





Analysis of Service Quality Factors of the Regional Planning Agency of Aceh

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Abstract

Objective: This study examines how collaborative public innovation, transformational leadership, knowledge acquisition, employee competencies, innovative climate, and organizational performance affect service quality at the Regional Planning Agency of Aceh. **Methods/Analysis:** The study used quantitative analysis, qualitative interviews, and surveys. The data were analyzed using the SERVQUAL model and scatter analysis approaches. The correlation between variables was analyzed by Spearman rho correlation, while Kruskal-Wallis analyzed the significance between variables. **Finding:** The SERVQUAL model shows the Regional Planning Agency of Aceh provides good quality services; 98% of respondents gave an excellent rating, and 12% were good. Scatter analysis shows that the agency consistently meets expectations. Spearman rho correlation analysis shows that all determinant factor variables have a strong relationship with improving service quality and are also significant between variables ($p < 0.05$). **Novelty/Improvement:** Improving the quality of the organization (Regional Planning Agency of Aceh) is primarily determined by the knowledge acquisition factor, which is followed by collaborative public innovation, transformational leadership, employee competencies, and an innovative climate.

Keywords:

Aceh-Indonesia;
Determinant Factors;
Regional Planning Agency;
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1- Introduction

The Regional Planning Agency (RPA) is pivotal in advancing sustainable development and efficient regional planning, specifically within the context of Aceh, Indonesia. The individuals in question are responsible for strategizing, coordinating, and executing regional development initiatives while supervising, tracking, and assessing the progress of said development plans. Furthermore, they are also responsible for conducting research and development activities. Moreover, the RPA is a reliable gauge of forthcoming regional expansion and advancement, fostering economic improvement, societal well-being, and ecological durability while devising all-encompassing plans, strategies, and policies [1].

The RPA, functioning as a governmental entity, delivers public services to facilitate development and connects with the sub-organizations under the Provincial RPA. Speer [2] reported that a fundamental tenet of public service entails enhancing service quality and promoting equitable development of facilities and infrastructure across various regions. Furthermore, several contributing factors can lead to subpar public services, such as deficiencies in human resources, bureaucratic structures, management practices, organizational mindset, performance levels, cultural norms, innovation within bureaucratic systems, utilization of information technology, bureaucratic behavior, service delivery systems and

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strategies, and transactional leadership styles [3]. As identified by Damanpour & Schneider [4], several factors must be considered in organizational activities, as they serve as indicators of the organization's success in delivering services to the public and maintaining internal quality.

According to the extant literature as of September 2022, there appear to be certain lacunae in the scholarly inquiry about the service quality factors emanating from the RPA in Aceh. Potential gaps in the existing literature may arise due to research constraints related to service quality factors, as discussed by the RPA in the Aceh region [5]. Although extensive research has been conducted on general public services and service quality, there is a shortage of studies examining regional planning agencies within specific provinces or regions. Prior studies exclusively employed quantitative or qualitative methodologies [6]. A mixed approach can offer a more comprehensive understanding of the service quality factors contributing to user satisfaction within the RPA of Aceh. Furthermore, it is worth noting that prior studies may have overlooked vital stakeholders' participation, including RPA employees, leaders, and the general public. Their participation can offer a distinct viewpoint and facilitate the identification of more effective avenues for enhancement [7].

This research assesses the stakeholders' (precisely, RPA employees) attitudes toward their dedication to enhancing the management quality and service provision within Aceh RPA. The primary objective of the RPA is to provide outstanding services to its stakeholders and clients in its capacity as an agency. Therefore, it is crucial to understand the variables that impact the quality of service. This study aimed to ascertain the factors influencing the quality of RPA services. This study incorporates various elements, including collaborative public innovation, transformational leadership, knowledge acquisition, employee competencies, an innovative climate, and organizational performance. The analysis of the determinants, as mentioned above, is anticipated to enhance service quality in RPA, as indicated by the outcomes of this study. These endeavors are expected to improve the quality of service, address underlying needs, and produce actionable suggestions for service enhancement and user contentment.

Research Question

- What are the key factors influencing the success of collaborative public innovation initiatives?
- What is the impact of transformational leadership on organizational performance and employee outcomes?
- What are the determinants and outcomes of knowledge acquisition in organizations?
- What are the key determinants and impacts of employee competencies in the workplace?
- What are the key factors influencing the development and impact of an innovative climate within organizations?
- What are the key determinants and indicators of organizational performance?

2- Literature Review

In service quality, several determinant factors have been identified to influence an organization's overall performance and outcomes. This section will discuss the theoretical foundations of collaborative public innovation, transformational leadership, knowledge acquisition, employee competencies, innovative climate, and organizational performance concerning service quality.

2-1- Collaborative Public Innovation

Collaborative public innovation is firmly rooted in the fundamental principle of open and participatory governance. The involvement of various stakeholders, such as government agencies, community organizations, and academia, is emphasized to enhance decision-making and problem-solving processes [8]. The theory suggests that organizations can utilize various stakeholders' collective intelligence, resources, and expertise through collaborative efforts, resulting in innovative solutions and enhanced service quality [9]. Organizations can derive various advantages by cultivating a collaborative environment, including heightened knowledge dissemination, improved problem-solving aptitude, and diverse viewpoints. These factors collectively contribute to attaining superior service outcomes [10].

2-2- Transformational Leadership

The theory of transformational leadership posits that leaders who demonstrate visionary and inspirational attributes can substantially impact the performance and results of their organizations. Transformational leaders can inspire and motivate their subordinates, encouraging them to surpass their individualistic goals and instead focus on achieving a shared vision [11]. Leaders can improve employee engagement, creativity, and commitment by establishing a work environment that is supportive and empowering. These factors are crucial in ensuring the delivery of high-quality services [12]. Transformational leaders cultivate a sense of purpose and accountability among their subordinates by employing persuasive communication, exhibiting charismatic qualities, and demonstrating personalized attention. Consequently, this leadership approach contributes to enhancing service quality [13].

2-3- Knowledge Acquisition

The theory of knowledge acquisition places significant emphasis on acquiring, generating, and disseminating knowledge within organizational contexts. This statement suggests that organizations that successfully accept and utilize knowledge possess a competitive edge in providing services of superior quality [14]. The process of knowledge acquisition involves the identification and documentation of optimal methodologies, the undertaking of systematic investigations, the cultivation of an environment conducive to continuous learning, and the facilitation of opportunities for skill development [15]. Through constantly acquiring and utilizing knowledge, organizations can enhance their employees' competencies, optimize service delivery processes, and effectively respond to evolving customer needs and preferences. Consequently, this can result in an overall improvement in service quality [16].

2-4- Employee Competences

The theory of employee competencies acknowledges the importance of individual skills, knowledge, and abilities in assessing and establishing service quality. In order to ensure the provision of high-quality services, organizations must engage in the recruitment, development, and retention of proficient employees [17]. Employee competencies encompass a combination of specialized technical proficiencies relevant to the specific job role and a range of interpersonal skills commonly referred to as soft skills. These soft skills encompass practical communication abilities, adept problem-solving capabilities, and exemplary customer service aptitude [18]. Organizations that allocate resources toward employee training and development, performance management, and career progression initiatives have the potential to enhance the competencies of their workforce. In turn, they can improve service quality as employees become more adept at meeting customer needs and delivering satisfactory experiences [19].

2-5- Innovative Climate

The theory of innovative climate underscores the significance of cultivating a professional milieu that promotes and sustains innovation. A creative climate is distinguished by its inclination towards embracing novel concepts, fostering a culture of embracing uncertainty, allocating resources for experimentation, and acknowledging groundbreaking contributions [20]. Organizations that foster an environment conducive to innovation cultivate attributes such as creativity, collaboration, and a commitment to continuous improvement, thereby augmenting the quality of their services [21]. A conducive work environment fosters the exploration of novel approaches, identifying opportunities for enhancing service quality and implementing innovative solutions that align with customer expectations [22].

