

## THE EFFECT OF INNOVATION MODEL AS A MEDIATION VARIABLE ON THE PERFORMANCE OF THE ACEH NATIONAL LAND AGENCY MODERATED BY LEADERSHIP REVIEW

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### ABSTRACT

This research was conducted to determine the effect of the innovation model as a mediating variable on the performance of the Aceh National Defense Agency, which was moderated by leadership review. The location of the research conducted by the author was directly at the District/City Land Office and the Aceh BPN Regional Office. The sample used was cluster proportional sampling. The number of samples in this study was determined based on the requirements set by the SEM analysis. The conclusion drawn from the formula highlights the problem addressed in this study, which is to assess several variable relationships in the research model, namely a culture of sharing, organizational resources, control systems, innovation models, and leadership reviews in improving organizational performance, specifically the performance of BPN Aceh. Additionally, the study aimed to address the gradual and continuous progress of the nation, focusing on the designs, methods, and outcomes of all apparatus of the National Land Agency.

**Keywords:** Innovation Model; Performance; Leadership; Land Agency

### 1. INTRODUCTION

The Ministry of Agrarian Affairs and Spatial Planning/National Land Agency continues to strive for improvement in order to meet the expectations of the people. The enhancement, reform, and advancement of services are consistently encouraged while upholding organizational values, namely service, professionalism, and trustworthiness. This is aimed at transforming the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency into an accountable, transparent, credible, and world-class institution. The various achievements in the performance of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, which continue to increase, are closely linked to the strengthening of the organization's internal resources, a process carried out consistently and continuously. Strengthening the organization's internal resources involves various measures, including enhancing HR competencies, improving organizational structure and capacity, developing information technology, and managing budgets effectively. These achievements represent genuine efforts and contributions from all levels within the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency. (2020 ATR/BPN Performance Report, SofyanDjalil).

Building upon this perspective, two main challenges faced by government organizations emerge: organizational culture and competence across various fields and levels to develop professional expertise. Professional competence is defined as "the use of communication, knowledge, technical skills, emotions, values, and ordinary and wise reflections in daily practice" for the benefit of individuals and communities served. Competence, in this context, can be defined as "the fundamental characteristics of an individual that are causally linked to effective and/or superior performance criteria in a job or situation" (Grusby et al., 1993: 9). Subsequently, organizational culture becomes pivotal. Addressing these challenges promptly is crucial in pursuing quality and equitable economic growth targets. Similar challenges are also encountered by the

ATR/BPN Ministry, particularly the Aceh BPN regional office. BPN Aceh is mandated to achieve performance targets while tackling these issues.

In this case, the National Land Agency (BPN) itself is a non-profit government institution, but it has two main targets: physical and financial targets. Physical targets encompass outputs derived from maps, data, and certificates. These physical targets consist of two categories: routine activities, which include first-time land registration, maintenance of land administration, land information, and arrears of land services; and project-based activities, which include PTSL, Redis, BMN (State Property), Communal Rights, and Land Consolidation. Additionally, BPN has financial performance targets, namely budget absorption outputs, comprising RM (Pure Rupiah), which represents the budget that has been allocated, and PNBPN (Non-Tax State Revenue), which is a target that must be achieved by BPN as state revenue.

Thus, the performance target of BPN necessitates that physical realization aligns with financial realization, both of which must be attained. For 2021, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency's PNBPN is projected to reach Rp. 2.235 trillion, achieving 91.86% of the predetermined target. This achievement also impacts the performance of BPN Aceh, where differences in performance are observed among the district/city land offices in Aceh Province. To address these discrepancies and promote uniform performance, innovation stemming from a culture of sharing and collaboration must be continuously cultivated.

In general, the role of ATR/BPN nationally and specifically the Aceh BPN Regional Office is very vital in development, this is because land is one of the most important economic resources (economic resources) so data collection and recording of all land parcels is a must, this record can be used for record keeping, asset management, guarantees (collaterals), short and long term potential investment roadmaps, taxes and legal certainty for investment both domestic investment (PMDN) and foreign investment (PMA) which will ultimately lead to sustainable economic growth and social welfare.

To support this vital role, ATR/BPN has very adequate organizational resources starting from physical hardware such as offices and all work support equipment spread throughout the district/city plus intangible assets resources such as employees, work methods, IT system development, the technology used, service innovation, job innovation, equipment, training and adequate budget support, but on the other hand the data shows that BPN's work targets have not been optimally achieved.

