

## Improving Innovative Work Behavior Through Psychological Empowerment Supported by Servant Leadership

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**Abstract.** *This study is an explanatory research aimed at analyzing the influence of servant leadership on psychological empowerment and innovative work behavior, as well as understanding the extent to which psychological empowerment contributes to fostering innovative work behavior within the organization. The research population includes all human resources at the Customs and Excise Regional Office Central Java and DI Yogyakarta, consisting of both civil servants and non-civil servants, totaling 203 individuals. This population was selected due to its relevance to the research variables and the ease of obtaining the required data. Based on the Slovin formula, the sample size determined for this study was 135 respondents. The sampling technique employed is non-probability sampling with a convenience sampling approach, selecting respondents based on accessibility and availability. This technique was chosen for its efficiency in terms of time and cost, thereby facilitating the data collection process. The research instrument consists of a questionnaire with interval measurements using a Likert scale ranging from 1 to 5, from strongly disagree to strongly agree. Data analysis was conducted through structural equation modeling using the Partial Least Square (PLS) approach to examine the relationships among variables within the research model. The findings indicate that servant leadership has a positive and significant effect on innovative work behavior. Furthermore, servant leadership is also shown to have a positive and significant influence on psychological empowerment. Additional results reveal that psychological empowerment positively and significantly affects innovative work behavior. Overall, this study highlights that strengthening servant leadership and psychological empowerment are essential factors in enhancing innovative work behavior at the Customs and Excise Regional Office Central Java and DI Yogyakarta.*

**Keywords:** Behavior; Empowerment; Innovative; Leadership; Psychological.

### 1. Introduction

In the era of globalization and increasingly competitive business environments, the quality of public services is one of the main indicators of a government organization's success. The Regional Office of the Directorate General of Customs and Excise (DJBC) of Central Java and

the Special Region of Yogyakarta, as a strategic institution in managing the flow of goods across borders, is faced with the challenge of providing fast, accurate, and accountable services. Public trust in the quality of services provided by the Regional Office of the Directorate General of Customs and Excise of Central Java and the Special Region of Yogyakarta is a key factor in ensuring the satisfaction of service users, both from the general public and business actors.

However, various phenomena indicate that gaps remain in meeting public expectations regarding service quality. For example, complaints about complex administrative processes, long service times, and limited regulatory dissemination often present obstacles. The level of public trust in the services of the Central Java and Yogyakarta Regional Office of the Directorate General of Customs and Excise not only influences user satisfaction but also impacts regulatory compliance and the effectiveness of oversight.

Human Resources (HR) at the DJBC Regional Office of Central Java and Yogyakarta Special Region plays a key role in providing services to the public and businesses. Facing increasingly complex, dynamic, and technology-driven work demands, HR at the DJBC Regional Office of Central Java and Yogyakarta Special Region is required to possess innovative work behaviors. This innovative work behavior includes the ability to generate creative ideas, develop effective solutions, and adapt to evolving regulations and digital systems.(MA Khan et al., 2020)With innovation as the key, the human resources of the Central Java and Yogyakarta Regional Office of the Directorate General of Customs and Excise (DJBC) are not only able to improve the efficiency and accuracy of services but also strengthen public trust in the quality of services provided. The ability to innovate is also a crucial foundation for maintaining organizational competitiveness amidst global challenges and encouraging the optimization of state revenues through superior service and oversight.(Susilo, 2019).

Exploring innovative work behavior is needed by organizations because the competitiveness of today's business world has created a challenging environment.(Mishra et al., 2019). Without process, product or operational innovation, organizations will be unable to survive in the disruptive era of competition.(Bos-Nehles & Veenendaal, 2019)Innovative work behavior is important to produce effectiveness in government organizations to provide the best service to the community.(Bin Saeed et al., 2019).

The rise of the knowledge economy has pushed the importance of knowledge workers to a new standard of innovation, driven by government officials to achieve superior organizational performance. These modern-day human resources are known as knowledge workers, whose intelligence allows them to generate new ideas and play a crucial role in their companies' performance.(Drucker, 2006; Rubera & Kirca, 2012)so that it becomes a status as an important company resource.

