

THE ROLE OF EMPLOYEE ENGAGEMENT AND CREATIVITY IN MEDIATING THE EFFECT OF INFORMATION SHARING AND LEADER-MEMBERSHIP EXCHANGE (LMX) ON THE PERFORMANCE OF EMPLOYEES OF MUHAMMADIYAH ACEH UNIVERSITY

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ABSTRACT

This study aims to examine the role of employee engagement and creativity in mediating the information sharing and leader-membership exchange (LMX) effect on employee performance at the University of Muhammadiyah Aceh (Unmuha). The population was all Unmuha employees, totaling 193 employees. Unmuha employees are structural lecturers and education staff employees who are spread out in each work unit. The sampling technique used was the census. Data were collected by distributing questionnaires. The analytical tool used is SEM AMOS. The results of this research at Muhammadiyah Aceh University prove that Information Sharing and LMX affect Engagement, Information Sharing and LMX affect creativity, Engagement, and creativity affect Performance, Information Sharing, and LMX affect Performance, and Engagement and Creativity partially mediate the Information Sharing and LMX effect on Performance. This finding explains that the performance improvement model at Unmuha is a function of increasing the role of Information Sharing and LMX, as well as the function of increasing the role of Engagement and creativity.

Keyword: Information Sharing, Leader-Membership Exchange, Employee Engagement, Creativity, Employee Performance.

1. INTRODUCTION

In carrying out the quality of education, universities must formulate a directed vision and mission as guidelines for the implementation of higher education. The vision and mission of higher education are important parts because the Vision and Mission will reflect the implementation of quality higher education. The realization of the level of education will reflect the character of a nation in the eyes of a world that is full of development and essential competition. The University of Muhammadiyah Aceh (Unmuha) is one of the private universities in the city of Banda Aceh, Indonesia, which was established on March 11, 1987. It has a motto of morality and intellect. Muhammadiyah Aceh University (Unmuha) is one of the higher education institutions under the Regional XIII Aceh Higher Education Service Institute (LLDIKTI) in Aceh Province.

To ensure that every employee has a good performance, every organization must conduct an assessment of the employee's performance regularly. Employee Performance Assessment at Unmuha uses Employee Work Targets (SKP) with the assessment results grouped by the predicate, namely: very good (≥ 91), good (76-90), adequate (61-75), poor (51-60) and poor (≤ 50). Based on the results of the assessment, in 2018 the performance of Unmuha employees obtained an average value of 82.91. In 2019 it was 86.93 and in 2020 the average value was 83.23. From these scores,

it can be seen that for the last three years, the performance of employees at UNMUHA has fluctuated values. This still requires improving the quality of Employee Performance which is expected by the Unmuha.

One of the factors that cause the ups and downs of employee performance is Employee Engagement. Employee Engagement has been associated with superior Performance and higher levels of Employee Engagement than the organization. Another factor that affects performance is creativity. Creativity also helps employees to work, meet the targets that have been set, and at the same time reduce the workload they get in the field. Unmuha Aceh seeks to optimize the creative power of its employees with organized activities. In the realization of optimizing the creativity of employees, various realities are found that must find solutions to improve performance. The thing that causes Unmuha employees to be unable to be creative is the low level of awareness of employees in trying to develop the ability to take useful new ideas and implement them and develop them in their own work that can provide effective and efficient work output and produce quality and quantity work.

The factors that affect engagement and creativity of employees as well as have an impact on improving performance are information sharing. Today the embodiment of the flow of information and telecommunications so smoothly and intensively applied to various lines of life. It is no longer a secret, information is increasingly needed by every human being, especially in organizations. Information Sharing greatly motivates employees to improve performance and a sense of belonging to the organization through the opportunities it provides to view information easily, which increases their participation in decision making. Finally, Information Sharing reduces the workload of superiors and will save time in planning and describing organizational policies, and promote higher management efficiency and effectiveness.

Another factor that affects employee engagement and employee creativity and has an impact on improving employee performance is the leader-membership exchange (LMX). LMX places the concept of a relationship as the basis for assessing the occurrence of LMX (Truckenbrodt, 2000).

