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Empowering Leadership and Employee Development in Regional Public Institutions: Evidence from Satpol PP Tulungagung, Indonesia

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Abstract

This study was conducted with the aim of knowing how the implementation of leadership in the perspective of empowerment theory towards employee development in SATPOL PP Tulungagung. The method used in this study is descriptive qualitative. The method of data collection by conducting observations and interviews with employees at the SATPOL PP office of Tulungagung Regency. After the data was collected and analyzed, the results of the study were obtained, namely that it can be concluded that the leader of Satpol PP Tulungagung Regency applies empowerment theory, where this is proven by the delegation of authority by the leader of SATPOL PP to his subordinates, but the leader of SATPOL PP still controls and remains involved in supervising the implementation of delegated tasks. In order to provide career development opportunities for SATPOL PP members. And SATPOL PP members are also expected to be able to weigh all the risks and consequences of decisions taken so that they can produce the best decisions to maintain security and order in Tulungagung. With Self-Directed Decision Making. And the leader of Satpol PP provides training, guidance, and mentoring to SATPOL PP members in order to improve innovation skills in carrying out daily tasks. And the leader of the SATPOL PP also involves the ability of SATPOL PP members to identify and analyze emerging problems, plan steps to resolve them, and evaluate the results of the decisions taken.

Keywords: Empowering Leadership; Employee Development; Public Administration; Human Resource Empowerment; Organizational Effectiveness; Local Government

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INTRODUCTION

Human resources have become one of the most strategic organizational assets in facing increasingly dynamic institutional changes, administrative complexity, and global competition. Organizational success is no longer determined solely by technological advancement or financial capacity, but also by the quality of leadership and the ability to empower employees effectively. In public sector organizations, particularly government institutions responsible for maintaining public order and security, employee development and leadership effectiveness are essential factors influencing organizational performance and service quality. Therefore, strengthening employee capacity through leadership empowerment has become an important concern in public administration studies.

The development of human resources is closely associated with leadership practices capable of encouraging participation, innovation, responsibility, and organizational commitment among employees. Leadership is generally defined as the ability to influence, direct, and motivate individuals or groups to achieve organizational objectives effectively (Badu & Djafri, 2013). Effective leadership not only focuses on authority and supervision but also emphasizes empowerment, collaboration, and employee development. According to Edwin A. Locke, successful leadership involves several important dimensions, including motivation, knowledge, skills, vision, and the implementation of organizational goals (Soleha, 2008). These dimensions indicate that leadership effectiveness depends significantly on the leader's ability to empower organizational members and encourage collective responsibility.

In recent years, the concept of empowering leadership has gained considerable attention in organizational and public administration research. Empowering leadership refers to leadership behavior that promotes employee autonomy, participation in decision-making, delegation of authority, and skill development (Amundsen & Martinsen, 2014). This leadership approach encourages employees to develop self-confidence, creative thinking, and problem-solving capabilities while simultaneously increasing organizational commitment and job satisfaction. Previous studies demonstrated that empowering leadership positively affects employee creativity, innovation, and organizational performance (Rochani, 2020; Nada Nabillah, 2021). Through empowerment practices, employees are encouraged to become more adaptive, responsible, and proactive in performing organizational tasks.

The implementation of empowerment theory is particularly relevant within public sector institutions that require high levels of coordination, discipline, and responsiveness, such as Satuan Polisi Pamong Praja (Satpol PP). Satpol PP is a regional government institution responsible for maintaining public order, enforcing regional regulations, and ensuring community security. As a public institution operating directly within society, Satpol PP requires competent human resources capable of responding effectively to various public order challenges and administrative responsibilities. Consequently, leadership practices emphasizing employee empowerment are necessary to improve institutional effectiveness and employee professionalism.

In Tulungagung, Satpol PP plays an important role in supporting regional governance, maintaining social order, and implementing regional policies. The complexity of these responsibilities requires organizational leaders capable of developing employee competence, encouraging innovation, and creating collaborative working environments. Leadership implementation based on empowerment theory is expected to strengthen employee performance through delegation of authority, accountability, participative decision-making,

information sharing, and continuous skill development. Such approaches are important because public sector organizations increasingly require adaptive and innovative human resources capable of responding to administrative and social challenges efficiently.