The implementation of innovative work behavior is necessary due to environmental changes, globalization and increasing competition between organizations.(Woods et al., 2018). This positive, constructive and helpful social behavior illustrates the added value of

employees.(Supriyanto & Ekowati, 2020)and is important for the survival of the organization(Kim & Beehr, 2020). Organizations focused on serving the public have a need to stay informed about technological changes and innovate.

Civil servants (ASN) play a crucial role in the governance of the state, particularly in a country with a vast territory. Adequate competency is essential for their administrators. A number of strategic decisions, from policy formulation to policy implementation in various development sectors, are carried out by ASN. Qualified and competent ASN must begin with the formation and development of personnel to build moral integrity, honesty, a spirit of nationalism and national motivation, as well as the development of superior and responsible personality traits, and the strengthening of professionalism and competency. Support from leaders capable of internalizing, implementing, and actualizing themselves is essential to create human resources with the character of professional ASNs in accordance with their respective fields of work in carrying out their duties and positions as implementers of public policy, public servants, and as a unifying force for the nation.

Leadership is a person's ability to influence others, generally through motivation to work in accordance with applicable goals and objectives.(Rachmawati & Lantu, 2014)Leadership is part of the management function and plays an important role in improving quality and encouraging innovative work behavior through employee motivation, creating a conducive atmosphere, developing creativity and innovation, which leads to competitive advantage for the organization.(Supriyanto et al., 2020). Various theories debate the appropriate leadership style to foster innovative work behavior among employees, and previous research emphasizes the importance of servant leadership, namely not only bringing the team closer but also building community within the team (Building Community) and growing the resources, financial and other resources, that have been entrusted to them.(Eva et al., 2019). Servant leadership focuses not only on performance expectations but also on the personal development of their followers.(Rachmawati & Lantu, 2014). Servant leaders focus on long-term sustainable performance.(Pawar et al., 2020).

Involving and developing others is one way to be a servant leader. Serving cannot happen without involving and developing all team members.(Pawar et al., 2020)Servant leadership serves to reduce competition within organizations, increase egalitarianism, and bring about change in society.(MM Khan et al., 2020). Servant leadership is formed according to the conditions surrounding it.(MM Khan et al., 2021)By setting the right example, servant leaders can inspire members to act in the common good. Servant leaders strive to build close, family-like relationships among the members working in the organization.(Bavik et al., 2017).

There is a research gap in previous studies regarding the influence of leadership on innovative work behavior. Research by(Asbari et al., 2019)shows that leadership has a positive and significant impact on innovative work behavior, both partially and simultaneously. In contrast, the results of other studies show a significant but negative influence.(Reynal et al.,

2023) These results indicate an interesting gap to explore. Therefore, in this study, psychological empowerment is proposed as a mediator.

## 2. Research Methods

This chapter describes the direction and method of conducting research, including the type of research, data sources, data collection methods, population and samples, variables and indicators, and data analysis techniques. This research was conducted to test a hypothesis with the intention of confirming or strengthening the hypothesis, with the hope that it will ultimately strengthen the theory that can be used as a basis. In relation to the above, the type of research used is "Explanatory Research" or research that is explanatory in nature, which means that this research emphasizes the relationship between research variables by testing hypotheses. The description contains descriptions but the focus is on the relationship between variables (Singarimbun, 1982).

## 3. Results and Discussion

### 3.1. Respondent Description

This section presents a statistical overview of the respondents' conditions. This respondent description provides some brief information about the conditions of the respondents studied. The research was conducted by distributing research questionnaires from October 12 to 21, 2025, to 135 employees of the DJBC Regional Offices of Central Java and DI Yogyakarta. The results of the research questionnaire distribution obtained 135 questionnaires that were completely completed and could be processed. The description of the respondents in this case can be presented according to the following respondent characteristics:

#### 1) Gender

The description of the characteristics of the respondents involved in this study can be presented according to gender factors as follows.

Table Respondent Characteristics Data by Gender

| <i>Gender</i> | <i>Frequency</i> | <i>Percentage</i> |
|---------------|------------------|-------------------|
| Man           | 98               | 72.6              |
| Woman         | 37               | 27.4              |
| <i>Total</i>  | <i>135</i>       | <i>100.0</i>      |

Source: Data processing results, 2025.