2.LITERATURE STUDY

Employee Performance

In this study, employee performance is often be referred to as performance only. Employee Performance in opinion (DeCenzo, Robbins, & Verhulst, 2020) and (Kasmir, 2016) defined as the results of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. Employee performance in one of the concepts is explained as individual actions or behaviors that are relevant to organizational goals (Landy & Conte, 2019). Furthermore (Mathis & Jackson, 2019) states that Employee Performance can help explain why people want to stay with the company or leave the company. (Bernardin & Russell, 2013) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

In this study, to measure employee performance using indicators as expressed by (Bernardin & Russell, 2013) namely 1) the results of the completion of activity have achieved the set goals, 2) the amount of work completed has been following the expected amount, 3) all work has been completed on time, 4) the costs incurred are more effective, and 5) relationships between co-workers harmonious.

Employee Engagement

In this study, employee engagement will often be referred to as engagement only (Brunetto, Shacklock, Teo, & Farr-Wharton, 2014) and (Ravichandran, Arasu, & Kumar, 2011) reveals that engagement is the intensity with which individuals who are actively involved in their work identify themselves psychologically with their work and realize that their work performance is very important for their self-esteem. (Sarangi & Vats, 2015), (Albrecht, 2010), (Koyuncu, Burke, & Fiksenbaum, 2006), and (Field & Buitendach, 2010) reveal that Engagement brings employees to a positive state of self-fulfillment, thereby fostering a sense of belonging, and ultimately employees will find it difficult to disengage from work. (Risher, 2014) and (Macey & Schneider, 2008) stated that Engagement makes employees have higher loyalty thereby reducing the desire to leave the company voluntarily.

In this study, to measure employee engagement used indicators as expressed by (Ravichandran et al., 2011) namely 1) opportunities to develop in terms of abilities and techniques, 2) balance at work, 3) relationships between superiors and subordinates, 4) availability of physical resources, 5) rewards and recognition, 6) clear policies and open communication between lines, 7) policies regarding fair wages or compensation, 8) availability of job training that can support capacity building, 9) clarity about the work of each available position, 10) pride while working in an organization.

Creativity

According to (Guilford, 1950) Creativity is the ability to create new combinations, based on existing data, information, or elements. The results created are not always new things, but can also be a combination (combination) of things that already exist. According to (MacLeod & Clarke, 2011), Creativity is the experience of expressing an individual's identity in an integrated form concerning oneself, nature and others. According to (Rachmawati, 2004), Creativity is an individual mental process that gives birth to effective new ideas, processes, methods or products that are imaginative, aesthetic, flexible, integrated, successional, discontinuous, and effective differentiation in various fields for solving a problem.

In this study, to measure creativity used indicators as expressed by (Guilford, 1950) namely 1) employees have fluent thoughts, 2) employees have freedom of thought, 3) employees can develop and add ideas to become more interesting, and 4) employees can present new ideas.

Information Sharing

According to (Rachbini, 2016) Information sharing is an important element in Supply Chain Management (SCM). (Fawcett, Osterhaus, Magnan, & Brau, 2007) revealed that close and quality relationships can be built through Information Sharing when companies want to share common goals and build active employees (good collaborative relationships).

The success of the supply chain is highly dependent on the information system, with the information of business partners in the supply chain can be calculated (Pujawan & Mahendrawathi, 2017). Lack of coordination among the parties involved in the supply chain will cause information distortion which is called the Bullwhip Effect phenomenon (Parwati & Andrianto, 2009) ; (Salbiyah & Mahardhika, 2017) ; (Miguel & Brito, 2011). In this study, to measure information sharing used indicators as expressed by (Miguel & Brito, 2011) namely 1) sharing information at work, 2) exchanging information on an ongoing basis, 3) every time there is an important activity,

it always provides information to all related parties, 4) the information held can be useful for all related parties.

Leader-Membership Exchange

In role theory, a leader has role expectations for subordinates and the extent to which subordinates can meet the leader's expectations will help form relationships (Kang & Stewart, 2007). The quality of the LMX that is formed determines the tasks and autonomy that the leader gives to subordinates, in this case, the leader and subordinates have a relationship based on the role (Liden & Maslyn, 1998).

In Social exchange theory, it is said that LMX focuses on exchanges between superiors and subordinates that are not based on roles (Blau, 1964). According to (Graen & Scandura, 1987) Social exchange is the initial interaction followed by the social exchange where individuals perform tests to decide whether they can build the relationship components of trust, respect, and other things needed to build a good quality social exchange.