To support the achievement of these performance targets, BPN Aceh itself requires innovations that come from both the ATR/BPN Ministry and those that come from BPN Aceh itself. Innovation is needed because innovation is an integral part of increasing organizational capabilities in maximizing performance various studies. The literature shows that organizational resources have become the main foundation in the innovation process and these variables have a major contribution to organizational results or output involving internal and external resources (Zulkifli et al., 2019). In the context of Indonesia as a developing country whose organizational structure is dominated by organizations with low technological capabilities, the main problem is that its investment capability is very limited in the field of technology and innovation which is a long-term process (Figueiredo, 2010).

The innovation model system can be described as an important tool for survival for an organization, to deal with the demands of a society that is constantly changing and a government system that is also constantly changing requires an organization to continue to make various innovations so that it can continue to serve the community (Al Hawi, 2020). Innovation greatly contributes to the growth of government organization services and encourages the creation of added value to the services performed which will also contribute to increased performance (Gerguri et al, 2017). Innovation has also become a necessity to continue to produce new services in government organizations in order to meet the needs of stakeholders, one of which is the community.

Government agencies create new innovations, one of which is to be able to provide solutions to more complex challenges where there are new things that cannot be solved by traditional

methods. Organizations understand that to be able to overcome new challenges such as changes in population and perspectives on performance that continue to differ (Tidd & Bessant, 2018). In this case the organization is aware that in overcoming new problems that cannot be solved by methods in the past, technology-based innovation is needed to be able to offer better services to the community. Problems re-emerged in public sector organizations, they realize the importance of innovation but they also often lack the necessary resources to be able to turn a new idea into a service (Al Hawi, 2020). As a result, many innovative ideas are wasted and opportunities to implement them are reduced. Therefore it is important to be able to see a broader perspective related to the development of appropriate innovation models and what is needed by society.

Innovation can only be carried out by seeking and finding sources of competitive advantage using a strategic management process (Wiltbank, 2006) which starts with detecting all aspects of organizational resources (environmental scanning), then after looking at external and internal conditions through environmental scanning. , the process can be continued by formulating a strategy (formulating strategy) after the organization has formulated a strategy, the organization will implement the strategy formulated (strategy implementation) after implementing the strategy, it is hoped that the organization can carry out evaluation and control (evaluation and control) to see which strategy run properly and precisely which will provide a competitive advantage for the organization.

So far, BPN Aceh has implemented it by implementing the innovation model that was built, the application of this innovation model also carries out the basic elements of strategic management which, after controlling and evaluating the innovation model built, it is known that the performance of BPN Aceh has not been achieved (BPN Aceh performance report, 2021). From the opinions of the experts above, it can be concluded that organizational resources, a culture of collaboration and sharing and innovation are still new things in an organization in developing countries and innovation itself has not yet become a culture that has been implemented at all levels of the organization and for this reason it is suggested that finding new sources of excellence and innovating can be one of the most important to achieve these advantages (Azzem et al, 2021). So it is necessary to have a culture of sharing and collaborating to achieve good performance targets. So far the ATR/BPN Ministry has produced several innovations to support the performance of the BPN Regional Offices in every province in Indonesia including the PTSL Dashboard, Land Redistribution, BMN and Electronic Ready, then BPN Aceh built the Raport-Kita innovation which makes it easier for the District/City Land Offices in Aceh Province to control all of these Dashboards in one innovation application.

As previously stated, the performance of an organization can be influenced by organizational resources, innovation models, control systems, sharing and collaborating culture. In addition, leadership review can also be used as an intermediary variable between control systems, innovation models and performance. Because of that, the question is whether the performance of the Aceh National Land Agency (BPN) which is the object of this research is influenced by organizational resources, a culture of sharing and collaborating, an innovation model mediated by a leadership review.

Based on the explanation above, it explains that the variable conditions of organizational resources, a culture of sharing and collaborating, innovation models, leadership reviews explain that performance at BPN Aceh has not been achieved well so that it is of particular concern so that this research can become a reference for improving the performance of BPN Aceh.