Based on Table, it can be seen that male employees dominate at 72.6%, while female employees account for 27.4%. This condition is common in customs and excise agencies, which are characterized by operational work, field supervision, and other technical activities that traditionally involve more men. This male dominance may reflect a workload that requires a high level of mobility and physical endurance, so this gender structure has the potential to influence work patterns, team dynamics, and organizational strategies in task allocation. On the other hand, the significant percentage of women indicates that gender

involvement in administrative and analytical tasks has strengthened and has the potential to positively contribute to accuracy, procedural compliance, and the quality of organizational services.

## 2) Age

The description of the characteristics of the respondents involved in this study can be presented according to age level factors as follows.

Table Respondent Characteristics Data by Age

| Age               | Frequency | Percentage |
|-------------------|-----------|------------|
| 25 - 30 years     | 43        | 31.9       |
| 31 - 40 years old | 58        | 43.0       |
| 41 - 50 years old | 24        | 17.8       |
| 51 - 60 years     | 10        | 7.4        |
| Total             | 135       | 100.0      |

Source: Data processing results, 2025.

The data displayed in Table shows that respondents are predominantly aged 30–40 (43%), followed by those aged 25–30 (31.9%), those aged 40–50 (17.8%), and only 7.4% aged 51–60. This composition illustrates that the majority of employees are in a productive, energetic age phase, and are relatively more adaptive to change, including digital transformation, new policies, and dynamic work procedures within the Customs and Excise environment. This dominance of the productive age group can contribute to organizational performance through work speed, learning ability, and responsiveness to operational challenges. However, the smaller proportion of senior employees can have an impact on reducing the transfer of technical and historical experience that is important in the internal mentoring process.

## 3) Last education

The description of the characteristics of the respondents involved in this study can be presented according to the last education factor as follows.

Table Respondent Characteristics Data According to Last Education

| Education | Frequency | Percentage |
|-----------|-----------|------------|
| Diploma   | 32        | 23.7       |
| S1        | 80        | 59.3       |
| S2        | 23        | 17.0       |
| Total     | 135       | 100.0      |

Source: Data processing results, 2025.

Based on their highest level of education, the majority of respondents held a bachelor's degree (59.3%), followed by a diploma (23.7%), and a master's degree (17%). The high proportion of undergraduate employees indicates that the institution has strong human resource capacity in understanding regulations, policy analysis, law enforcement, and customs administration. The presence of postgraduate employees, although not dominant, has the potential to contribute to strategic functions such as risk management development,

decision-making, and service innovation. In general, this high level of education reflects employees' readiness to face the complexity of their duties, particularly in the context of customs modernization and improving public services.

#### 4) Years of service

The description of the characteristics of the respondents involved in this study can be presented according to the length of service factor as follows.

Table Respondent Characteristics Data According to Length of Service

| Years of service  | Frequency  | Percentage   |
|-------------------|------------|--------------|
| 0 - 10 years      | 35         | 25.9         |
| 11 - 20 years     | 64         | 47.4         |
| 21 - 30 years old | 28         | 20.7         |
| > 30 years        | 8          | 5.9          |
| <b>Total</b>      | <b>135</b> | <b>100.0</b> |

Source: Primary Data Processing Results, 2025.

The characteristics of tenure show that almost half of respondents have 11–20 years of service (47.4%), followed by 0–10 years (25.9%), 21–30 years (20.7%), and >30 years (5.9%). This distribution indicates that the organization has a mature experience structure, where most employees have worked long enough to understand the institutional processes, regulations, and work patterns. The long-tenured group is certainly a crucial asset for the organization's sustainable performance through their ability to maintain operational stability and provide guidance to new employees. Meanwhile, employees with 0–10 years of service bring work enthusiasm, adaptability, and potential for innovation that support the institution's modernization. This combination of seniority and new generation has the potential to create a productive, collaborative, and adaptive work environment.

The research data was obtained from questionnaires, which included respondents' responses to the variables in this study. Information regarding respondents' tendencies in responding to the indicators used to measure the research variables can be obtained through descriptive analysis. The data was explained by assigning a weighted assessment to each statement in the questionnaire.