LMX is a theory that focuses on the quality of the relationship between leaders and subordinates to understand the influence of the leader's role on members, teams, or organizations (Greguras & Ford, 2006). In this study to measure LMX used indicators as expressed by (Greguras & Ford, 2006) namely 1) leaders consider employees as co-workers, 2) employees defend decisions that have been taken by the leadership, 3) leaders are willing to work hard for the benefit of employees, 4) leaders respect the work competencies possessed by employees.

Research Model and Hypothesis

The model and hypotheses are figured out as follows.

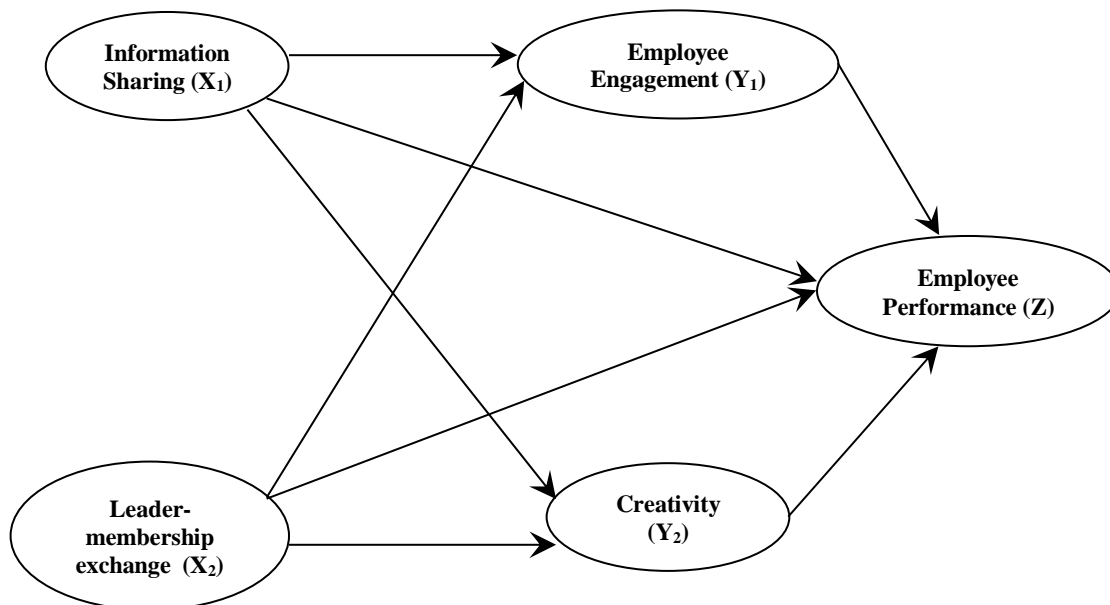


Figure 1. Paradigm

H1 : Information Sharing Affects Engagement at Unmuha

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- H2 : Information Sharing Affects Creativity at the Unmuha
H3 : LMX affects Engagement at Unmuha
H4 : LMX affects Creativity at Unmuha
H5 : Information Sharing Affects Performance at Unmuha
H6 : LMX affects Performance at Unmuha
H7 : Engagement Affects Performance at Unmuha
H8 : Creativity affects Performance at Unmuha
H9 : Information Sharing Affects Performance at the Unmuha through Engagement
H10: Information Sharing Affects Performance at the Unmuha through Creativity
H1 : LMX Affects Performance at the Unmuha through Engagement
H12: LMX Affects Performance at the Unmuha through Creativity

Research Novelty

Studies on Information Sharing, LMX, Employee Engagement, Creativity, and Employee Performance have been conducted by some researchers. However, in their studies, in general, they have not placed engagement and creativity as intermediary variables for employee performance. In general, their research places Engagement and Creativity as independent variables for Information Sharing and LMX, and as dependent variables for Employee Performance. Previous research has not placed Engagement and creativity as intervening variables between these variables.