2-6- Organizational Performance

The theory of organizational performance centers on the comprehensive evaluation of an organization's effectiveness and resultant outcomes. The proposition suggests that organizations that demonstrate strong performance across multiple dimensions, including financial performance, customer satisfaction, and operational efficiency, are more inclined to provide services of superior quality. Several factors have been identified as influential in determining the performance of organizations [23]. These factors encompass effective leadership, strategic planning, resource allocation, and ongoing monitoring and evaluation. By attaining elevated levels of organizational performance, organizations can optimize their service delivery processes, efficiently allocate resources, and guarantee the fulfillment or surpassing of customer expectations [24]. Theoretical frameworks such as collaborative public innovation, transformational leadership, knowledge acquisition, employee competencies, innovative climate, and organizational performance are utilized to comprehend the impact of these determinant factors on service quality [25]. These theories emphasize the significance of collaboration, leadership, knowledge management, employee competencies, innovation, and organizational effectiveness in the provision of customer service of superior quality.

3- Frame Work of Research

Figure 1 illustrates a conceptual framework that identifies and describes the critical determinant factors influencing service quality within the Regional Planning Agency. The framework comprises four main categories: collaborative public innovation, transformational leadership, knowledge acquisition, and employee competencies. Each type represents a crucial aspect that contributes to the overall service quality of the organization. The framework demonstrates the interconnections and interdependencies among these determinant factors, indicating that they are not isolated but influence and reinforce each other. Collaborative public innovation, transformational leadership, knowledge acquisition, and employee competencies collectively shape the organizational service quality of the Regional Planning Agency. The framework visually represents the research focus, allowing for a comprehensive understanding of the various factors influencing service quality within the Regional Planning Agency. It guides the study, enabling researchers to explore and analyze the relationships between these determinant factors and their impact on service quality.



Figure 1. Study framework of determinant factors of the organizational service quality of the Regional Planning Agency of Aceh, Indonesia

4- Materials and Methods

4-1- Sampling Collection

This study evaluates the determinants of the service quality of the Regional Planning Agency in Aceh, Indonesia. Two hundred ninety research subjects comprised RPA employees in 23 districts/cities in Aceh Province and RPA Aceh Province, Indonesia. Data was collected online (digital questionnaire) using online questionnaires on the Google Forms platform and a Google Drive data sheet. The questionnaires were distributed through group mailing lists and WhatsApp groups using a stratified random sampling technique involving 288 respondents in 24 agency offices. In regional planning in Aceh, each region represents 12 respondents plus two calibrators.

4-2- Research Desain

The study will adopt a quantitative research design to measure and analyze the determinant factors affecting the service quality of the Regional Planning Agency of Aceh. Cross-sectional data will be collected at a specific time to gain insights into the current service quality and its determining factors. The research design begins with six research questions that represent six determinant factor variables. Each determinant factor asked ten questions. The determinant factors proposed in this study refer to the concept of organizational service quality reported by Birasnav et al. [26] and Nambisan [27]. An extensive literature review and expert consultation will identify potential determinant factors affecting service quality. These factors may include organizational culture, employee competence, communication effectiveness, technology utilization, and stakeholder engagement. This parameter was chosen because it has been used as an indicator in other studies evaluating public service organizations. In addition, RPA Aceh is the parent organization of Aceh province, which fosters 23 RPA districts and cities, so the involvement of respondents from them is a series of processes in addition to evaluating the function and performance of RPA Aceh as well as assessing the quality of the employees (respondents) involved in this study related to the introduction of the tools used. Used to evaluate organizations. Specifically, the parameters (variables) used in this study are the determinant factors often used by the Aceh provincial assessment team to assess the work of government organizations within the Aceh government.

4-3- Data Analysis

Descriptive statistics will be used to summarize the demographic characteristics of the respondents and the overall service quality levels. Multiple regression analyses will be conducted to identify the significant determinant factors that influence service quality. The relationship between the service quality dimensions and the determinant factors will be examined using correlation analysis. Confirmation of the research findings was assessed with the SERVQUAL Model, which was given a ranking based on the evaluation [28]. Statistical software, SPSS, will be employed for data analysis to derive meaningful insights. The value of validity and reliability measures the accuracy of the results of the research questions for each variable. It was then analyzed by Kruskal-Wallis test analysis.

4-4- Limitations

The study's findings may be subject to self-reporting bias and the respondents' subjective perceptions. The research will be limited to a specific region (Aceh, Indonesia), which may affect the generalizability of the results to other settings. External factors beyond the scope of this study, such as government policies or resource constraints, may also impact service quality.

Table 1. Demographics of the research subjects

Demographics of the Research Sample	N	Percentage
<i>Gender</i>		
Male	220	75
Female	70	24
<i>Age (years):</i>		
20-35	110	38
36-55	180	62
<i>Regional Planning Agency of Aceh</i>		
Representative Regency	16	30
Representative City	7	70
<i>Education</i>		
Bachelor	230	79
Master	50	17
Doctor	10	3
<i>Status Employee</i>		
State Officer	210	72
Honorary officer	80	28

Table 2. The question of the questionnaire and validity by expert

Study Variable	Main Questions	Sub-Question*	Calibration	
			Expert 1	Expert 2
Collaborative Public Innovation	What are the key factors influencing the success of collaborative public innovation initiatives?	10	0.9	0.91
Transformational Leadership	What is the impact of transformational leadership on organizational performance and employee outcomes?	10	0.87	0.91
Knowledge Acquisition	What are the determinants and outcomes of knowledge acquisition in organizations?	10	0.82	0.89
Employee Competences	What are the key determinants and impacts of employee competencies in the workplace?	10	0.91	0.93
Innovative Climate	What are the key factors influencing the development and impact of a creative climate within organizations?	10	0.90	0.89
Organizational Performance	What are the key determinants and indicators of organizational performance?	10	0.93	0.91

Value 0.8-1 (Strong validity that shows the good calibrated by the expert). * Raw data are reported in Appendix I.

Table 3. Validity and reliability of the study variables

Variables Study	N	Pearson Correlation	Cronbach's Alpha Reliability
Collaborative Public Innovation	290	0.73	0.81
Transformational Leadership	290	0.89	0.82
Knowledge Acquisition	290	0.91	0.95
Employee Competences	290	0.87	0.82
Innovative Climate	290	0.92	0.80
Organizational Performance			

Table 4 Reported the assessment results based on each variable's research findings. Assessment based on the SERVQUAL Model became the basis for evaluating the estimate of 288 respondents who assessed each variable (determinant factor). Generally, the points obtained show a score of 9 or more (give good service). Only the leadership transformation variable has a value of 8 (good service). Services for development in Aceh. In line with that, the main factor influencing organizational services (Regional Planning Agency of Aceh) is the Knowledge Acquisition variable. Based on the fact that the SERVEQUAL analysis of the six variables studied in this study shows that respondents representing RPA offices in 23 regencies/cities in Aceh province have almost similar knowledge calibrations in assessing the service quality of provincial RPA in providing service quality.

