change to the library. Because librarians serve and manage library activities, they have seen the diversity of needs of users. In addition, they have a background in library science and understand the role and function of librarians

The librarian's routines in the library include managing information sources, procurement of collections, circulation services, stock taking, serving collections to users. Librarians must also show a positive quality and image for users [14]. So that they have a good perception in the eyes of users. Not only that, positive perceptions can be seen from librarians who can manage libraries and run several library application programs, have good public speaking, and adapt to changes. In addition, librarians can also engage in research and various other fields such as plagiarism, reference management, and other fields.

The existence of a library is the same as an organization. This organization needs to be nurtured and directed by good leadership. Leadership in an organization has its own impact on the sustainability of an organization. Organizations with good leadership will produce good results, while organizations with poor leadership will produce poor results [2]. This shows that the influence of a leader is very decisive. This leadership role also has a direct influence on its employees. In this case, the librarian who manages the library indirectly receives the influence of the leadership style in the library.

Previous research by [12] regarding the transformational leadership style that affects the innovative behavior of its employees has found that the transformational leadership style influences the innovative behavior of its employees. Even employees are willing to put their interests aside for this transformational leadership. Thus, companies can improve organizational culture due to the impact of the given influence. Subsequent research was conducted by [11] in which the findings of the researcher saw that leadership in this organization affects employee performance. Because if employees have optimal performance, they can issue ideas or thoughts as innovative behavior in the workplace. This study uses the SEM test tool; it shows that leadership has a significant effect on employee performance.

Further research from the library field cannot be excluded. The library houses several parent institutions under it. Libraries must be able to provide good examples and show a good quality side as well. It would be better if the leadership in a library organization also has a leadership style that understands its duties and roles in increasing the motivation and performance of its librarians. Previous research from [3] examined three leadership styles, namely directive, supportive,

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and participatory leadership. The finding is that the participatory leadership style influences the performance of librarians. This is because the participatory style involves the librarian in every decision-making and consults beforehand. Previous studies related to the influence of leadership types on IWB have had different results. Research conducted by [3] shows that transformational leadership has a positive influence on innovative work behavior so the more positive the supervisor's practice, the better the employee's innovative work behavior. This is different from the research conducted by [10] where transformational leadership does not have a positive effect on innovative work behavior because the organizational climate is considered to be more directing or influencing innovative work behavior. Transformational and Transactional leadership styles are indeed widely used as research variables. The transformational leadership style shows more influence on other variables than the transactional style. Research from [9] found that the transactional leadership does not affect employee performance.

Every organization has its leadership style. In this study, we will examine how the leadership style in each dimension is owned and further explore how leadership has an impact on Innovative Work Behavior. This study examines two leadership styles, namely transformational and transactional, each of which has dimensions. Transactional Leadership includes several dimensions, namely Idealized Influence, Inspirational Motivation, and Individual Consideration while Transactional Leadership is Verbal Rewards, Material Rewards, and Contingent Sanctions. Therefore, this research was conducted in several public libraries in Indonesia to determine the impact of leadership style on Innovative Work Behavior (IWB).

## II. RESEARCH METHODS

### A. Types of Research

The type of research used is quantitative confirmatory and the test method used is a multiple regression test or multiple linear regression test. Data collection is done by distributing questionnaires to librarians in public libraries in Indonesia. The instrument was used to measure the effect of transformational and transactional leadership on IWB.

### B. Data Collection Technique

The method for analyzing the data is using the SPSS 18 program with multiple regression analysis techniques. This SPSS program can show test results in the form of tables and coefficients. In addition, the data were also analyzed using a frequency distribution table.

### C. Population and Sample

The population in this study was all librarians in three public libraries in Indonesia, namely the Gunungkidul Regency Library and Archives Service, the Malang City Public Library and Archives Service, and the Yogyakarta Special Archives Library Service. The population is 42 people. This amount is also the sample in this study.

### D. Research Variable

In this study, there are independent and dependent variables. The dependent variable or variable X in this study is Leadership Transformational (X1) and Leadership Transactional (X2). Variable X is a variable that influences other variables while the independent variable or called variable Y is a variable that is subject to or influenced by variable X. Variable Y in this study is IWB (Y).