In contrast to some previous research, this study attempts to analyze the Information Sharing and LMX effect on Engagement and creativity and their impact on Employee Performance at the Unmuha. The study of the relationship between these variables has never been concretely disclosed by the researcher. So that through this study, empirical information can be disclosed regarding the direction and significance of the influence of these two variables in explaining Engagement, Creativity, and Employee Performance at the Unmuha which has never been disclosed by researchers. Placement of Engagement and creativity as intermediary variables between Employee Performance on the one hand, with Information Sharing and LMX on the other, is part of the novelty of this research.

3.METHOD

This study was conducted at Muhammadiyah Aceh University (Unmuha), located in Banda Aceh city, Indonesia. The objects were independent variables in the form of Information Sharing (X1) and LMX (X2), Employee Performance acts as the dependent variable (Z), and Employee Engagement (Y1) and Creativity (Y2) as mediating variables. This study presents the Employee Engagement and Creativity role in mediating the Information Sharing and LMX effect on Employee Performance. The population was all Unmuha employees, totaling 193 employees. Unmuha employees were structural lecturers and education staff employees who are spread over each work unit. The sampling technique used was the census technique. Data was collected by distributing questionnaires to all respondents and analyzed using AMOS SEM statistical equipment.

The number of samples is shown below.

Table 1. Sample

No	Work unit	Unmuha employees				Total number	
		Structural Lecturer		Education Personnel			
		People	%	People	%	People	%
1.	Chancellor's Bureau	19	9.84%	44	22.80%	63	32.64%
2.	Faculty of Law	7	3.63%	6	3.11%	13	6.74%
3.	Faculty of Economic	19	9.84%	14	7.25%	33	17.10%
4.	Faculty of Engineering	15	7.77%	8	4.15%	23	11.92%
5.	Faculty of Public Health	16	8.29%	9	4.66%	25	12.95%
6.	Faculty of Islamic Religion	18	9.33%	2	1.04%	20	10.36%
7.	faculty of Psychology	5	2.59%	4	2.07%	9	4.66%
8.	Faculty of Vocational	6	3.11%	1	0.52%	7	3.63%
Jumlah		105	54	88	45	193	100

Source: Unmuha (2022)

1. Hasil

The results of testing the structural model of this study are shown below.

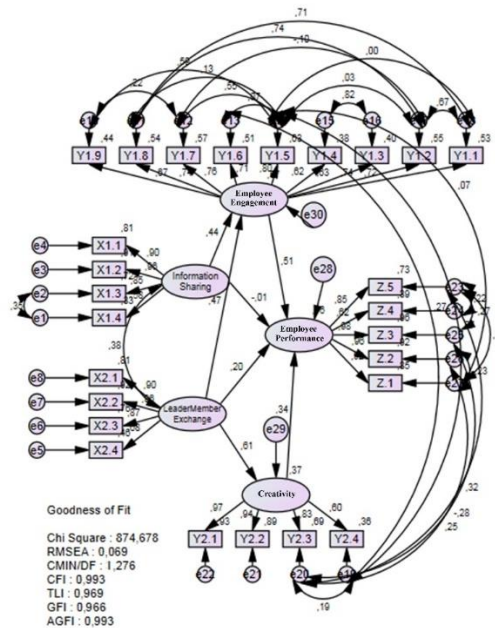


Figure 2. Structural Test

The test results are shown below.

Table 2. H1 to H8 Test Results

			Estimate	S.E.	C.R.	P
<i>Employee Engagement</i>	<---	Information_Sharing	0.442	0.100	5.064	***
<i>Employee Engagement</i>	<---	LeaderMember_Exchange	0.446	0.060	5.578	***
Creativity	<---	Information_Sharing	0.456	0.181	5.245	***
Creativity	<---	LeaderMember_Exchange	0.606	0.081	6.240	***
Employee Performance	<---	<i>Employee Engagement</i>	0.511	0.115	5.559	***
Employee Performance	<---	Creativity	0.343	0.069	5.340	***
Employee Performance	<---	Information_Sharing	0.118	0.083	4.133	0.034
Employee Performance	<---	LeaderMember_Exchange	0.203	0.063	2.896	0.004

From the result above, the statistical equations are formulated as follows:

$$\text{Employee Engagement} = 0.442 \text{ Information Sharing} + 0.446 \text{ LMX}$$

$$\text{Employee Engagement} = 0.456 \text{ Information Sharing} + 0.606 \text{ LMX}$$

$$\text{Employee Performance} = 0.511 \text{ Employee Engagement} + 0.343 \text{ Creativity} + 0.118 \text{ Information Sharing} + 0.203 \text{ LMX}$$

The test results are explained as follows:

Information Sharing Role in Engagement (H1)

The results show about Information Sharing affects Engagement. Testing the Information Sharing effect on Engagement obtained CR 5.064 and P 0.000. The magnitude of the Information Sharing effect on Engagement is 0.442 or 44.2%. This indicates that the better Information Sharing will increase Engagement.