Table 4. SERVQUAL Model for assessing the quality finding of determinant factor analysis

Study Variable	Research Findings	Service quality	Determinant factor analysis
Collaborative Public Innovation	Collaborative Public Innovation is a practical approach that involves multiple stakeholders working together to address complex challenges. It leverages diverse knowledge and resources, leading to more impactful and sustainable solutions.	9 out of 10	It effectively describes Collaborative Public Innovation as a practical approach involving multiple stakeholders working together to address complex challenges. It emphasizes leveraging diverse knowledge and resources to achieve more impactful and sustainable outcomes. The answer is concise, clearly understanding the concept and its benefits.
Transformational Leadership	Transformational leadership inspires and motivates others to reach higher performance and personal growth levels. I have applied it by communicating a clear vision, encouraging creativity, empowering team members, and providing mentorship for their professional development.	8 out of 10	It effectively describes Transformational Leadership as a style that inspires and motivates others to achieve higher performance and personal growth. It mentions specific strategies such as communicating a clear vision, encouraging creativity, empowering team members, and providing mentorship for professional development. The answer is concise and clearly explains how Transformational Leadership is applied.
Knowledge Acquisition	I foster a learning culture, promote cross-functional collaboration, and provide training opportunities and access to relevant resources. Establishing knowledge-sharing networks and practice communities has effectively facilitated knowledge acquisition.	9 out of 10	The answer is concise and effectively describes fostering a learning culture, promoting cross-functional collaboration, and providing training opportunities and resource access. It emphasizes the effectiveness of knowledge-sharing networks and communities of practice for knowledge acquisition—a strong understanding of cultivating a conducive environment for knowledge sharing.
Employee Competences	I assess competencies through performance evaluations, skills assessments, and feedback sessions. Based on the results, I create personalized development plans that align with employees' career aspirations. It may involve training, mentoring, job rotations, or stretch assignments	9.5 out of 10	It effectively explains assessing competencies through evaluations, assessments, and feedback and highlights the importance of personalized development plans aligned with career aspirations. The strategies of training, mentoring, rotations, and stretch assignments are also mentioned. The answer is concise, clear, and shows a strong understanding of employee development. Including examples or experiences would further enhance it.
Innovative Climate	I foster an innovative climate by emphasizing psychological safety, promoting collaboration and cross-functional interactions, and empowering employees to take ownership of their projects. Recognizing and celebrating creative efforts and outcomes also reinforces the value of innovation.	9 out of 10	The answer effectively promotes an innovative climate by emphasizing psychological safety, collaboration, cross-functional interactions, and empowering employees. It also highlights the significance of recognizing and celebrating creative efforts. Concise and specific strategies demonstrate a strong understanding of fostering an environment conducive to innovation.
Organizational Performance	I use a combination of qualitative and quantitative metrics, including financial indicators, customer satisfaction surveys, employee engagement surveys, and key performance indicators aligned with organizational goals. Regular review meetings and performance assessments help track progress and identify areas for improvement.	9 out of 10	It effectively explains fostering an innovative climate through psychological safety, collaboration, cross-functional interactions, and empowering employees. It highlights the significance of recognizing and celebrating creative efforts and outcomes. The answer is concise, provides specific strategies, and demonstrates a strong understanding of creating an environment for innovation.

Note: <5 (Service is not good), 6-8 (good service), 9-10 (Very good service). This index score refers to the standard value of the questionnaire.

Meanwhile, the determinant factors obtained from the research findings are similar in description to each determinant factor analyzed in this study. The analysis of determinant factors shows that the knowledge and experience of each subject involved in this study have indirectly calibrated related to their understanding of the concept of quality service from each RPA in districts/cities in Aceh Province, Indonesia. Another finding from this analysis is that the determinant factor "Employee Competences" shows the highest ranking (9.5) among other determinant factors, meaning that this factor indirectly gives a very positive value in determining quality organizational services (RPA).

Table 5 reports the Spearman analysis of correlations related to the determinant factors used in the calculation of this study. Several of these variables are assessed for a mutually supportive relationship to improve the quality of Aceh RPA services. Based on the results of the study evaluation showed. The Spearman rho correlation analysis indicates that the Knowledge Acquisition variable mainly influences the quality of administrative services from RAP, followed by Collaborative Public Innovation and Transformational Leadership, and Employee competencies and Innovative Climate. The relationship analyzed based on these determinant factors shows that these factors cannot stand alone in providing organizational services. In general, although there are no significant differences between the determinant factors ($p > 0.05$), they have a relationship with one another in the practice of organizational sustainability. This correlation analysis serves as a guide to organizational management practices and to measure the relevance among the determinants. Based on the analysis results, among the determinant factors have a strong relationship with the management of the Aceh RPA.

Table 5. Spearman rho Correlation Analysis of Research Variables

Variable	Correlations	Group B	Group C	Group D	Group E	Group F
Collaborative Public Innovation (Group A)	Spearman rho Correlation	0.40	0.94	0.64	0.49	0.80
	Sig. (2-tailed)	0.05	0.04	0.03	0.05	0.12
	N	290	290	290	290	290
Transformational Leadership (Group B)	Spearman rho Correlation		0.697	0.77	0.87	0.96
	Sig. (2-tailed)		0.04	0.06	0.09	0.06
	N		290	290	290	290
Knowledge Acquisition (Group C)	Spearman rho Correlation			0.80	0.81	0.86
	Sig. (2-tailed)			0.02	0.02	0.06
	N			290	290	290
Employee Competencies (Group D)	Spearman rho Correlation				0.98	0.72
	Sig. (2-tailed)				0.04	0.02
	N				290	290
Innovative Climate (Group E)	Spearman rho Correlation					0.816
	Sig. (2-tailed)					0.184
	N					290

* Correlation is significant at the 0.05 level (2-tailed) $r = 0.8-1$ (Strong correlation), $r = 0.5-0.79$ (Medium Correlation), $r = < 0.5$ (Low correlation). Group A (Collaborative Public Innovation), Group B (Transformational Leadership), Group C (Knowledge Acquisition), Group D (Employee Competencies), Group E (Innovative Climate), and Group F (Organizational Performance). Source: Primary data 2023.

The data presented in Figure 3 reports the analysis results based on the determinant factors used as the analysis variables in this study. The data is reported as an analysis to help translate the response's assessment of the quality of work services from the Aceh RPA. Furthermore, this data is packaged in charts, percentages, and scatter charts. Figure 3 reports the responses from respondents from 24 districts and cities as the determinants of organizational services (Regional Planning Agency of Aceh). In general, 98% of respondents gave an excellent assessment of the current services of the Regional Planning Agency of Aceh, and 12% were good (Figure 3B). Meanwhile, respondents from regencies/cities who responded best to the six research variables were assessed using the SERVQUAL Model approach, namely representatives of the Regional Planning Agency of Aceh Province Government achieving a score of 9.7, Aceh Tengah, Aceh Barat Daya, and Nagan Raya each 9.6. Meanwhile, respondents from Pidie Jaya and Aceh Jaya each had 9.5. The rest are under 9.5, with a score of 8.9-9.4. Additionally, based on Figure 3A). Based on the Scatter analysis shows that the Governments of Aceh and Aceh Tengah have a favorable attitude toward the services provided by the Regional Planning Agency of Aceh in providing services towards organizational commitment to supporting development in Aceh, Indonesia (Figure 3C). A good understanding is closely related to their experience in managing RPA, both at the district and provincial levels. The assessment of research variables from each city district is reported in Appendix I.

6- Discussion

This study evaluates the determinant factors influencing service quality from the Regional Planning Agency of Aceh, Indonesia. This assessment describes the organization's work system in providing services to the Aceh government to promote sustainable development and maintain organizational integrity in working programs. Based on the assessment evaluation, the determinants of the factors used in this research variable are Collaborative Public Innovation, Transformational Leadership, Knowledge Acquisition, Employee competencies, Innovative Climate, and Organizational Performance. Based on the phenomenon of organizational studies. Pirozzi & Ferulano [29] states that the determinant factor analysis to determine organizational health includes the quality of internal and external services. The service will be qualified if the organization considers several determinant factors, such as leadership, knowledge acquisition, work climate, and competence in employees' areas of expertise. Information from Tables 2 and 3 shows that the questions used to support the analysis of each variable have excellent viability and reliability. It means these findings align with the theory reported by Le [30].