Several previous studies discussed the relationship between empowering leadership and employee performance in organizational settings. Research conducted by Rochani (2020) found that empowering leadership contributes positively to employee creativity and self-efficacy. Similarly, Nada Nabillah (2021) emphasized that empowering leadership significantly influences employee performance and intrinsic motivation within governmental institutions. Other studies also suggested that empowerment practices improve organizational effectiveness by encouraging employee participation and innovation (Onsardi, 2018). Nevertheless, studies specifically examining the implementation of empowerment leadership within local public security institutions such as Satpol PP remain relatively limited, particularly in the context of regional government organizations in Indonesia.

In addition, most previous research focused primarily on private organizations or general public institutions without comprehensively analyzing how empowerment theory is implemented operationally in institutions responsible for maintaining public order and regional regulation enforcement. The organizational structure and operational responsibilities of Satpol PP differ significantly from other public institutions because they involve direct interaction with the community, rapid decision-making, and coordinated field operations. Therefore, examining leadership implementation from the perspective of empowerment theory within Satpol PP institutions is important for understanding how empowerment practices influence employee development and organizational effectiveness in public security administration.

This study aims to analyze the implementation of leadership from the perspective of empowerment theory toward employee development at Satuan Polisi Pamong Praja Tulungagung. Specifically, the study examines several dimensions of empowering leadership, including delegation of authority, accountability, self-directed decision-making, information sharing and skill development, as well as coaching for innovation. The findings of this study are expected to contribute theoretically to the development of public administration and leadership studies while also providing practical recommendations for improving employee empowerment and organizational performance within regional government institutions.

Literatur Riview

Leadership in modern organizations is understood as a process of influencing, directing, and motivating individuals and groups to achieve common goals effectively (Badu & Djafri, 2013). Yukl (2013) emphasizes that leadership effectiveness is determined not merely by formal authority but also by a leader's ability to build relationships, delegate responsibilities, and develop the capacities of organizational members. This perspective is consistent with the organizational behavior approach, which places human resource development as an integral leadership function that is inseparable from the achievement of organizational performance (Robbins & Judge, 2017). In this context, empowering leadership emerges as an approach that specifically emphasizes power sharing, work autonomy, and employee competency development as strategic instruments for improving performance (Ahearne, Mathieu, & Rapp, 2005).

Dimensions and Models of Empowering Leadership

Conceptually, empowering leadership is defined as leadership behavior that encourages employee autonomy, participation in decision-making, delegation of authority, and skill development (Amundsen & Martinsen, 2014). Konczak, Stelly, and Trusty (2000)

operationalized this concept into several measurable dimensions of leadership behavior, including delegation of authority, accountability, self-directed decision-making, information sharing, and skill development. These dimensions have subsequently become a widely used framework in empowering leadership research, including in the present study. From a psychological perspective, Spreitzer (1995) explains that empowerment operates through four cognitive dimensions among employees, namely meaning, competence, self-determination, and impact, which collectively constitute psychological empowerment in the workplace. Srivastava, Bartol, and Locke (2006) further argue that empowering leadership within management teams contributes to increased knowledge sharing, team efficacy, and group performance, while Zhang and Bartol (2010) found that psychological empowerment and intrinsic motivation serve as mediating mechanisms linking empowering leadership to employee creativity.

Empirical Studies on Empowering Leadership in the Indonesian Public Sector

Empirical studies on empowering leadership in Indonesian public sector organizations indicate a relatively consistent pattern of influence. Nada Nabillah (2021) found that empowering leadership significantly influences employee performance and intrinsic motivation within the Palangka Raya City Government. Similarly, Yassin and Hasyim (2022) examined the role of empowering leadership style in employee job satisfaction within government organizations and found that psychological capital, psychological well-being, and work engagement play important mediating roles in this relationship. Rochani (2020) also confirmed that empowering leadership enhances employee creativity through strengthening self-efficacy, while Onsardi (2018) demonstrated that empowerment practices promote organizational citizenship behavior and employee performance more broadly. These findings reinforce the argument that empowering leadership is not only relevant to private organizations but also makes a tangible contribution to the effectiveness of government institutions.