## 2. METHODS

The location of the research that the author did directly was at the District/City Land Office and the Aceh BPN Regional Office. While the objects in this study are the Innovation Model, Organizational Resources, Sharing and Collaborative Culture, Control System, Leadership Review and BPN Aceh Performance. In this research, the unit of analysis will be the Land Office and the BPN Regional Office of Aceh Province. While the observation units in this study were respondents

who were employees of the District/City Land Office and the BPN Regional Office of Aceh Province.

In this study, the combination of sampling methods used was cluster proportional sampling, which is a combination of cluster sampling and proportional sampling. The number of samples in this study will be determined based on the requirements set by the SEM analysis, the number of which is not less than 100 (Sekaran Uma; Bougie Roger, 2016), stipulating that for a large population, the minimum sample is 100 respondents and the maximum sample is 10% of the population.

To determine the sample that is the target of respondents in this study using a proportional sampling technique in the sense that the respondents are selected proportionally according to the population of the State Civil Apparatus (ASN) in each of the Land Offices in Aceh Province and the Aceh BPN Regional Office.

### 3. RESULTS

#### 3.1 Results of Instrument Validity Test of BPN Aceh Performance Variables

**Table 1. Aceh BPN Performance Validity Test Results (Z)**

Items	Test results	R-Critical	Category
Z1.1	0.354	0.300	valid
Z1.2	0.539	0.300	valid
Z1.3	0.313	0.300	valid
Z1.4	0.373	0.300	valid
Z1.5	0.325	0.300	valid

Source: Primary data processed (2022)

The statement in the Aceh BPN Performance variable instrument consists of 5 items. The test results for these variables meet the required criteria, namely  $> 0.300$ . Thus it can be concluded that statement points 1 to 5 can be declared valid and truly as indicators of BPN Aceh Performance.

#### 3.2 Results of Testing the Validity of Leadership Review Variable Instruments

**Table 2. Leadership Review Variable Validity Test Results (M)**

Items	Test results	R-Critical	Category
M1.1	0.354	0.300	valid
M1.2	0.539	0.300	valid
M1.3	0.313	0.300	valid
M1.4	0.373	0.300	valid
M1.5	0.325	0.300	valid

Source: Primary data processed (2022)

The statements in the Leadership Review variable instrument above consist of 5 items. The test results for these variables meet the required criteria, namely  $> 0.300$ . Thus it can be concluded that statement items 1 to 5 can be declared valid and truly as indicators of Leadership Review.

#### 3.3 Results of Instrumental Validity Test of Sharing and Collaboration Culture Variables

**Table 3. Results of Instrument Validity Test of Sharing and Collaboration Culture Variables (X1)**

Items	Test results	R-Critical	Category
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X1.1	0.440	0.300	valid
X1.2	0.302	0.300	valid
X1.3	0.348	0.300	valid
X1.4	0.363	0.300	valid
X1.5	0.603	0.300	valid

Source: Primary data processed (2022)

The statement in the Sharing and Collaboration Culture variable instrument above consists of 5 items. The test results for these variables meet the required criteria, namely  $> 0.300$ . Thus it can be concluded that statement items 1 to 5 can be stated as valid and truly as indicators.

### 3.4 Instrument Validity Test Results for Control System Variables

**Table 4. Test Results for the Validity of Control System Variables (X2)**

Items	Test results	R-Critical	Category
X2.1	0.302	0.300	valid
X2.2	0.630	0.300	valid
X2.3	0.372	0.300	valid
X2.4	0.546	0.300	valid
X2.5	0.510	0.300	valid
X2.6	0.395	0.300	valid

Source: Primary data processed (2022)

The statement in the instrument variable The control system above consists of 6 items. The test results for these variables meet the required criteria, namely  $> 0.300$ . Thus it can be concluded that statement items 1 to 6 can be declared valid and truly as indicators of the Control System.

### 3.5 Results of the Instrument Validity Test for Organizational Resource Variables

**Table 5. Instrument Validity Test Results for Organizational Resources Variables (Y1)**

Items	Test results	R-Critical	Category
Y1.1	0.354	0.300	valid
Y1.2	0.316	0.300	valid
Y1.3	0.306	0.300	valid
Y1.4	0.342	0.300	valid
Y1.5	0.510	0.300	valid

Source: Primary data processed (2022)

The statement in the Organizational Resources variable instrument above consists of 5 items. The test results for these variables meet the required criteria, namely  $> 0.300$ . Thus it can be concluded that statement items 1 to 5 can be declared valid and truly as indicators of Organizational Resources.