Table 4 shows that the SERVQUAL analysis shows that all variables are in an outstanding category in managing the service quality of the RPA of Aceh, except for the leadership variable (good service). In contrast, the other five variables are (excellent). The results show that the leadership variable needs to be fixed in improving the management of its servants, and five other variables need to be maintained and enhanced. Undoubtedly, leadership plays a pivotal role in the sustenance and expansion of an organization. Applying the SERVQUAL analysis has provided valuable insights into the organization's service management framework, revealing its strengths and areas that require improvement. The exemplary performance exhibited by the five variables highlights the organization's unwavering commitment to delivering exceptional service to its clientele. However, the analysis also highlights the crucial significance of leadership in facilitating ongoing improvement and achieving high standards in service provision [31].

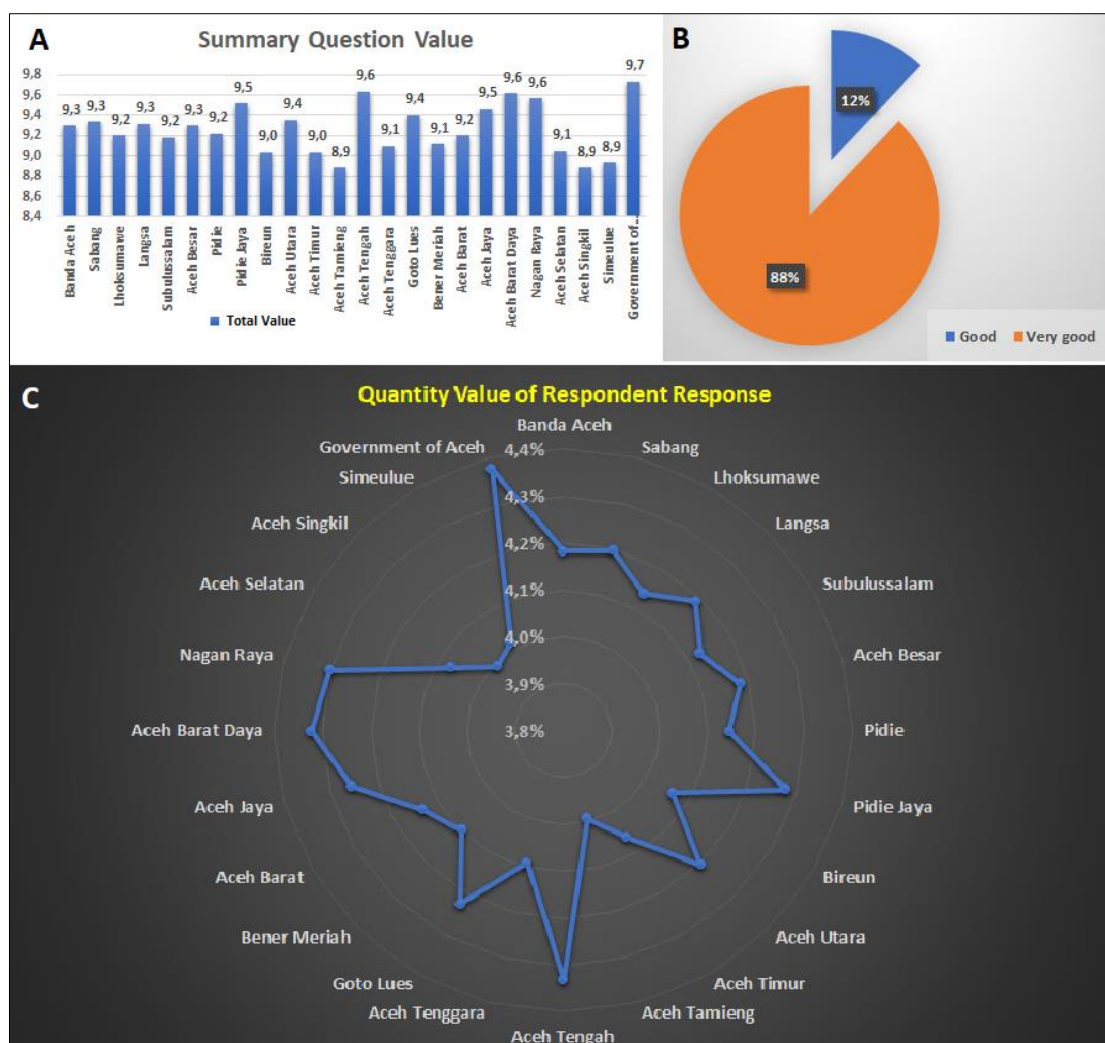


Figure 3. The quality value of the respondents. (A) Distribution of respondents' assessment results, (B). the total value of the respondents to the determinant factors as research variables, (C) Scatter analysis of the respondent assessment

Based on the findings derived from the analysis, it is apparent that the leadership variable necessitates prompt attention and enhancement to optimize its subordinates' management. A robust and efficient leadership strategy is of utmost importance to steer and inspire the team towards attaining organizational objectives and delivering exceptional customer service [32]. In contrast, the five remaining variables have demonstrated outstanding efficacy in managing service quality. The variables mentioned above have consistently fulfilled or surpassed the customers' expectations, positioning them within the exceptional classification of service provision. Nevertheless, it is imperative to acknowledge that these factors' preservation and improvement are equally crucial to uphold extraordinary service quality and guarantee ongoing customer contentment [33]. To progress, the organization should allocate resources towards the implementation of leadership development programs, the cultivation of robust communication channels, and the empowerment of its leaders to establish a work environment that is both positive and motivating. This approach will assist in resolving the identified leadership concerns and further augmenting the already exceptional variables to surpass customer consistent expectations [34].

The presence of effective leadership is of utmost importance to effectively guide, inspire, and incentivize individuals toward the achievement of shared goals and the advancement of organizational prosperity [35]. Establishing an influential workplace culture is pivotal in determining an organization's overall success and substantially impacts its growth and development. One of the fundamental obligations of leadership entails the provision of an articulated vision and strategic orientation for the organization. A proficient leader effectively conveys their idea to the entire team in a manner that aligns with the mission and objectives of the organization. The concept mentioned functions as a strategic framework, offering employees a distinct goal and cultivating a shared sense of cohesion and direction [36].

Establishing a highly influential workplace culture is paramount for an organization's success and growth. The significance of leadership in this process should not be underestimated. Influential leaders are primarily responsible for offering a distinct and well-defined vision and a strategic direction for the organization [37]. An effective leader possesses the skill to effectively convey their idea in a manner that resonates with the entire team and follows the mission

and objectives of the organization. Leaders establish a strategic framework that guides the organization's pursuit of its objectives [38]. The framework presented provides employees with a clear and cohesive goal, promoting a collective sense of unity and purpose among team members. When employees possess a comprehensive comprehension of and connect with the organization's purpose and trajectory, it is more probable that they will exhibit higher levels of motivation, engagement, and commitment toward attaining collective success [39].

A workplace culture with significant influence, underpinned by an articulated vision, fosters a collective understanding of purpose and provides employees with a clear sense of direction. Fostering a sense of ownership and belonging is beneficial, as it engenders a perception among employees that they are integral components of a collective entity surpassing individuality. Cultivating a collective sense of purpose fosters collaboration and support, wherein individuals are willing to cooperate, provide assistance, and strive towards shared goals. Moreover, a well-defined and expressed vision is a foundation for making decisions and establishing priorities. This approach enables employees to synchronize their endeavors effectively with the organization's strategic objectives, minimizing superfluous diversions.