Previous research has shown that the three key antecedents of engagement are the individual's feeling that his work is meaningful and valuable, his feeling that he is capable of doing the job, and his perception of organizational support (Rich, Lepine, & Crawford, 2010). Furthermore, Information Sharing can be seen as a means by which individuals receive organizational support. In addition, information sharing usually stimulates greater participation in creative activities and more active and extensive information seeking.

LMX Role in Engagement (H2)

The results reveal that LMX affects Engagement. Testing the LMX effect on Engagement obtained CR 5.578 and P 0.000. The magnitude of the LMX effect on Engagement is 0.446 or 44.6%. This figures that the better LMX will impact increasing Engagement.

The relationship between employees and leaders is an important aspect of organizational life

that influences behavioral outcomes and engagement processes. The quality of the LMX relationship determines the level of Engagement in their work. Furthermore, variations in engagement rates through LMX can be better understood by social exchange theory (Andrew & Sofian, 2012) which states that when individuals receive economic and socioeconomic resources from their organizations; they feel obligated to respond well and reward the organization with their level of engagement. A good LMX relationship will affect the effective work behavior of subordinates through the Engagement process (Walumbwa, Cropanzano, & Goldman, 2011).

Information Sharing Role in Creativity (H3)

The results illustrate that Information Sharing affects Creativity. Testing the Information Sharing effect on Creativity obtained CR 5.245 and P 0.000. The magnitude of the Information Sharing effect on Creativity is 0.456 or 45.6%. This reveals that the better Information Sharing will impact increasing Creativity.

(Li & Sandino, 2017) in his research concluded that Information Sharing affects the level of creativity, engagement, and employee performance. Customer-focused service organizations that require employees to exercise discretion and creativity are usually unable to pre-determine all the tasks employees must perform to engage and serve customers effectively.

LMX Role in Creativity (H4)

The results showed that LMX affects Creativity. Testing the LMX effect on creativity obtained CR 6.240 and P 0.000. The magnitude of the LMX effect on creativity is 0.606 or 60.6%. This indicates that the better LMX will impact increasing Creativity.

(Liao, Liu, & Loi, 2010) found LMX, and TMX to have a unique indirect effect on employee creativity through self-efficacy. (Atwater & Carmeli, 2009) stated in his research that LMX was positively related to employee feelings of energy, which in turn was associated with higher levels of engagement in creative work. Factors that leaders should take into account in promoting follower creative behavior are discussed

Engagement Role in Performance (H5)

The results show that Engagement affects Performance. The Engagement effect on Performance obtained CR 5.559 and P 0.000. The magnitude of the Engagement effect on Performance is 0.511 or 51.1%. This indicates that the better Engagement affects improving Performance.

(Joushan, Syamsun, & Kartika, 2015) concludes that organizational culture and Employee Engagement affect performance. (Natalia and Rosiana, 2017) state that Engagement affects performance positively and turnover intention negatively, and turnover intention affects performance negatively.

Creativity Role in Performance (H6)

The results state that creativity affects performance. The influence of creativity on performance obtained CR 5,340 and P 0,000. The magnitude of the Creativity effect on Performance is 0.343 or 34.3%. This indicates that the better Creativity affects improving Performance. (Lakoy, 2015) says that communication, group collaboration, and creativity simultaneously had a significant effect on employee performance.

Information Sharing Role in Performance (H7)

The results explain that Information Sharing affects Performance. Effect of Information Sharing on Performance obtained CR 4.113 and P 0.034. The magnitude of the Information Sharing effect on Performance is 0.118 or 11.8%. This indicates that the better Information Sharing affects improving performance.