### 3.6 Results of Instrument Validity Test Variable Innovation Model

**Table 6. Instrument Validity Test Results Variable Innovation Model (Y2)**

Items	Test results	R-Critical	Category
Y2.1	0.337	0.300	valid
Y2.2	0.457	0.300	valid
Y2.3	0.450	0.300	valid

Y2.4	0.321	0.300	valid
Y2.5	0.543	0.300	valid

Source: Primary data processed (2022)

The statement in the Innovation Model variable instrument above consists of 5 items. The test results for these variables meet the required criteria, namely  $> 0.300$ . Thus it can be concluded that statement items 1 to 5 can be declared valid and truly as indicators of the Innovation Model.

For all data, later in chapter 4 the validity test in this study uses SEM validity testing is carried out by analyzing the Average Variance Extracted value where the Average Variance Extract value that can be accepted is at least 0.50. to be able to calculate the Average Variance Extract (AVE) value (Ferdinand, 2014). Based on the calculation above, the Average Variance Extract (AVE) value for all latent constructs is  $> 0.5$ , so it can be concluded that there is good convergent validity for all latent constructs.

### 3.7 Reliability Test

Based on the results of reliability testing of the five research variables, the following results are obtained:

**Table 7. Reliability Test Results**

No	Variable	Score	R Critical	Category
1.	BPN Aceh Performance (Z)	0.788	0.700	Reliable
2.	Leadership Review (M)	0.854	0.700	Reliable
3.	Culture of Sharing and Collaboration (X1)	0.759	0.700	Reliable
4.	Control System (X2)	0.823	0.700	Reliable
5.	Organizational Resources (Y1)	0.811	0.700	Reliable
6.	Innovation Model (Y2)	0.832	0.700	Reliable

Source: Primary data processed (2022)

The results of the reliability test above can be stated that all variables are included in the reliable category, because the score is  $> 0.70$ . Thus the research instrument used for each variable in this study can be declared reliable and truly a reliable measuring tool and has a high level of stability, in the sense that if the measuring instrument is used repeatedly, the results of testing the instrument will show consistent results.

## 4. DISCUSSION

### 4.1 The Influence of Sharing and Collaborating Culture on Innovation Models

Innovation can develop well within an organization. One of the determining factors is internal collaboration and external collaboration so that organizations can achieve their performance with the goals set (Santoro et al, 2020). The process of developing innovation can also be born with the help of a collaborative process within an organization so that the organization can achieve excellence (Brown et al, 2021).

Another research conducted by Mohd Noor (2015) regarding the influence of a culture of sharing and collaborating within an organization on the development of organizational innovation. The results of his research stated that the integration of a culture of sharing and collaborating is a very important activity in an organization's activities. The culture of sharing and collaborating influences the development of innovation.

According to Ramadani et al (2017) innovation can be increased by increasing collaboration to achieve the expected performance. Research conducted by Everingham et al (2012) "Collaborative governance of aging: challenges for local government in partnering with senior sector" examines the need to increase collaboration in increasing innovation to achieve performance

in organizations. The findings from this research are the need for organizations to invest in innovation activities which will facilitate performance improvement.

The competitiveness of an organization from time to time depends on the ability of the organization to adopt various types of organizations. Innovation itself will later stimulate changes that will give birth to increased performance (Anning, 2017). Organizations are required to continue to adapt in order to create changes for the better within the organization, innovation adaptation requires the cooperation of all parties, especially from the top organizational leaders to the employees below to expedite the innovation adaptation process (Steensma, 2010).

#### **4.2 The Effect of Organizational Resources on the Innovation Model**

According to Agbim et al., (2013) innovation is an important force in improving organizational performance and can increase economic growth and development. More than that, organizations must be innovative to survive and thrive in a competitive and rapidly changing environment. For this reason, the important thing that must be owned by an organization is the success of creating innovation (Barney 1991).