Human Resource Development in Public Order Enforcement Institutions

In the context of institutions responsible for maintaining public order, research on human resource development remains relatively limited and tends to focus primarily on technical competencies and formal training. Fitriyanti and Sinaga (2024) examined human resource development within the Civil Service Police Unit (Satuan Polisi Pamong Praja/Satpol PP) of Balikpapan City and found that training and education programs contribute significantly to improving the competence and professionalism of personnel in carrying out public order enforcement duties. However, the study did not explicitly establish a connection between competency development and empowering leadership practices, as examined in the present study. This gap highlights the need for specific research on public order enforcement institutions such as Satpol PP, which operate within hierarchical structures while simultaneously requiring rapid responses and effective field coordination. Such institutions require further examination of how the principles of empowering leadershipdelegation, accountability, decision-making autonomy, information sharing, and training for innovation are operationally implemented to support employee development.

Research Gap and Analytical Framework

Previous studies have demonstrated that empowering leadership contributes positively to employee creativity, motivation, performance, organizational citizenship behavior, and job satisfaction (Onsardi, 2018; Rochani, 2020; Nada Nabillah, 2021; Yassin & Hasyim, 2022). However, the existing literature provides limited empirical understanding of how empowering

leadership is operationally implemented within hierarchical public institutions that require rapid decision-making, accountability, discipline, and field coordination. This limitation is particularly evident in public order enforcement institutions such as Satuan Polisi Pamong Praja (Satpol PP), whose organizational characteristics differ from those of conventional public organizations.

Furthermore, previous research on human resource development in Satpol PP has predominantly emphasized formal education, training, technical competence, and professionalism. Fitriyanti and Sinaga (2024), for example, demonstrated the contribution of education and training to personnel competence and professionalism but did not explicitly examine the role of empowering leadership in the employee development process. This creates an analytical gap concerning how leadership practices can function as an empowerment mechanism for developing employee capacity within public order enforcement institutions.

To address this gap, this study adopts the empowering leadership perspective, particularly the dimensions of delegation of authority, accountability, self-directed decision-making, information sharing, skill development, and coaching for innovation (Konczak, Stelly, & Trusty, 2000; Amundsen & Martinsen, 2014). These dimensions are analyzed as leadership practices through which organizational leaders provide employees with greater responsibility, autonomy, access to information, opportunities for competency development, and support for innovation.

The analytical framework assumes that empowering leadership practices create an organizational environment that facilitates employee empowerment and development. Delegation of authority is expected to strengthen employee responsibility and confidence; accountability encourages discipline and performance orientation; self-directed decision-making develops autonomy and problem-solving capacity; information sharing strengthens coordination and organizational understanding; skill development enhances employee competence and professionalism; while coaching for innovation encourages creativity, adaptability, and continuous organizational improvement (Spreitzer, 1995; Srivastava, Bartol, & Locke, 2006; Zhang & Bartol, 2010).

In the context of Satpol PP Tulungagung, these dimensions are examined within the specific characteristics of public order enforcement, where employee autonomy must remain balanced with organizational control, accountability, institutional regulations, and operational discipline. Therefore, the analytical framework positions empowering leadership as a process that connects leadership practices with employee development and, ultimately, organizational effectiveness. The framework enables the study to examine not only whether empowerment is present but also how empowerment is implemented, experienced, and constrained within a hierarchical regional government institution.

RESEARCH METHODS

Research Design

This study employed a qualitative descriptive research design to analyze the implementation of empowering leadership toward employee development at Satuan Polisi Pamong Praja Tulungagung. A qualitative approach was selected because the study aims to understand leadership practices, empowerment mechanisms, and employee development processes within the organizational context of public sector institutions. Qualitative research is considered appropriate for exploring social interactions, organizational behavior, and leadership dynamics in natural settings.