A certainty that information is a natural input to the decision-making process, so having basic data and information characterized by accurate and accurate classification and easy calling may help a lot in laying a solid foundation for establishing alternatives and choosing from them (Li & Sandino, 2017). All operations and tasks in business organizations are stated to depend basically on modern information technology and systems and the techniques they provide (Ahrabi & Darestani, 2016).

LMX Role in Performance (H8)

The results reveal that LMX affects Performance. The LMX effect on performance obtained CR 2.896 and P 0.000. The magnitude of the LMX effect on performance is 0.203 or 20.3%. This indicates that the better LMX affects improving performance.

This is in line with research (Cogliser, Schriesheim, Scandura, & Gardner, 2009) who conducted research using 183 managers from various companies and analyzed them with LISREL VII. This study states that theoretically, LMX accounts for significant additional variance over the others concerning the rated Performance, salary advancement, and promotion level of employees with good working relationships with supervisors have been seen to be more likely to have greater Creativity, decreased levels of desire to move, and higher productivity.

Next, (Cogliser et al., 2009) conducted a study using LMX, Employee Performance, Organizational Employee Engagement, and Creativity as variables with a total sample of 285 employees and analyzed using MANCOVA, ANOVA, and Sheffe analysis. This study concludes that LMX positively affects employee performance, organizational employee engagement, and creativity.

Information Sharing Role in Performance Through Engagement (H9)

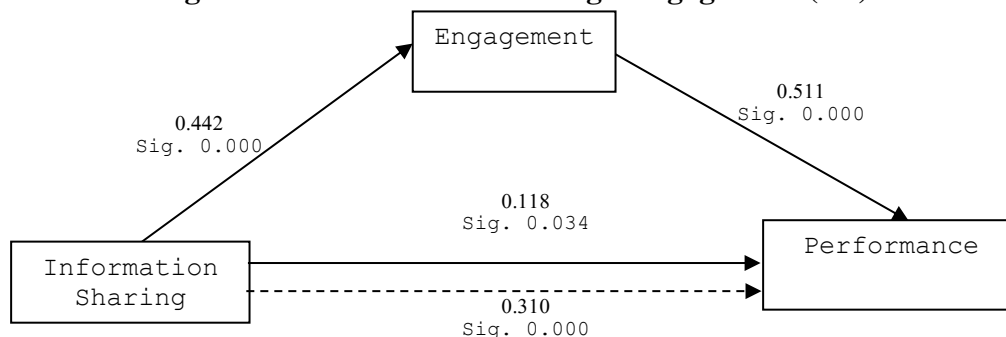


Figure 3. H9 Model

Figure 3 reveals the Information Sharing coefficient magnitude on Engagement is 0.442; while the Engagement coefficient magnitude on Performance is 0.511, and the Information

Sharing coefficient magnitude on Performance is 0.118. Because the Information Sharing direct effect on Performance was significant (< 5 %), the Information Sharing effect on Engagement was significant (< 5 %), and the Engagement effect on Performance was also significant (< 5%), it concludes that Engagement mediates the Information Sharing effect on Performance. The role played by Engagement is as a partial mediator. Partial mediator means the Information Sharing variable can directly affect the Performance or through the Engagement.

The Information Sharing effect on Performance can occur directly or indirectly through Engagement. Previous research has shown that the three key antecedents of engagement are the individual's feeling that his work is meaningful and valuable, his feeling that he is capable of doing the job, and his perception of organizational support (Rich et al., 2010). Information Sharing has the potential to increase engagement through all of these mechanisms. This system also has the potential to develop an individual's ability and belief in that ability to produce creative work. In addition, information sharing usually stimulates greater participation in creative activities and more active and extensive information seeking.

Furthermore, some empirical studies also prove the influence of Engagement on Performance, such as several studies conducted by (Joushan et al., 2015).