To innovate, organizations are required to have good and in-depth knowledge, so that in the process of creating knowledge, organizations try to improve their work methods. The innovation process depends a lot on knowledge, especially because knowledge represents a field (realm) much deeper than data, information and conventional logic; therefore, the strength of knowledge lies in its subjectivity, which underlies the values and assumptions that become the foundation for the learning process (Nonaka and Takeuchi 1995). Knowledge is the main resource and has an important role to achieve sustainable competitive advantage and performance achievement. As one of the competitive assets, knowledge must be owned by each individual to be able to develop skills, so that through the mastery of knowledge and skills individuals can manage their own careers. Therefore knowledge must be managed through a knowledge management system

#### **4.3 The Effect of Innovation Model on Performance**

The main reason for innovation is the desire of organizations to obtain increased business performance and increased competitiveness. Organizations gain competitive advantage and additional market share according to the level of importance they give to innovation, which is an important factor for organizations to build a reputation in the market and thereby increase their market share. Metcalfe, (1998) states that when the flow of novelty and innovation dries up, the economic structure of the organization becomes inactive with little growth. Therefore, innovation plays an important role in creating differences in performance and competition between organizations, regions and even countries.

The study by Fagerberg (2004) reveals that innovative countries have higher productivity and income than less innovative countries. The OECD report shows that organization who develop innovation in a more assertive and rapid way, also have a more qualified workforce, pay higher wages, and provide more confident future plans for their employees. In fact, the effect of innovation on organizational performance differs across a wide spectrum from sales, market share and profitability to productivity and efficiency (OECD, 2005).

The traditional explanation for the positive relationship between organizational-level innovation and organizational performance rests on the work of Schumpeter (1934). He argues that innovative new products when first introduced to the market face limited direct competition and, as a result, allow organizations to enjoy relatively high profits. Over time, these high profits tend to erode due to imitation and competition, but organizations that keep on introducing new, innovative services may be able to achieve high profitability for a sustained period of time (Sharma et al, 2004). Varis et al, (2010) argue that the main reason for organizations to engage in innovation activities is to improve organizational performance and success.

The impact of innovation activities on organizational performance is also emphasized in the Oslo Manual (OECD & Eurostat, 2005). There are several studies in the literature on the

relationship between innovation and organizational performance. The number of studies based on the innovation classification according to the Oslo Manual (OECD & Eurostat, 2005) is even less. This study aims to fill a gap in the literature by examining this relationship in supporting industries. From all the theoretical foundations above, we assume a positive relationship between innovation and organizational performance in supporting industries.

#### **4.4 The Influence of Sharing and Collaborating Culture and Performance**

Organizational Culture is the shared norms, beliefs, or perceptions shared by all members of the organization. The main indicators of organizational culture are individual initiative, responsibility, integrity, management support, control, reward systems, tolerance and communication patterns. Organizational culture is one of the drivers of organizational performance. There have been many previous studies regarding the influence of organizational culture on organizational performance.

Research conducted by Idris (2015) regarding the effect of the integration of organizational culture in organizational mergers and acquisitions on organizational performance. In their research results, Wahab and Jaapar stated that the integration of organizational culture is a very important activity in a merger and acquisition activity. Organizational culture influences organizational performance. But often in a merger and acquisition activity, good cultural integration does not form between 2 (two) or more organizations because it is not managed properly.

In addition, Altindag (2015) conducted research on the relationship between intelligence managers, innovative organizational culture, and employee performance. The purpose of this study is to emphasize the importance of developing an innovative institutional culture within an organization and having managers who have high emotional intelligence. Research results state that organizational culture and intelligence emotional effect on organizational performance. Syafi et al (2015) conducted research on the role of organizational culture and employee motivation as variables mediating leadership style related to employee performance. Research results state that there are 3 (three) variables that affect employee satisfaction, namely leadership style, organizational culture, and employee satisfaction.

Chen et al (2017) conducted research on a broader scale, namely regarding the influence of national culture on organizational innovation. This study studied how cultural norms along the dimensions of individualism and collectivism and uncertainty avoidance affect organizational innovation. The conclusions from this study also show that the national culture of a nation or country plays an important role in influencing organizational innovation. Furthermore, according to Chen et al (2017), organizations located in countries with high individualism produce more and higher patents and are more efficient in converting research results into innovative outputs.

#### **4.5 Effect of Organizational Resources and Performance**

The effect of organizational resources on organizational performance stems from the work of Penrose (1959), Chandler (1962), and other early scholars. These scholars theorize that organizational resources are the primary source for organizational performance. However, at one time, strategic management was largely concerned with understanding the characteristics of the industries in which the organization competed and given those characteristics, determining how the organization should be positioned relative to competitors. The emphasis on industry characteristics undermines the role of Organizational Resources in its performance (Hitt et al., 2011).