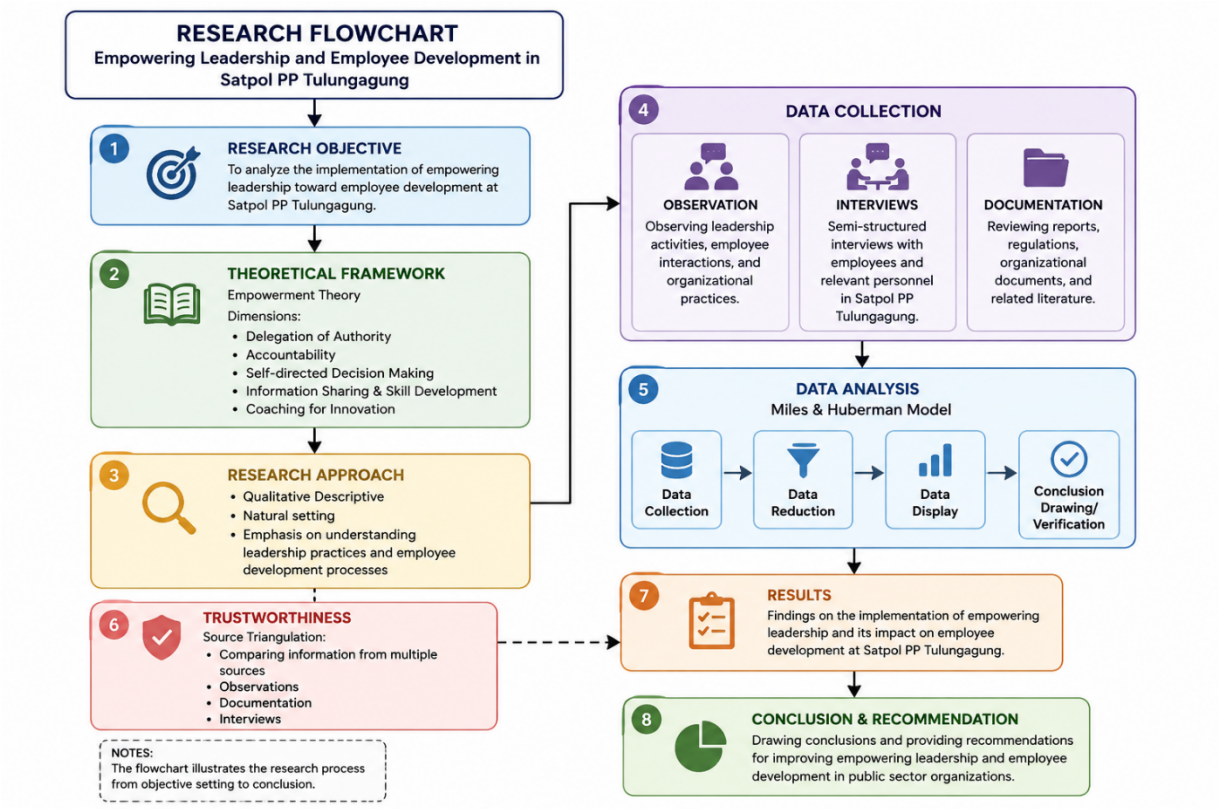


Figure1. Flowchart of Research Methodology

The research illustration in Figure 1 focused on examining the implementation of empowering leadership based on empowerment theory within Satpol PP Tulungagung. The study specifically analyzed several dimensions of empowering leadership adapted from the framework developed by Konczak, Stelly, and Trusty (2007), including delegation of authority, accountability, self-directed decision making, information sharing and skill development, and coaching for innovation. These dimensions were used as analytical indicators to evaluate leadership practices and employee empowerment processes within the institution.

Research Setting

The research was conducted at the Satuan Polisi Pamong Praja (Satpol PP) of Tulungagung Regency, East Java, Indonesia. Satpol PP was selected as the research setting because it represents a hierarchical regional public institution with distinctive operational characteristics. Its employees are required to maintain public order, enforce regional regulations, respond to public problems, and conduct field operations that require discipline, coordination, accountability, and timely decision-making. This organizational context provides an important setting for examining how empowering leadership operates within an institution where employee autonomy must be balanced with hierarchical authority, operational control, and institutional regulations. The research setting also enabled the researchers to examine how empowerment practices contribute to employee competence, responsibility, professionalism, and innovation in the execution of public order enforcement duties.