LMX Role in Performance Through Engagement (H10)

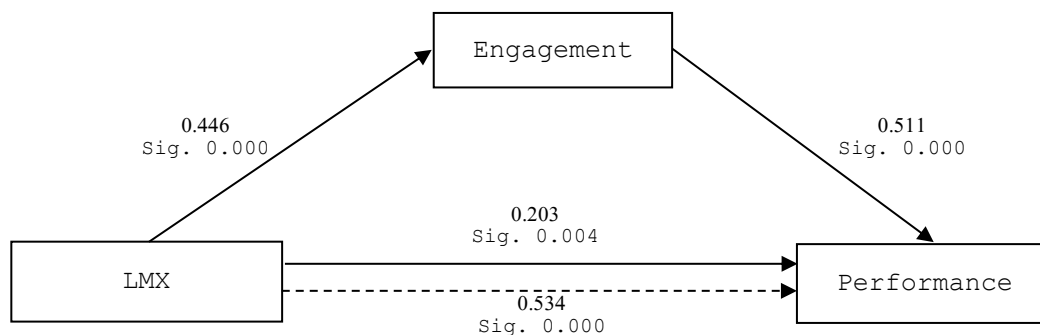


Figure 4 H10 Model

Figure 4 explains the LMX coefficient magnitude on Engagement is 0.446; while the Engagement coefficient magnitude on Performance is 0.511, and The LMX coefficient magnitude on Performance is 0.203. Because the LMX direct effect on Performance was significant (< 5 %), the LMX effect on Engagement was significant (< 5 %), and the Engagement effect on Performance was also significant (< 5%), it concludes that Engagement mediates the LMX effect on Performance. The role played by Engagement is as a partial mediator. Partially mediator figures that the LMX variable can directly affect the Performance or through the Engagement.

The LMX effect on Performance can occur directly or indirectly through Engagement. Several empirical studies also prove the LMX effect on Engagement, such as several studies conducted by (Andrew & Sofian, 2012) and (Walumbwa et al., 2011).

Information Sharing Role in Performance Through Creativity (H11)

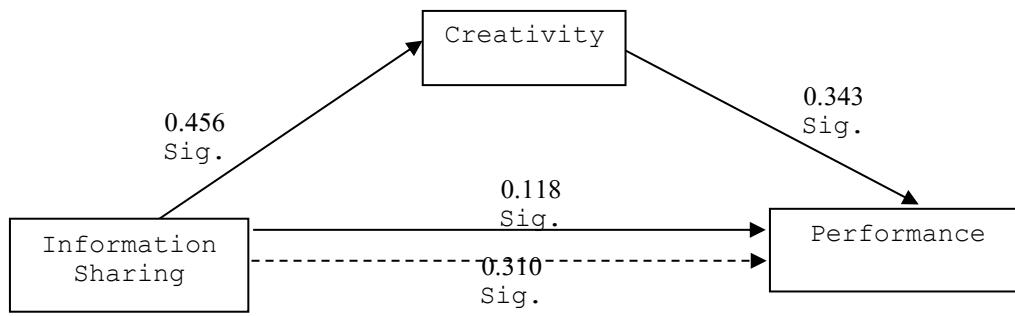


Figure 5 H11 Model

Based on Figure 5, the Information Sharing coefficient magnitude on Creativity coefficient is 0.456; while the Creativity coefficient magnitude on Performance is 0.343, and The Information Sharing coefficient magnitude on Performance is 0.118. Because the Information Sharing direct effect on Performance was significant (< 5 %), the effect of Information Sharing on Creativity was significant (< 5 %), and the Creativity effect on Performance was also significant (< 5%), it concludes that Creativity mediates the Information Sharing effect on Performance. The role played by Creativity is as a partial mediator. Partially mediator means that the Information Sharing variable can directly affect the Performance or through the Creativity.

The influence of Information Sharing on Performance can occur directly or indirectly through Creativity. (Li & Sandino, 2017) in his research concluded that Information Sharing affects the level of creativity, engagement, and performance. Customer-focused service organizations that require employees to exercise discretion and creativity are usually unable to pre-determine all the tasks employees must perform to engage and serve customers effectively. Effective employees depend on useful knowledge. Furthermore, several empirical studies also prove the influence of creativity on performance, such as several studies conducted by (Lakoy, 2015).