Based on the research model that has been designed, the formulation of the hypothesis in this study is:

- H1. There is an influence of Transformational Leadership (X1) on IWB (Y)
- H2. There is an effect of Transactional Leadership (X2) on IWB (Y)
- H3. There is an effect between Transformational Leadership (X1) and Transactional Leadership (X2) simultaneously on IWB (Y)

## III. RESULTS AND DISCUSSION

TABLE I  
 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Variable	Category	=	%	Total
Gender	Man	13	31%	42
	Woman	29	69%	
	Poor	14	33%	
Origin	Yogyakarta	14	33%	42
	Gunung Kidul	14	33%	
	< 1 year	4	10%	
Length of work	1-2 Years	8	19%	42
	3-4 Years	6	14%	
	> 5 years	24	57%	
	Processing/Collection Development	23	55%	
Field of Work	Service	12	29%	42
	coaching	3	7%	
	PR	1	2%	
	IT	3	7%	

Table I describes the demographics and the characteristics of the respondents who participated in this study. It is known that the number of respondents in the study was 42 people, 13 men, and 29 women. Correspondents came from various regions, namely 12 people from Malang, 12 people from Gunungkidul, and 12 people from Yogyakarta. This is because the research information is taken from librarians in various public libraries in Indonesia. Correspondents are dominated by librarians with working years > 5 years, which is 57% of the total respondents. Meanwhile, respondents with a length of work < 1 year are 10% of the total respondents. Because respondents who work with a length of work > 5 years are the most dominant, this can be used as a benchmark for the views of librarians who work long enough. On the other hand, the respondent's field of work is mostly in the field of Processing/Collection Development with a total percentage of 55%. The field of processing collection development does require more librarians than other fields of work. The second most dominant sector after development processing is the service sector, which is 29% of the total number of respondents.

TABLE II  
DISTRIBUTION OF TRANSFORMATIONAL LEADERSHIP FREQUENCY

Transformational Leadership	Mean	Information
Idealized Influence	4.43	high
Inspirational Motivation	4.46	high
Individualized Considerations	4.39	high
Average	4.4	high

Table II illustrates the frequency distribution of the transformational leadership style. Respondents provide answers by choosing a scale from 1-5. This transformational leadership style has several dimensions, namely Idealized Influence, Inspirational Motivation, and Individual Consideration. The three dimensions of this leadership style both get a high average score. This illustrates the answers from all respondents that they are more dominant or like this leadership style based on the results of the frequency distribution of respondents' answers. The first dimension of this leadership style is Idealized and Influence obtained an average of 4.43 (high), this explains that respondents validate this influence dimension concerning leadership behavior that has a clear orientation and vision, and mission. Second, the Inspirational dimension obtained 4.46 (high), this also validates that the respondent validates this dimension about leader behavior that inspires and motivates employees. Finally, the Individual Consideration dimension obtained 4.39 (high) with the description that respondents validated this dimension as a leader who protects his followers and can provide guidance, meet the needs of followers, and delegate authority.

TABLE III  
DISTRIBUTION OF LEADERSHIP TRANSACTIONAL FREQUENCY

Transactional	Mean	Information
Verbal Reward	4.23	Tall
Reward Materials	3.60	Currently
Contingent Sanctions	3.8	Tall
Average	3.8	Tall

Table III describes the frequency distribution of the respondents' overall answers. This transactional leadership style also has several dimensions such as transformational leadership style. Dimensions in transactional are Verbal Rewards, Material Rewards, and Contingent Sanctions. The three dimensions received an overall "high" average of 4.23 for Verbal Rewards and 3.8 for Contingent Sanctions. This Verbal Reward dimension describes the behavior of leaders who reward their employees with words that create a sense of satisfaction and pleasure so that employees feel commendable with the expressions given by the leadership. Meanwhile, contingent sanctions are a form of leadership behavior that provides feedback to employees if the employee does not commit an omission or mistake, he or she will receive sanctions, and vice versa. However, only the Material Reward dimension received an average "medium" of 3.60. The frequency distribution in this employee validates that the average respondent is not too inclined to the leadership dimension style related to Material Reward. This can be based

on the fact that some employees have not been able to achieve the standard of leadership satisfaction to get Material Rewards.

TABLE IV  
FREQUENCY DISTRIBUTION OF IWB

IWB	Mean	Information
Exploration	3.76	high
Generation	4.10	high
Champion	4.4	high
Implementation	4.46	high
Average	4.18	high

This study describes the frequency distribution of all respondents (see Table IV), namely librarians in Indonesian public libraries. Overall respondents in this study amounted to 42 librarians. This IWB has several dimensions, namely Exploration, Generation, Championing, and Implementation. The behavior of librarians in the Exploration dimension obtained an overall average of 3.76 (high). This dimension describes the behavior of librarians who want to find opportunities to get better performance. The second dimension is Generation which gets an overall average of 4.10 (high). This dimension describes behavior that manages information and tries to see problems from a different perspective. The third dimension is Championing which gets an overall average of 4.4 (high). This dimension describes the behavior of librarians who are persuasive and involve co-workers, either coordinating or managing things well. Finally, the Implementation dimension obtained an overall average of 4.46 (high). This dimension describes the behavior of implementing ideas in real action. Each of these IWB dimensions scored high on average. So that all respondents or librarians involved in this study have the potential or have validated IWB in their workplace.