Data Sources

The study utilized both primary and secondary data sources. Primary data were obtained through semi-structured interviews and direct observations of leadership practices and employee activities within the Satpol PP organization. Secondary data were obtained through relevant organizational documents, institutional reports, regulations, personnel development documents, training records, and other documents related to employee development and the implementation of public order and regulatory enforcement functions. The combination of primary and secondary sources enabled the researchers to compare employees' experiences and perceptions with observable organizational practices and institutional documentation.

Informant Selection

Informants were selected using purposive sampling based on their relevance to the research objectives and their direct knowledge or experience of leadership and employee development within Satpol PP Tulungagung. The informants consisted of organizational leaders and employees who were involved in the implementation of delegated responsibilities, decision-making, supervision, training, and daily operational activities. Selection of informants considered their position, experience, involvement in organizational activities, and ability to provide relevant information concerning empowering leadership practices. This approach was intended to obtain diverse perspectives regarding how authority was delegated, how accountability was exercised, how employees participated in decision-making, how information and skills were developed, and how leaders provided coaching and support for innovation.

Data Collection

Data collection was conducted through observation, semi-structured interviews, and documentation studies. Observations were carried out to understand organizational activities, leadership interactions, and employee work practices in the institutional environment. Interviews were conducted with several employees and organizational personnel within Satpol PP Tulungagung to obtain in-depth information regarding leadership implementation, employee participation, delegation mechanisms, and organizational development practices. Documentation studies were also conducted by reviewing institutional reports, organizational documents, regulations, and related literature relevant to empowering leadership and employee development.

Data Analysis

The collected data were analyzed using the interactive analysis model proposed by Miles and Huberman, which consists of data collection, data reduction, data display, and conclusion drawing. In the first stage, all relevant information obtained from interviews, observations, and documentation was systematically collected. The second stage involved data reduction through categorization and selection of information relevant to the research objectives. Subsequently, the organized data were presented descriptively to facilitate interpretation and thematic analysis. Finally, conclusions were drawn based on patterns, relationships, and findings identified during the analytical process.

Trustworthiness and Ethics

To ensure the credibility and validity of the findings, this study applied source triangulation by comparing information obtained from different respondents, observational

findings, and supporting documentation. Triangulation was intended to improve data reliability and minimize subjectivity in interpreting the research results. In addition, continuous interpretation and cross-checking procedures were conducted throughout the research process to maintain analytical consistency.

Through this methodological approach, the study is expected to provide a comprehensive understanding of the implementation of empowering leadership in public sector organizations and its contribution to employee development within regional government institutions.

RESULTS AND DISCUSSION

Implementation of Empowering Leadership in Satpol PP Tulungagung

The implementation of empowering leadership at Satuan Polisi Pamong Praja Tulungagung demonstrates the organization's effort to improve employee capacity, institutional effectiveness, and operational performance through participative leadership practices. Leadership within the institution is not solely oriented toward hierarchical control but also emphasizes employee involvement, responsibility, and professional development. This approach reflects the principles of empowerment theory, where leaders encourage employees to participate actively in organizational activities and decision-making processes.

The findings indicate that leadership practices in Satpol PP Tulungagung involve delegation mechanisms that allow employees to carry out operational responsibilities according to their respective roles and competencies. Employees are given opportunities to participate in administrative coordination, field operations, and institutional activities related to public order enforcement. Such practices create a more collaborative organizational environment and strengthen employee confidence in performing organizational duties.

The implementation of empowering leadership is important because Satpol PP operates within a dynamic public service environment requiring rapid coordination, discipline, and responsiveness. Leadership practices emphasizing empowerment contribute positively to employee adaptability and institutional effectiveness. These findings are consistent with previous studies indicating that empowering leadership improves employee motivation, creativity, and organizational commitment (Rochani, 2020).

Delegation of Authority

One of the main dimensions identified in this study is delegation of authority. Leaders within Satpol PP Tulungagung delegate operational responsibilities to employees according to their expertise and organizational functions. Delegation practices are implemented in administrative management, public order operations, field coordination, and institutional reporting activities.