Consequently, the organization attains heightened focus, improved efficiency, and enhanced preparedness to navigate obstacles and capitalize on favorable circumstances effectively. Generally, a workplace culture that holds significant influence is established through the effective communication of a clear vision and strategic direction. This serves as a solid basis for achieving organizational success and expansion. It facilitates employee engagement, collaboration, and a collective sense of purpose, contributing to a flourishing and dynamic work milieu. Employees who share a collective vision are empowered to make optimal contributions, propelling the organization toward success [40].

Proficient leaders thoroughly understand the importance of building and nurturing high-performing teams. Individuals with robust interpersonal skills exhibit competence in efficiently overseeing and inspiring individuals with diverse backgrounds and strengths [41]. Leadership is of paramount importance in fostering the advancement and progress of employees through the provision of mentorship, coaching, and regular feedback. By implementing these supportive measures, leaders facilitate the development of individuals' skill sets, promote their progression in their professional endeavors, and ultimately enable them to reach their full potential [42]. Moreover, these organizations are crucial in promoting collaboration among team members, advocating for transparent communication, and fostering an environment that emphasizes continuous education and professional growth.

The Regional Planning Agency (RPA) is an essential entity that assumes a central position in facilitating cooperation among its personnel, advocating for open and clear communication channels, and cultivating a milieu that prioritizes ongoing learning and career development [43]. The Regional Planning Authority relies on the collaborative endeavors of its workforce to effectively tackle intricate challenges and accomplish its objectives as a regional development and planning entity. Through the promotion of collaboration, the Regional Planning Agency effectively utilizes its team members' varied expertise and perspectives, thereby facilitating their cohesive efforts toward achieving sustainable development and growth within their respective regions [44].

Leadership is crucial in skillfully navigating and effectively managing periods characterized by change and uncertainty. In the present-day and dynamic business landscape, leaders must exhibit the attributes of adaptability and resilience [45]. Individuals must make informed decisions, proficiently mitigate risks, and demonstrate leadership abilities in effectively guiding their teams through diverse challenges and transitions. Influential leaders tend to embrace innovative practices and cultivate a climate of adaptability, inspiring employees to embrace transformative changes and pursue new opportunities [46].

Table 5 reports the relationship between variables that influence the service quality of the Regional Planning Agency of Aceh organization. The relationship analysis shows that the Knowledge Acquisition variable has significant implications for other determinant factors such as Collaborative Public Innovation, Transformational Leadership, Employee competencies, and Innovative Climate. Proficient leaders thoroughly understand the importance of building and nurturing high-performing teams. Individuals with robust interpersonal skills exhibit competence in efficiently overseeing and inspiring individuals with diverse backgrounds and strengths. Leadership is of paramount importance in fostering the advancement and progress of employees through the provision of mentorship, coaching, and regular feedback. By implementing these supportive measures, leaders facilitate the development of individuals' skill sets, promote their progression in their professional endeavors, and ultimately enable them to reach their full potential [41]. Moreover, these organizations are crucial in promoting collaboration among team members, advocating for transparent communication, and fostering an environment that emphasizes continuous education and professional growth.

Organizations that adopt these elements cultivate a favorable work atmosphere that appeals to and retains highly skilled individuals. These organizations experience advantages in terms of enhanced employee satisfaction, elevated productivity levels, and overall performance improvement [47]. In addition, promoting collaboration, transparent communication, and ongoing education fosters the development of a learning organization in which innovation thrives and the collective potential of the workforce is maximized. Consequently, the organization becomes more proficient in navigating obstacles, capitalizing on favorable circumstances, and attaining enduring expansion [48].

Furthermore, leadership is crucial in skillfully navigating and effectively managing periods characterized by change and uncertainty. In the present-day and dynamic business landscape, leaders must exhibit the attributes of adaptability and resilience. Individuals must make informed decisions, proficiently mitigate risks, and demonstrate leadership abilities in effectively guiding their teams through diverse challenges and transitions [45]. Influential leaders tend to embrace innovative practices and cultivate a climate of adaptability, inspiring employees to embrace transformative changes and pursue new opportunities [25, 49].

In organizational dynamics, influential leaders assume a pivotal position in shaping the prevailing culture within an organization, thereby exerting a profound impact on its overall success [50]. These individuals possess a distinct capacity to adopt novel approaches and foster an environment of flexibility within their teams and organizations. Influential leaders promote a conducive environment that places a high value on creativity and experimentation, motivating their employees to engage in divergent thinking and pursue novel concepts [51]. The prevailing atmosphere of adaptability within the organization enables it to promptly react to shifting market dynamics and capitalize on emerging opportunities. Furthermore, influential leaders play a significant role in facilitating transformative changes [52]. Employing their visionary leadership and persuasive communication, they effectively articulate a compelling vision and purpose, mobilizing their teams towards shared objectives. The presence of a clear and meaningful goal serves as a driving force for employees, compelling them to adopt and support significant changes fully, even when confronted with a lack of certainty [53].

Moreover, influential leaders exhibit leadership through their actions, exemplifying a readiness to undertake strategic risks and embrace transformative processes. By demonstrating a disposition for acquiring knowledge and embracing change, these leaders motivate their teams to exhibit similar behaviors [54]. The organization fosters a culture emphasizing the importance of ongoing learning and professional advancement, offering various resources and assistance to facilitate employee development [37]. The significance of influential leaders in employee engagement and commitment should not be underestimated. Under the guidance of their superiors, employees experience a sense of value and empowerment, resulting in increased levels of job satisfaction and productivity [55]. Consequently, the members of the team exhibit increased proactivity, actively pursuing novel opportunities and offering innovative resolutions to the challenges faced by the organization [56].

The acquisition of knowledge additionally enables government organizations to enhance the quality of their services. Government agencies possess the capacity to improve their internal procedures, adopt innovative approaches, and implement evidence-based practices by engaging in a perpetual learning process that entails extracting insights from their own experiences and seeking external expertise [57]. Continuous improvement plays a crucial role in enhancing the capacity of government organizations to deliver services that exhibit increased efficiency, effectiveness, and responsiveness, thereby meeting the evolving needs of citizens. Knowledge acquisition enables evidence-based decision-making within governmental organizations [58]. Government agencies possess the capacity to make informed decisions about allocating resources, designing programs, and formulating policies through data collection and analysis, research endeavors, and expert knowledge. Implementing an evidence-based approach increases the likelihood of achieving desired outcomes and maximizing the efficiency of government services [59].

Government agencies play a pivotal role in the provision of public services and the fulfillment of societal requirements. The ability to make well-informed decisions regarding the allocation of resources, program design, and policy formulation is crucial for effectively carrying out their mandates. Government agencies have the potential to adopt an evidence-based approach to decision-making by utilizing data collection and analysis, engaging in research endeavors, and leveraging expert knowledge [60]. This methodology guarantees that decisions are based on empirical evidence, established processes, and a thorough comprehension of the pertinent matters. Governmental entities can acquire significant insights into their constituents' requirements and inclinations by systematically collecting data and conducting a comprehensive analysis. This data equips individuals with the ability to customize programs and services to tackle specific challenges effectively [61]. In addition, research initiatives carried out by government agencies or in partnership with them play a significant role in enhancing comprehension of intricate social, economic, and environmental matters, thereby facilitating the formulation of policies based on empirical evidence [62].