The resources owned by an organization are the main source of competitive advantage, growth, and overall performance. They are the basis of competitive advantage (Hitt et al., 2011). Resources can be broadly classified as tangible, intangible, and human. But, by itself, few resources are productive. It is never the resource that is the input in the productive process in exception but the service provided by the resource (Tokuda, 2005).

Capability is the ability to combine other resources for superior performance (Pearce et al., 2012). From time to time, resources must be configured, reconfigured, co-developed, coordinated



and rearranged for proper exploitation resulting in superior performance as well as competitive advantage (Teece et al., 1997). Organizations that are unable to creatively combine and utilize their resources in a way that creates value for their customers experience decreased performance (Hitt et al., 2011). Capability guarantees sustainable competitive advantage and long-term performance because new resource configurations are always guaranteed when markets collide, emerge, split, develop, and die (Martin, 2000).

Newbert (2008) argues that even though organizations have resources that have the potential to create competitive advantage, this potential will not be realized if the organization does not have the ability to exploit these resources. In contrast, Makadok (2001) argues that, no matter how capable organizations are, they do not generate economic benefits if organizations fail to acquire the resources whose production capabilities will increase. In some cases, slack resources can lead to performance depending on how they are converted to active use, while in other cases, they are a source of poor performance due to the costs associated with maintaining them (Tokuda, 2005). Nonetheless, Shrader and Simon (1997) argue that differences in resources are not related to performance. Critics of the resource-based approach argue that it is tautological and has no empirical foundation. However, in the past, several studies have been conducted on the premise of this theory's propositions. For example, Talaja (2012) determined that organizations with more valuable and scarce resources achieve higher levels of performance.

Erdil et al., (2010) found that organizations that employ permanent employees have higher performance. Crook et al., (2011) in a meta-analysis determined that human capital is strongly related to performance. Furthermore, Newbert (2008) emphasized that the value and scarcity of resources are related to competitive advantage. Superior performance of resources can be achieved by proper configuration, combination, evolution, development and synergy. Regardless of the inconclusive debate about the relationship between resources and performance.

#### **4.6 Effect of Control System and Performance**

Control systems can interactively and diagnostically improve organizational performance (Jermias, 2018). Simons (2000) notes that the use of control systems can improve performance. An example of an interactive control system that can help managers to find and respond to environmental uncertainties quickly because organizational members have direct communication channels to discuss the current situation of strategy achievement (Simons, 2000). Furthermore, direct communication between top and bottom management can enhance learning and innovation between them (Mundy, 2013). This will have an impact on improving organizational performance.

Empirical evidence supporting a positive relationship between control systems and performance can be seen in the following research. Pešalj et al (2018) study on the Dutch Small Medium Enterprise (SME) found that management control systems can help organizations to manage short-term and long-term focus, predictable achievement of goals and seek new opportunities, internal and external focus, and control and creativity. In line with that, Yuliansyah et al. (2019) study in Indonesian financial services sector organizations found that management control systems can help organizations control customer-focused strategies.