#### Testing the First and Second Hypotheses Using the T-Test

The basis for making decisions using the T-Test:

- If the value of  $\text{sig} < 0.05$  or  $t \text{ arithmetic} > t \text{ table}$  then there is an influence between the X variable on the Y variable
- If the value of  $\text{sig} > 0.05$  or  $t \text{ count} < t \text{ table}$ , then there is no effect between the X variable and the Y variable
  - T table =  $t(a/2; nk-1)$
  - T table =  $t(0.05/2; 42-2-1)$
  - T table =  $t(0.025; 39)$
  - T table = 2.02269 using the distribution of T table values

TABLE V  
COEFFICIENTS<sup>A</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17,390	6,856		2,536	0,015
1 Transformational Leadership	-,926	,401	-,907	-2,307	,026
Transactional Leadership	,509	,142	1,411	3,589	,001

a. Dependent Variable: IWB

First Hypothesis (H1)

The Transformational Variable (X1) has no significant effect on IWB in Public Libraries in Indonesia. This can be seen from the significant Transformational Leadership (X1) of  $0.026 > 0.05$ . The previously calculated T table value is 2.02269 using the formula  $T \text{ table} = t(a/2; nk-1)$  while the results of the analysis using SPSS from the T value of transformational leadership yields -2.307 T count. Then H1 is rejected because the resulting value is less than the T table value. The results of tests carried out with predetermined calculations make several hypotheses can be grouped into rejected or accepted. So, the hypothesis, which says the effect of transformational leadership style on IWB, is rejected based on the results of the analysis using the T test.

Second Hypothesis (H2)

The transactional variable (X2) has a significant effect on IWB in public libraries in Indonesia. This can be seen from the Transactional Leadership significance value (X2) of  $0.001 < 0.05$ . And the T table value is 2.02269. Mean T Count 3.589 is greater than 2.02269 T table. Then H2 is accepted. So, the hypothesis that reads the effect of Transactional leadership style (X2) on IWB is partially accepted.

Testing Hypothesis 3 Using the F Test (Simultaneously)

The basis for making decisions using the F test:

1. If the value of  $\text{sig} < 0.05$  or  $F \text{ arithmetic} > F \text{ table}$  then there is an effect of variable X on variable Y
2. If the value of  $\text{sig} > 0.05$  or  $F \text{ count} < F \text{ table}$  then there is no effect of variable X on variable Y
  - $F \text{ table} = f(k; nk)$
  - $F \text{ table} = f(2; 42-2)$
  - $F \text{ table} = f(2; 40)$
  - $F \text{ table} = f(3.23)$  using F Value distribution

TABLE VI  
ANOVA<sup>B</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	615,761	2	307,881	12,340	,000 <sup>a</sup>
1 Residual	973,024	39	24,949		
Total	1588,786	41			

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership; b. Dependent Variable: IWB

The results of the F test are used to simultaneously test the effect of the independent variables on the dependent variable. The results of this test are proven by the  $F \text{ count} > F \text{ table}$ , so there is a simultaneous effect. It can be seen that  $12,340 F \text{ count} > 3.23 F \text{ table}$  with a significance value of  $0.000 < 0.05$ . Then the third hypothesis (H3) is accepted. So that the hypothesis that reads the effect on the X1 and X2 variables simultaneously affects the Y variable is accepted.

Coefficient of Determination Test Results

It is known that the coefficient of determination is found in the Adjusted R Square value of 0.356. This means that the ability of the independent variables (X1 and X2) in explaining the dependent variable (Y) is 35.6% and the remaining is

64.4%. This is in previous studies [12] that examined the influence of leadership on IWB were not always consistent. Previous research entitled “Transformational Leadership, Transactional Leadership, and Employee Creativity in Entrepreneurial Firms” [10] points towards a transformational leadership style which highlights the relationship between the dominant leadership style in public libraries in Indonesia and its IWB librarians. In some of the findings, transactional leadership is positively related to follower creativity [10]. We also distributed a questionnaire to librarians in several public libraries to see the influence of leadership style on their behavior. This is in line with [1] in which the two leadership styles, namely transformational and transactional, have a positive influence and affection between variables. The results of our study also show that the two variables X simultaneously influence the Y variable.

TABLE VII  
MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	,623 <sup>a</sup>	,388	,356	4,995

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership

The leadership style has its theory in its implementation. This theoretical support helps researchers to describe the leadership style that will be tested with other variables. With the help of theory, it will help to describe the influence and occurrence of reciprocal relationships [1]. For example, if librarians consider transformational leadership to have a positive influence, they will also provide good behavior and performance. For transactional leadership, if it has a positive influence on the librarian, the librarian will also pay for it with good performance. Regression results from this study indicate that transactional style and transformational style simultaneously (together) affect librarians. These results were obtained by testing the hypothesis with the F test. So, the third hypothesis which reads that the influence on variables X1 and X2 simultaneously affects the variable Y is accepted.