The incorporation of specialized expertise holds equal importance in the process of making decisions. Government agencies frequently collaborate with subject matter experts, academics, and professionals who possess technical knowledge and expertise, enhancing the quality and depth of their decision-making processes. By leveraging this extensive pool of knowledge, organizations can strengthen their decision-making process by incorporating well-informed and comprehensive perspectives, thereby increasing the likelihood of achieving favorable results [63]. Implementing an evidence-based approach increases the probability of attaining desired outcomes and optimizes government services' efficiency. By utilizing empirical evidence, governmental agencies can prioritize initiatives that have demonstrated effectiveness, allocate resources more efficiently, and streamline the delivery of programs. The utilization of an evidence-based decision-making process serves to enhance accountability and guarantee the prudent allocation of taxpayer funds [64].

Government agencies acquire knowledge through collaboration and sharing. Government agencies can benefit from collaboration with academics, research institutions, and other government agencies. These collaborative projects share expertise, best practices, and creative solutions. Government agencies can improve service delivery and tackle complex social issues using external knowledge. Knowledge affects Collaborative Public Innovation, Transformational Leadership, Employee Competencies, and Innovative Climate in government organizations. Knowledge acquisition lets government agencies access research institutions and industry expertise for Collaborative Public Innovation [65]. This encourages collaboration and inventiveness. Government entities can better address complex social concerns by actively gathering stakeholder expertise. This method allows people to access a variety of perspectives and specialized knowledge, fostering collective public invention and efficient strategy.

Government entities can effectively address complex social concerns by actively gathering stakeholder expertise, fostering collaboration and inventiveness. Including stakeholders in decision-making processes facilitates the incorporation of a wide array of perspectives and specialized knowledge [66]. This inclusive methodology enables collective public innovation, whereby ideas are openly exchanged, iteratively improved, and collaboratively expanded upon. By engaging in open dialogue and actively involving stakeholders, government agencies can better comprehend the needs and concerns expressed by the communities they serve. By integrating the perspectives and expertise of diverse stakeholders, organizations can formulate more comprehensive and multifaceted approaches to address intricate societal challenges [67].

The engagement of stakeholders cultivates a perception of ownership and accountability within the general population. Including individuals in the decision-making process has been found to positively influence their level of support and active engagement in implementing various initiatives. Establishing a collaborative framework between governmental entities and stakeholders fosters a sense of partnership, resulting in heightened public trust and satisfaction [68]. Utilizing stakeholder engagement allows government agencies to access diverse perspectives and specialized knowledge, thereby facilitating the exploration of innovative solutions. Various stakeholders contribute distinct expertise and perspectives, fostering innovation and ingenuity in addressing challenges. The collaborative nature of this environment fosters a culture that promotes innovation, thereby encouraging the exploration of new and advanced approaches and strategies [69]. The engagement of stakeholders ensures that governmental procedures follow the genuine requirements of the community. Government entities can effectively design solutions that cater to the unique challenges faced by various population segments by actively involving those directly impacted by the policies and programs [70].

Transformational leadership requires knowledge. Knowledge-seeking leaders may keep abreast of new developments, research, and industry best practices. With this expertise, leaders may inspire and motivate people by providing essential insights, direction, and a clear future vision [71]. Leaders can effectively manage corporate change, foster innovation, and drive government transformation by continuously learning. Knowledge, training, and resources for professional advancement enhance staff skills. Employees gain skills, expertise, and tools by learning new things. It also fosters a culture of constant learning and improvement, enabling staff to innovate, adapt, and provide high-quality services. Government institutions require a comprehensive understanding of knowledge to foster innovation. The acquisition and application of current and relevant knowledge positively impact employees' creative thinking, problem-solving abilities, and generation of innovative ideas. The dissemination of knowledge facilitates the exchange of ideas, cultivates collaborative efforts, and nurtures innovative thinking within an organization [72]. Thus, this encourages innovation by fostering experimentation, risk-taking, and enhanced service delivery [73].

The acquisition and utilization of up-to-date and pertinent knowledge significantly influence the creative thinking, problem-solving skills, and generation of innovative ideas among employees within an organization [16]. Employees with access to current information and expertise are more effectively equipped to approach challenges with novel perspectives and generate innovative solutions. Establishing a culture that promotes continuous learning and knowledge-sharing facilitates the development of critical thinking skills among employees, enabling them to navigate and respond to evolving circumstances effectively [74]. It, in turn, cultivates a workforce that is dynamic and adaptable. The dissemination of knowledge assumes a crucial role in fostering a collaborative and innovative milieu. The act of freely sharing and exchanging knowledge among employees fosters a sense of camaraderie and promotes teamwork. The process of exchanging ideas facilitates the participation of individuals with diverse backgrounds and expertise from various departments, enabling them to contribute their distinct perspectives and ultimately fostering cross-functional collaboration and synergy. Consequently, the organization transforms into a central locus of collective intelligence, promoting the proliferation of innovative thought [75].

In an environment that fosters experimentation and embraces risk-taking, innovation flourishes. Through disseminating knowledge, organizations allow employees to explore innovative approaches and experiment with novel ideas, fostering an environment that encourages risk-taking and minimizes the fear of failure [76]. A nurturing and inclusive environment cultivates a climate that encourages creativity and originality, motivating employees to explore unconventional ideas and question established norms. There is a substantial connection between knowledge

dissemination and service delivery improvement [77]. Employees can enhance their comprehension of customer needs and preferences with pertinent knowledge and expertise. This comprehension enables service providers to customize their offerings to fulfill their clientele's needs, enhancing customer satisfaction and loyalty [78].

In Figure 3, it is reported that many respondents gave an excellent assessment of the services of the Regional Planning Agency of Aceh organization. Evaluations based on the SERVQUAL model analysis and Scatter Analysis show that respondents from 24 districts/cities in Aceh Province, Indonesia, have assessed that the performance of the Regional Planning Agency of Aceh organization has provided outstanding service quality. Evaluations showed the Regional Planning Agency of Aceh offered excellent service. The positive review is a compelling affirmation of the Regional Planning Agency of Aceh's remarkable capacity to meet and consistently exceed participant expectations and stringent criteria. This resounding validation echoes the agency's unyielding commitment to excellence and its unwavering focus on delivering services of the highest quality. By consistently surpassing the benchmarks set by participants, the agency showcases extraordinary dedication and proficiency in every facet of its operations. This remarkable feat reflects the agency's adeptness in understanding its stakeholders' diverse needs and preferences and its ability to consistently adapt, innovate, and evolve to provide experiences beyond mere satisfaction. Such an unwavering dedication to service quality exemplifies the agency's pivotal role in driving the progress of Aceh Province, Indonesia. With each positive review, the agency further solidifies its position as a cornerstone of strategic initiatives, elevating the region and propelling it towards a future characterized by sustainable growth, progressive development, and unparalleled service excellence.

The SERVQUAL Model, a popular technique for assessing service quality, was used to evaluate the agency's performance on reliability, responsiveness, assurance, empathy, and tangibles [79]. The agency was praised for its consistency, reliability, and timeliness. Participants also gained trust, credibility, and skill. Scatter Analysis displayed full evaluation results. The analysis showed that Aceh Province's 24 districts and cities viewed the agency's service positively. The SERVQUAL Model and Scatter Analysis results show that the RPA of Aceh provides high-quality services. The positive rating shows the agency's dedication to addressing participants' demands, boosting Aceh Province, Indonesia's progress and strategic initiatives. Through the consistent provision of services of superior quality, the agency effectively contributes to the broader advancement and strategic initiatives that play a crucial role in propelling the region toward progress. This notable accomplishment indicates the agency's deep comprehension of the complex dynamics between service quality, stakeholder involvement, and regional advancement. The positive rating manifests the agency's guiding principles, highlighting their unwavering dedication to fostering a culture of promptness, effectiveness, and originality [80]. Ultimately, this contributes to developing a more optimistic and encouraging future for Aceh Province and its varied communities.