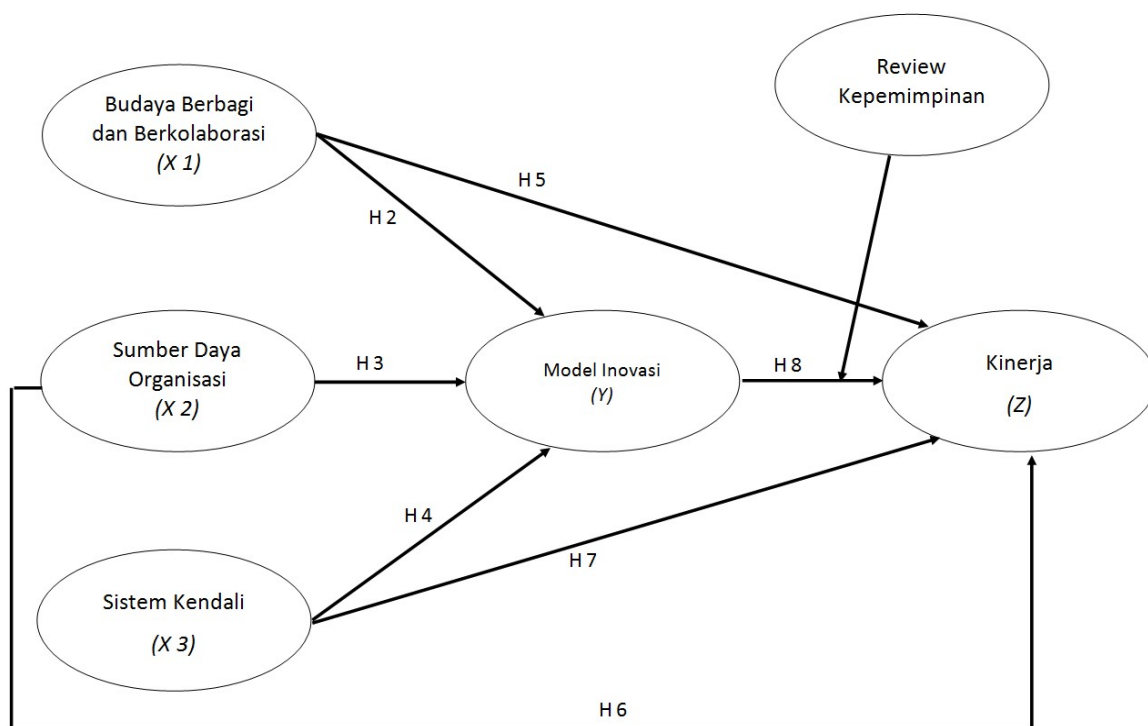


Figure 1.

Referring to this opinion, the provisions for testing the moderation hypothesis will be tested with the sobel test. The mediation hypothesis testing in this study is as follows:

- H02=0 :The Culture of Sharing and Collaboration has no effect on the Innovation Model
- Ha2≠0 :The Culture of Sharing and Collaboration influences the Innovation Model
- H03=0 :Organizational Resources have no effect on the Innovation Model
- Ha3≠0 :Organizational Resources influence the Innovation Model
- H04=0 :The Control System has no effect on the Innovation Model
- Ha4≠0 :The Control System influences the Innovation Model
- H05=0 :The culture of sharing and collaborating has no effect on BPN Aceh's performance
- Ha5≠0 :The Culture of Sharing and Collaboration influences the performance of BPN Aceh
- H06=0 :Organizational Resources have no effect on BPN Aceh Performance
- Ha6≠0 :Organizational Resources influence the performance of BPN Aceh
- H07=0 :The control system has no effect on the performance of BPN Aceh
- Ha7≠0 :The control system influences the performance of BPN Aceh
- H08=0 :ModelInnovationdoes not affect the performance of BPN Aceh
- Ha8≠0 :The Innovation Model influences the Performance of BPN Aceh
- H09=0: The Culture of Sharing and Collaboration has no effect on the performance of BPN Aceh through the Innovation Model
- Ha9≠0: The Culture of Sharing and Collaboration has an effect on the Performance of BPN Aceh through the Innovation Model
- H010 = 0 :Organizational Resources have no effect on BPN Aceh Performance through the Innovation Model
- Ha10≠0 :Organizational Resources influence BPN Performance through the Innovation Model
- H011 = 0 :The Control System has no effect on the Performance of BPN Aceh through the Innovation Model
- Ha11≠0 :The Control System influences the Performance of BPN Aceh through the Innovation Model

## 5. CONCLUSION

Conclusion on the formula The problem in this study is to assess several variable relationships in the research model, namely a culture of sharing, organizational resources, control systems, innovation models and leadership reviews in improving organizational performance, which in this case is the performance of BPN Aceh. Also, to respond to the gradual and continuous progress of the nation, the designs, methods and outcomes of all National Land Agency apparatus must be continuously improved and updated to achieve maximum performance targets in order to keep pace with economic growth and societal demands for a higher quality bureaucracy. These demands are currently constrained by the process of reform and efficiency which has not been going well at various work units and levels, and this is caused by the main problems of the process, namely organizational efficiency and changes in administrative style and culture.

There should be a culture of sharing, organizational resources as a support in the utilization and development of innovations that facilitate the control system, in this case the monitoring and evaluation team that assesses performance achievements in real time by utilizing technology and information. In several evaluations that have been carried out periodically, not all Land Offices at BPN Aceh are able to complete the performance achievements that have been set. In addition, in utilizing information and communication technology, the current leader, in this case the structural officials within the Aceh BPN Regional Office, especially the Land Office as the direct executor of land activities in the region, must be able to review the data contained in innovation, directions from the IT team and the Head of Regional Office regarding performance achievements that are not suitable for improvement.

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