LMX Role in Performance Through Creativity (H12)

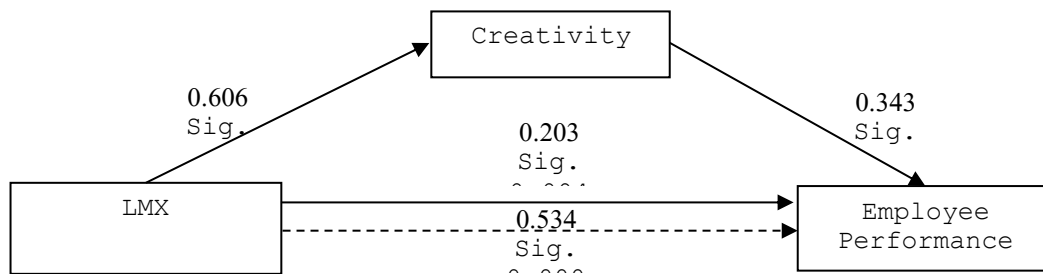


Figure 6 H12 Model

Figure 6 shows the LMX coefficient magnitude on Creativity is 0.606; while the Creativity coefficient magnitude on Performance is 0.343, and the LMX coefficient magnitude on Performance is 0.203. Because the LMX direct effect on performance was significant (< 5 %), the LMX effect on creativity was significant (< 5 %), and the creativity effect on performance was

also significant at 5%, it concludes that creativity mediates the LMX effect on performance. The role played by Creativity is as partial mediator that means the LMX variable can directly affect the Performance variable and can indirectly affect through the Creativity.

The LMX effect on Performance can occur directly or indirectly through Creativity. (Liao et al., 2010) found LMX, and TMX to have a unique indirect effect on employee creativity through self-efficacy. Furthermore, the moderated path analysis revealed LMX differentiation, attenuating the direct effect of LMX quality, on self-efficacy, and indirectly on creativity, whereas TMX differentiation increased TMX quality directly on self-efficacy and indirectly affects creativity.

(Atwater & Carmeli, 2009) stated in his research that LMX was positively related to employee feelings of energy, which in turn was associated with higher levels of engagement in creative work. (Furthermore, Tierney, Farmer, and Graen, 2018) state that LMX and employee cognitive style are related to employee creativity.

3.CONCLUSION

The results of the Unmuha research prove several facts. Information Sharing and LMX have been proven to affect Engagement at the Unmuha. This means that with better Information Sharing and Engagement, it will provide a significant role for changes in the increase in Engagement. Information Sharing and LMX also affect creativity at the Unmuha. This illustrates that the better Information Sharing and LMX will provide an important role in increasing creativity. In addition, engagement and creativity affect performance at the Unmuha. This reveals that better Engagement and creativity will contribute to changes in Performance improvement. Furthermore, Information Sharing and LMX affect Performance at the Unmuha. This proves that the higher the level of Information Sharing and LMX will further improve performance. In fact, the indirect role model, Engagement, and Creativity partially mediate the Information Sharing and LMX effect on Performance at the Unmuha. Partially mediating formed means that Information Sharing and LMX can contribute either directly or indirectly to Performance. Contributing indirectly means through Engagement and Creativity.

This finding explains that the performance improvement model at Unmuha is a function of increasing the role of Information Sharing and LMX, as well as the function of increasing the role of Engagement and creativity. The model that has been tested in this study can be the basis for further research development by combining it with other variables and expanding the scope of the research. This model is also useful as a basis for policy improvement on research subject.

Several recommendations were successfully mapped from the facts of the research. The information submitted should have its own urgency so that it can be useful for all parties concerned. Sometimes with the current flow of information, the recipients of information seem less able to sort out which information is more important to convey and vice versa. So that the main purpose of absorbing information can run as it should. It is hoped that there will be a form of attention from the leadership of the Unmuha regarding forms of respect for the work competencies possessed by employees. By realizing this, it has the potential to improve the quality of the relationship between superiors and subordinates (LMX). The placement of each employee according to their abilities and expertise has a major contribution to maximizing the performance of employees, which can be given to the Unmuha. With the placement of employees according to their abilities and expertise, the tasks and responsibilities given are more focused on completion to help the Unmuha to achieve the vision and mission that have been set previously. Freedom in

expressing opinions, ideas, and ideas is very helpful for leaders to absorb various aspirations that take place within the Unmuha. The flexibility provided will increase competitiveness in the birth of various unique, interesting, and appropriate ideas which in turn will increase employee productivity and performance. Operational costs are one of the cost items that are sometimes uncontrollable when users do not use the various facilities provided by the Unmuha in an appropriate manner. One form of performance is expected, namely by completing work on time and with specified targets. This also presents the effectiveness and efficiency in terms of operational costs that must be incurred by the Unmuha.

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