7- Conclusion

This study explores a comprehensive analysis of service quality factors in the context of the RPA of Aceh. A multifaceted understanding of the agency's service quality landscape was achieved by carefully combining qualitative interviews and quantitative surveys. The findings and insights from this research highlight laudable aspects of the agency's service delivery and areas for improvement. The determinant factors used in this study accurately measure the service quality of the RPA of Aceh in providing services to support Aceh's development. The determinant factor tested in this study has an excellent consistency value for assistance for the Aceh government. The assumption of correlation values and scatter analysis explains the determinant factors used in this study to support policy synergies related to collaborative public innovation, transformational leadership, knowledge acquisition, employee competences, innovative climate, and organizational performance.

The institution's responsiveness was relatively positive, with a willingness to help and immediately engage with stakeholders. However, further emphasis on staff training in interpersonal communication could enhance this dimension even further, fostering an effective and empathetic service environment. The assurance dimension represents room for growth in increasing staff competence and confidence, thereby generating increased stakeholder trust. Empathy, an essential aspect of service quality, presents an opportunity for the RPA of Aceh to personalize its interactions and solutions for stakeholders. Implementing tailored services and effective complaint-resolution mechanisms can underscore an agency's commitment to understanding and meeting individual needs.

Based on these findings, it is evident that the RPA of Aceh has the potential and the necessity to improve the quality of its services to a higher level. By addressing the identified areas of improvement, the agency can enhance its role in promoting sustainable development and urban planning in the region. This research provides a roadmap for strategic improvement that considers the perspectives of employees, officials, and stakeholders. In the end, the results of this study went beyond the boundaries of the RPA of Aceh. The insights gained from this study can serve as a template for other public service institutions looking to improve the quality of their services and build stronger relationships with their communities. By addressing the dimensions of tangible, reliability, responsiveness, assurance, and empathy, institutions can create a culture of service that aligns with stakeholders, fosters trust, and makes a meaningful contribution to the larger goals of sustainable development and improving the quality of life.

8- Declarations

8-1-Author Contributions

Conceptualization, M.A.D. and T.A.Z.; methodology, A.R.L.; validation, M.A.D. and T.A.Z.; formal analysis, S.S.; investigation, M.A.D. and S.S.; writing—original draft preparation, M.A.D. and T.A.Z.; writing—review and editing, A.R.L.; visualization, S.S.; supervision, M.A.D. and T.A.Z.; project administration, M.A.D. and T.A.Z.; funding acquisition, T.A.Z., A.R.L., M.A.D., and S.S. All authors have read and agreed to the published version of the manuscript.

8-2-Data Availability Statement

The data presented in this study are available in Appendix I.

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8-5-Institutional Review Board Statement

Not applicable.

8-6-Informed Consent Statement

Not applicable.

8-7-Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

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Appendix I

Table A-1. Question response of respondents for evaluation of quality service of Regional Planning Agency of Aceh Government

District/City in Aceh Province	Determinant Factors						
	Value Analyses	Collaborative Public Innovation	Transformational Leadership	Knowledge Acquisition	Employee Competences	Innovative Climate	Organizational Performance
Banda Aceh	N	12	12	12	12	12	12
	Mean	9.4	8.7	9.3	9.8	9.4	9.2
	SDV	0.517	0.568	0.217	0.417	0.417	0.537
	*Service Quality	Very good	Good	Very good	Very good	Very good	Very good
	**p-value			0.052			
Sabang	N	12	12	12	12	12	12
	Mean	9.6	8.8	9.4	9.7	9.2	9.3
	SDV	0.417	0.281	0.169	0.317	0.517	0.542
	*Service Quality	Very good	good	Very good	Very good	Very good	Very good
	**p-value			0.051			
Lhokseumawe	N	12	12	12	12	12	12
	Mean	8.4	8.8	8.3	9.9	9.9	9.9
	SDV	0.517	0.710	0.690	0.170	0.571	0.420
	*Service Quality	good	Good	Good	Very good	Very good	Very good
	**p-value			0.042			
Langsa	N	12	12	12	12	12	12
	Mean	9.2	9.1	9.7	9.2	9.2	9.5
	SDV	0.417	0.120	0.923	0.721	0.711	0.212
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Very good
	**p-value			0.067			
Subulusalam	N	12	12	12	12	12	12
	Mean	9.1	9.2	8.8	8.8	9.5	9.7
	SDV	0.417	0.120	0.923	0.721	0.711	0.212
	*Service Quality	Very good	Very good	good	good	Very good	Very good
	**p-value			0.091			
Aceh Besar	N	12	12	12	12	12	12
	Mean	9.7	9.2	9.4	9.2	9.5	8.8
	SDV	0.567	0.220	0.523	0.221	0.311	0.412
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Good
	**p-value			0.41			
Pidie	N	12	12	12	12	12	12
	Mean	9.2	9.2	9.7	9.2	9.1	8.9
	SDV	0.507	0.520	0.313	0.211	0.611	0.112
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Good
	**p-value			0.071			
Pidie Jaya	N	12	12	12	12	12	12
	Mean	9.7	9.7	9.5	9.2	9.2	9.8
	SDV	0.417	0.120	0.923	0.721	0.711	0.212
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Very good
	**p-value			0.152			
Bireun	N	12	12	12	12	12	12
	Mean	8.9	8.8	9.2	8.8	9.1	9.4
	SDV	0.567	0.512	0.623	0.621	0.811	0.312
	*Service Quality	Very good	good	Very good	Very good	Very good	Very good
	**p-value			0.042			

Aceh Utara	N	12	12	12	12	12	12
	Mean	9.7	9.2	9.6	9.5	9.1	9
	SDV	0.417	0.120	0.923	0.721	0.711	0.212
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Very good
	**p-value	0.132					
Aceh Timur	N	12	12	12	12	12	12
	Mean	8.8	8.2	9.7	9.2	9.1	9.2
	SDV	0.317	0.220	0.223	0.421	0.811	0.312
	*Service Quality	Very good	Good	Very good	Very good	Very good	Very good
	**p-value	0.512					
Aceh Tamieng	N	12	12	12	12	12	12
	Mean	8.4	8.8	8.5	9.2	9.3	9.1
	SDV	0.216	0.521	0.724	0.422	0.701	0.312
	*Service Quality	Good	Good	Very good	Very good	Very good	Very good
	**p-value	0.042					
Aceh Tengah	N	12	12	12	12	12	12
	Mean	9.7	9.2	9.9	9.9	9.2	9.9
	SDV	0.360	0.771	0.214	0.572	0.211	0.502
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Very good
	**p-value	0.082					
Aceh Tenggara	N	12	12	12	12	12	12
	Mean	9.8	9.9	8.9	8.9	8.2	8.9
	SDV	0.367	0.211	0.530	0.810	0.211	0.513
	*Service Quality	Very good	Very good	Good	Good	Good	Good
	**p-value	0.031					
Gayo Lues	N	12	12	12	12	12	12
	Mean	9.2	9.7	9.5	9.2	9.3	9.5
	SDV	0.107	0.902	0.330	0.271	0.921	0.502
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Very good
	**p-value	0.202					
Bener Meriah	N	12	12	12	12	12	12
	Mean	8.4	8.8	8.3	9.8	9.5	9.9
	SDV	0.307	0.210	0.396	0.511	0.901	0.602
	*Service Quality	Good	Good	Good	Very good	Very good	Very good
	**p-value	0.041					
Aceh Barat	N	12	12	12	12	12	12
	Mean	8.8	8.9	9.3	9.6	9.2	9.4
	SDV	0.267	0.227	0.398	0.231	0.101	0.310
	*Service Quality	Good	Good	Very good	Very good	Very good	Very good
	**p-value	0.061					
Aceh Jaya	N	12	12	12	12	12	12
	Mean	9.2	9.3	9.5	9.9	9.2	9.7
	SDV	0.235	0.239	0.450	0.551	0.010	0.502
	*Service Quality	Very good	good	Very good	Very good	Very good	Very good
	**p-value	0.075					
Aceh Barat Daya	N	12	12	12	12	12	12
	Mean	9.5	9.7	9.5	9.5	9.7	9.8
	SDV	0.517	0.420	0.323	0.821	0.811	0.512
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Very good
	**p-value	0.120					