The delegation process allows employees to become more actively involved in organizational tasks and encourages them to develop problem-solving abilities independently. Employees are entrusted with specific responsibilities during operational activities, enabling faster coordination and decision-making processes in field operations. This practice supports organizational efficiency because operational responsibilities do not rely solely on top-level leadership.

The findings reveal that delegation also contributes to improving employee confidence and accountability. Employees become more motivated when they are trusted to handle operational tasks independently. This result aligns with empowerment theory, which

emphasizes that authority delegation strengthens employee participation and organizational engagement (Amundsen & Martinsen, 2014).

However, several challenges remain evident in the delegation process. Differences in employee competencies and work experience occasionally influence operational consistency. Some employees still require direct supervision and additional guidance when handling complex field operations. Therefore, leadership support and continuous supervision remain necessary to ensure organizational effectiveness.

Accountability in Organizational Performance

Accountability represents another important dimension of empowering leadership identified in this study. The implementation of accountability practices within Satpol PP Tulungagung is reflected through reporting mechanisms, task evaluations, and operational supervision. Employees are required to complete responsibilities according to organizational regulations and institutional objectives.

The findings indicate that accountability practices contribute positively to employee discipline and organizational commitment. Leaders regularly evaluate employee performance through coordination meetings and operational assessments. Such evaluation mechanisms encourage employees to perform tasks more responsibly and improve work effectiveness.

Accountability implementation also strengthens institutional transparency because operational activities and administrative processes are monitored systematically. Employees understand their responsibilities clearly and recognize the importance of maintaining professional conduct in public service activities. This condition supports the development of a more disciplined and performance-oriented organizational culture.

Nevertheless, accountability implementation sometimes encounters operational limitations, particularly during high-intensity field activities requiring rapid coordination. In such situations, supervision mechanisms may become less effective because operational priorities focus primarily on maintaining public order and security. Therefore, organizational coordination and communication systems remain essential for maintaining accountability consistency.

Self-Directed Decision Making

The findings also demonstrate the implementation of self-directed decision-making practices within Satpol PP Tulungagung. Employees are encouraged to make operational decisions independently within the scope of their authority and responsibilities. This approach reflects empowering leadership principles emphasizing employee autonomy and initiative.

Self-directed decision-making is particularly important in field operations because operational conditions frequently require rapid responses and immediate action. Employees involved in public order activities often encounter unpredictable situations requiring adaptive decision-making processes. Leadership support for employee autonomy contributes positively to operational responsiveness and effectiveness.

The implementation of this approach also encourages employees to improve analytical and problem-solving skills. Employees become more confident in handling operational challenges and coordinating with team members during field activities. These findings support previous research indicating that empowering leadership enhances employee self-efficacy and work performance (Nada Nabillah, 2021).

Despite these positive outcomes, decision-making autonomy still requires organizational control and policy alignment. Employees must ensure that operational decisions remain consistent with institutional regulations and organizational objectives. Consequently, leadership

guidance and communication remain essential for balancing autonomy and organizational discipline.

Information Sharing and Skill Development

Information sharing and employee skill development constitute important components of empowering leadership implementation in Satpol PP Tulungagung. Leaders actively communicate operational information, institutional policies, and organizational objectives to employees through coordination meetings, briefings, and internal discussions.

The findings indicate that effective information sharing contributes positively to organizational coordination and employee understanding of institutional responsibilities. Employees receive clearer guidance regarding operational procedures, organizational targets, and administrative regulations. Such communication practices strengthen teamwork and reduce operational misunderstandings during field activities.

In addition, leadership practices also support employee skill development through training programs, operational guidance, and practical field experience. Employees are encouraged to improve technical competencies, communication abilities, and operational readiness. Training activities related to public order management, administrative procedures, and institutional coordination contribute to improving employee professionalism.

Skill development is essential because Satpol PP personnel are required to handle diverse operational situations involving community interaction, public regulation enforcement, and administrative coordination. Therefore, continuous employee development becomes an important strategy for strengthening organizational effectiveness and institutional adaptability.