Other test results regarding leadership style partially, found that the transactional leadership style is more dominant. It has been partially tested the multiple linear regression hypothesis, that the transactional leadership style influences the innovative behavior of librarians. So, our hypothesis which states that the effect of the Transactional leadership style (X2) on IWB is partially accepted with a Tcount of 3.589 greater than a T table of 2.02269. So ased on the decisions taken, the transactional leadership style tends to be in this case. The transactional leadership style is believed to be able to efficiently direct the organization and its followers thanks to rewards related to performance, both verbal and nonverbal rewards [13] In addition, this transactional leadership style also provides the resources needed for librarians to do their jobs [7].

Previous studies have shown that transformational style often has a significant effect [12]. However, in this study, we found that transactional style had a significant effect on the

IWB of librarians. This can also occur because of the reciprocal relationship of transactional leadership styles that tend to provide feedback on contributions and provide exceptions as an evaluation measure. Leadership style does play an important role in organizational operations. But both transformational and transactional leadership styles have proven to be ineffective for use in the long term [5]. For this reason, initiatives or ideas are needed and even leader behavior can encourage the running of an organization and its followers for the better [4]. So IWB also appears in librarians. Other research has also shown that this leadership behavior can be an important learning antecedent [6]. This is because behavior even what comes out as words will be seen and heard by followers.

Regardless of the leadership style, IWB is the expectation of leaders in all organizations. Resources in the organization are indeed the most expensive assets. In the field of libraries, librarians are an expensive asset. The research results from [8] include the dimensions of psychological empowerment in the regression analysis so that the relationship between leadership and IWB shows considerable added value. This means that leadership can encourage IWB with good leadership behaviors. Apart from that, looking at the results of the frequency distribution in Table 4 of IWB, all dimensions get an overall average score with high results. This means that IWB in public libraries can be described using a frequency distribution table.

IWB itself is an accumulation of employee behavior that leads to innovation [15]. This behavior has attracted the attention of researchers to be developed further because this IWB is the behavior of employees who are big contributors to an organization. In public libraries in Indonesia, the IWB of librarians is examined for the sake of knowledge. The results of the frequency distribution from Table 4 describe the level of IWB of librarians at the High public library with an average total acquisition of all dimensions of 4.18.

#### IV. CONCLUSION

Because leadership styles such as leader behavior can be a factor influencing IWB, analysis of the influence and supporting factors is also increasingly needed. Leadership behavior can indeed encourage behavior towards their subordinates, such as how leaders reward employees so that employees feel that they are seen and appreciated as human resources who also move to encourage the running of an organization.

This study analyzes how leadership style influences IWB for librarians in Indonesian public libraries. The result obtained in this study is: the transactional leadership style influences the IWB of librarians. This transactional leadership style is more likely to reward a contribution that meets the leader's standards so that awards can be obtained. In addition, this leadership style also does not hesitate to make exceptions to a mistake as a sanction. Because of this leadership style, the leader has the authority to delegate tasks to his subordinates.

#### V. LIMITATION

The results of our study have several limitations so caution should be exercised in their interpretation. First, the study of variables is limited to variables within the scope of leadership style and innovative work behavior. Second, although we investigated the level of IWB in Indonesian public libraries, we had a limited sample. So the research results are still on a small scale and the results are not fully consistent. Third, our study did not analyze each dimension of each variable, and therefore future research may be able to analyze each dimension.

Future research should also analyze the effects of the transactional leadership dimensions to examine the strength of each of these dimensions. Future studies should also examine other types of leadership (e.g. servant leadership, ethical leadership, participatory leadership, etc.) and their impact. So, this research has the opportunity to be further developed for researchers.

#### VI. MANAGERIAL IMPLICATIONS

This study is one of the few studies examining the influence of transformational and transactional leadership styles on the IWB of librarians in Indonesian public libraries. This study focuses on the dominant leadership style through the results of multiple linear regression tests. Therefore, this leadership study calls for a natural call to investigate further on the topic.

Our research provides insight into how this leadership style affects the attitudes and performance of librarians in libraries. In addition, this study highlights the IWB of librarians to contribute to the library where he works. Therefore, the government can facilitate a program or training to empower leadership so that it becomes better. With that, IWB will be affected and the librarian will make the best contribution to his library. Furthermore, we also show that the results of our study provide an overview of transactional leadership styles that have been less studied by researchers which produce dominant results than transformational leadership styles. For this reason, a leader needs to use an effective style and behavior to be able to implement a leadership strategy to influence his employees. So, we recommend a different and nuanced leadership style to encourage employees.

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