Nagan Raya	N	12	12	12	12	12	12
	Mean	9.5	9.5	9.7	9.4	9.6	9.7
	SDV	0.607	0.301	0.201	0.210	0.231	0.310
	*Service Quality	Very good	Very good	Very good	Very good	Very good	Very good
	**p-value	0.203					
Aceh Selatan	N	12	12	12	12	12	12
	Mean	9.7	8.8	8.3	8.8	9.7	9
	SDV	0.417	0.120	0.923	0.721	0.711	0.212
	*Service Quality	Very good	Good	Good	Good	Very good	Very good
	**p-value	0.041					
Aceh Singkil	N	12	12	12	12	12	12
	Mean	8.4	8.7	9.3	9.1	9.6	8.2
	SDV	0.167	0.210	0.210	0.201	0.110	0.102
	*Service Quality	God	Good	Very good	Very good	Very good	Good
	**p-value	0.013					
Simeulue	N	12	12	12	12	12	12
	Mean	8.7	8.9	8.4	9.6	8.9	9.1
	SDV	0.712	0.205	0.602	0.294	1.000	0.211
	*Service Quality	Very good	good	Very good	Very good	Very good	Very good
	**p-value	0.021					
Aceh Government	N	12	12	12	12	12	12
	Mean	9.9	9.7	9.5	9.8	9.8	9.7
	SDV	0.567	0.520	0.523	0.351	0.421	0.517
	*Service Quality	Very good	good	Very good	Very good	Very good	Very good
	**p-value	0.252					

* Kruskal-Wallis Analyses; ** Score Validity of Organizational Service quality, <6(Not good service), >6-8 (Moderate good service), 8.1-8.9 (good service), 9-10 (Very good service). This index score refers to the standard value of the questionnaire.

Table A-2. Study variables and questions of questionnaire

Study Variable	Questions of Questionnaire
Collaborative Public Innovation	<u>Main Question:</u> What are the key factors influencing the success of collaborative public innovation initiatives?
	<u>Sub-Question:</u>
	1. What are the different collaborative approaches employed in public innovation initiatives?
	2. What are the primary motivations and objectives for adopting collaborative approaches in public innovation?
	3. What are the main challenges and barriers in implementing collaborative public innovation projects?
	4. What strategies and best practices can enhance the effectiveness of collaborative public innovation initiatives?
	5. How do different stakeholder dynamics impact the outcomes of collaborative public innovation?
	6. What are the key factors that contribute to the sustainability and scalability of collaborative public innovation projects?
	7. What are the measurable impacts and benefits associated with collaborative public innovation efforts?
	8. How do citizen engagement and participation influence the success of collaborative public innovation initiatives?
Transformational Leadership	<u>Main Question:</u> What is the impact of transformational leadership on organizational performance and employee outcomes?
	<u>Sub-Question:</u>
	1. How is transformational leadership defined and measured in the context of the study?
	2. What are the key characteristics and behaviors associated with transformational leadership?
	3. How does transformational leadership influence employee motivation and engagement?
	4. What is the relationship between transformational leadership and employee job satisfaction?
	5. How does transformational leadership impact employee commitment and organizational citizenship behavior?
	6. What are the effects of transformational leadership on employee creativity and innovation?
	7. How does transformational leadership contribute to organizational performance and effectiveness?
	8. What are the mechanisms through which transformational leadership influences employee outcomes and organizational performance?
	9. Are there any contextual factors that moderate the relationship between transformational leadership and employee outcomes?
	10. How do different industries or organizational contexts influence the effectiveness of transformational leadership?

Knowledge Acquisition	<p><u>Main Question:</u> What are the determinants and outcomes of knowledge acquisition in organizations?</p> <p><u>Sub-Question:</u></p> <ol style="list-style-type: none"> 1. What are the primary sources and methods of knowledge acquisition used by organizations? 2. What factors influence the willingness and ability of individuals to acquire new knowledge? 3. How do organizational culture and climate impact knowledge acquisition processes? 4. What role does leadership play in facilitating or hindering knowledge acquisition within organizations? 5. How do organizational structures and communication networks influence knowledge acquisition? 6. What are the barriers and challenges that organizations face in acquiring new knowledge? 7. What are the individual and organizational outcomes associated with practical knowledge acquisition? 8. How does knowledge acquisition contribute to organizational innovation and competitive advantage? 9. Are there any industry-specific or contextual factors that affect the process and outcomes of knowledge acquisition? 10. What strategies and best practices can organizations adopt to enhance knowledge acquisition efforts?
Employee Competences	<p><u>Main Question:</u> What are the key determinants and impacts of employee competencies in the workplace?</p> <p><u>Sub-Question:</u></p> <ol style="list-style-type: none"> 1. How are employee competencies defined and measured within the context of the study? 2. What are the various types of competencies that employees possess in the workplace? 3. What are the factors that influence the development and acquisition of employee competencies? 4. How do organizational training and development programs contribute to enhancing employee competencies? 5. What is the relationship between employee competencies and job performance? 6. How do employee competencies impact team effectiveness and collaboration? 7. What role do employee competencies play in organizational innovation and adaptability? 8. How do employee competencies influence career advancement and job satisfaction? 9. What are the effects of employee competencies on organizational productivity and efficiency? 10. Are any contextual factors or considerations affecting the relationship between employee competencies and organizational outcomes?
Innovative Climate	<p><u>Main question:</u> "What are the key factors influencing the development and impact of an innovative climate within organizations?</p> <p><u>Sub-Question:</u></p> <ol style="list-style-type: none"> 1. How is an innovative climate defined and measured within the context of the study? 2. What are the key elements and characteristics of an innovative climate within organizations? 3. What organizational factors contribute to the development and maintenance of an innovative climate? 4. How do leadership styles and behavior influence the establishment of an innovative climate? 5. What role does organizational culture play in fostering an innovative climate? 6. How do organizational structures and processes enable or hinder an innovative climate? 7. What individual and team-level behaviors and attitudes contribute to an innovative climate? 8. What are the effects of an innovative climate on employee creativity and innovation? 9. How does an innovative climate impact organizational performance and competitive advantage? 10. Are there any contextual or industry-specific factors that influence the establishment and impact of an innovative climate?
Organizational Performance	<p><u>Main Question:</u> What are the key determinants and indicators of organizational performance?</p> <p><u>Sub-Question:</u></p> <ol style="list-style-type: none"> 1. How is organizational performance defined and measured within the context of the study? 2. What are organizational performance's dimensions or components (e.g., financial, operational, strategic)? 3. What internal factors (e.g., leadership, culture, structure) influence organizational performance? 4. What external factors (e.g., market conditions, competition, regulatory environment) impact organizational performance? 5. How do organizational strategies and goals align with and contribute to organizational performance? 6. What role do employee engagement and satisfaction play in influencing organizational performance? 7. How do organizational processes and systems affect organizational performance? 8. Are there any industry-specific or contextual factors that influence the determinants and indicators of organizational performance? 9. How can technology and digital transformation impact organizational performance? 10. What are the methods and approaches used to evaluate and benchmark organizational performance?