Coaching for Innovation

Another important finding concerns leadership coaching practices aimed at encouraging employee innovation and organizational improvement. Leaders within Satpol PP Tulungagung provide guidance and motivation for employees to contribute ideas, improve operational procedures, and develop more effective coordination mechanisms.

Coaching practices are implemented through direct communication, mentoring activities, and organizational discussions. Employees are encouraged to provide suggestions related to operational improvements and service effectiveness. Such practices create a more participative organizational climate and encourage employees to become more proactive in institutional activities.

The findings demonstrate that innovation-oriented coaching contributes positively to employee motivation and organizational adaptability. Employees become more willing to participate in organizational improvement processes because they feel their contributions are appreciated by leadership. This condition strengthens organizational commitment and encourages collaborative working relationships within the institution.

However, innovation development within public sector institutions remains influenced by organizational regulations and bureaucratic structures. Certain operational procedures are regulated formally, limiting flexibility in implementing rapid organizational changes. Consequently, innovation efforts must remain aligned with institutional policies and government regulations.

Discussion

The findings of this study confirm that empowering leadership contributes positively to employee development and organizational effectiveness within public sector institutions. The implementation of delegation, accountability, self-directed decision-making, information sharing, skill development, and coaching practices strengthens employee participation and institutional performance.

The results support empowerment theory, which emphasizes that employee involvement and autonomy improve motivation, organizational commitment, and work effectiveness. In the context of Satpol PP Tulungagung, empowering leadership enables employees to become more adaptive, responsible, and collaborative in performing organizational duties. These findings are also consistent with previous studies highlighting the positive relationship between empowering leadership and employee performance in public organizations (Onsardi, 2018; Rochani, 2020).

Nevertheless, several challenges remain important, particularly regarding differences in employee competencies, operational coordination, and bureaucratic limitations. Therefore, continuous leadership development, employee training, and organizational communication improvement are necessary to strengthen empowerment implementation within public institutions.

Overall, the implementation of empowering leadership at Satpol PP Tulungagung demonstrates that leadership approaches emphasizing participation, autonomy, and employee development can improve organizational effectiveness and strengthen public sector performance. Sustainable empowerment strategies are therefore essential for supporting professional, adaptive, and responsive public administration systems.

CONCLUSION

The implementation of empowering leadership at Satuan Polisi Pamong Praja Tulungagung demonstrates an important contribution toward employee development and organizational effectiveness within public sector institutions. Leadership practices emphasizing empowerment principles, including delegation of authority, accountability, self-directed decision-making, information sharing, skill development, and coaching for innovation, have encouraged employees to become more participative, responsible, and adaptive in carrying out organizational duties. These leadership practices support the creation of a collaborative working environment capable of improving institutional performance and operational coordination.

The findings indicate that delegation of authority strengthens employee confidence and involvement in organizational activities, while accountability mechanisms improve discipline and responsibility in operational performance. In addition, self-directed decision-making contributes positively to employee responsiveness and problem-solving capabilities, particularly in dynamic field operations requiring rapid coordination. Information sharing and skill development practices also support employee professionalism by improving communication, technical competence, and operational readiness within the institution.

Furthermore, coaching for innovation encourages employees to participate actively in organizational improvement processes and strengthens organizational adaptability in responding to administrative and social challenges. These findings confirm that empowering leadership implementation contributes significantly to strengthening employee motivation, organizational commitment, and institutional effectiveness within public administration organizations.

However, several challenges remain evident, including differences in employee competencies, operational coordination limitations, and bureaucratic constraints influencing organizational flexibility. Therefore, continuous leadership development, technical training, organizational communication strengthening, and institutional support are necessary to optimize empowerment practices in regional government institutions.

This study concludes that empowering leadership represents an effective leadership approach for improving employee development and organizational performance in public sector institutions. Sustainable empowerment strategies are essential for creating professional, adaptive, and responsive public administration systems capable of supporting effective governance and public service delivery. Future studies are recommended to explore comparative leadership models, employee performance measurement, and organizational innovation strategies within broader public sector contexts in Indonesia.

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