Respondents' assessments in the questionnaire were given on a Likert scale of 1-5, namely: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Furthermore, from this scale, the data will be grouped into three categories. To determine the score criteria for each group, it can be calculated as follows:(Sugiyono, 2017):

Highest score = 5

Lowest score = 1

Range = Highest score – lowest score = 5 - 1 = 4

Class interval = Range / number of categories =  $4/3 = 1.33$

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. The complete calculation results for each indicator are presented below:

Tabell DesResearch Variable Thesis

| No | Variables and indicators                | Mean        | Standard Deviation |
|----|-----------------------------------------|-------------|--------------------|
| 1  | <b><i>Servant leadership</i></b>        | <b>4.06</b> |                    |
|    | a. <i>Altruistic Calling</i>            | 4.11        | 0.92               |
|    | b. <i>Emotional Healing</i>             | 4.06        | 0.94               |
|    | c. <i>Wisdom</i>                        | 4.07        | 0.92               |
|    | d. <i>Persuasive Mapping.</i>           | 4.03        | 0.93               |
|    | e. <i>Organizational Stewardship.</i>   | 4.04        | 0.94               |
| 2  | <b><i>Psychological empowerment</i></b> | <b>4.20</b> |                    |
|    | a. Meaning,                             | 4.23        | 0.78               |
|    | b. Self-determination                   | 4.21        | 0.77               |
|    | c. Competence                           | 4.16        | 0.74               |
|    | d. Impact                               | 4.21        | 0.78               |
| 3  | <b><i>Innovative Work Behavior</i></b>  | <b>4.21</b> |                    |
|    | a. <i>Idea exploration</i>              | 4.31        | 0.73               |
|    | b. <i>Idea generation</i>               | 4.17        | 0.69               |
|    | c. <i>Idea coalition/championing</i>    | 4.18        | 0.69               |
|    | d. <i>Idea implementation</i>           | 4.19        | 0.76               |

The data presented in Table 4.5 above shows that the overall average score for the Servant Leadership indicator was 4.06, which is in the high category, indicating that employees perceive their superiors' leadership style to be at a good level. The indicator with the highest score was Emotional Healing (X1\_1) with a mean of 4.11, indicating that leaders are considered highly capable of providing emotional support, empathy, and concern for employee well-being. This finding indicates that a supportive work environment can increase employees' sense of psychological security and loyalty. Meanwhile, the indicator with the lowest score was Persuasive Mapping (X1\_4) with a score of 4.03, although it remains in the high category. This value indicates that leaders' ability to map solutions, direct arguments, and positively influence employees can still be improved. Overall, the high perception of servant leadership indicates that service-focused leadership has been effective and has the potential to strengthen employee commitment and work behavior.

*Psychological empowerment* has an overall average of 4.20, which is in the high category, indicating that employees feel strongly intrinsically motivated in carrying out their duties. The highest score is found in the Meaning indicator (Y1\_1) with a mean of 4.23, which reflects that employees view their work as highly meaningful and aligned with their personal values. This is an important asset for improving performance because the meaning of work is often

the main driver of dedication. The indicator with the lowest score is Competence (Y1\_3) with a value of 4.16, which, although high, indicates that some employees still need to increase their confidence in their ability to complete tasks. In general, high psychological empowerment indicates that employees have control, meaning, and a sense of power in the work environment, which has positive implications for creativity, job satisfaction, and readiness to face operational challenges.

The average employee innovative work behavior is in the high category with an overall mean of 4.22, indicating that employees have demonstrated a strong tendency to explore ideas, create new solutions, and implement innovation in their work. The indicator with the highest score is Idea Exploration (Y2\_1) with a mean of 4.31, indicating that employees have a strong tendency to seek out opportunities for improvement, observe problems, and evaluate existing work processes. This ability is very important for agencies such as Customs and Excise that operate in a dynamic regulatory environment. Meanwhile, the indicator with the lowest score is Idea Generation (Y2\_2) with a value of 4.17, which is in the high category but indicates that the process of formulating new ideas is not as strong as the tendency to explore opportunities. This means that employees already have the ability to identify the need for innovation, but still need to increase creativity in generating new concepts. Overall, the high IWB reflects employee readiness to support service modernization, process digitalization, and increased organizational effectiveness.

Evaluation of the PLS-SEM Structural Model as explained by Hair, et al.(2021)used to assess the strength of the relationship between constructs throughmarkpath coefficient, t-statistics, and p-values to test the hypothesis. In this study, hThe test results can be seen from the output of the structural model on the significance of the loading factor which explains the influence of the Servant leadership construct on Innovative Work Behavior through the mediation of Psychological empowerment as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

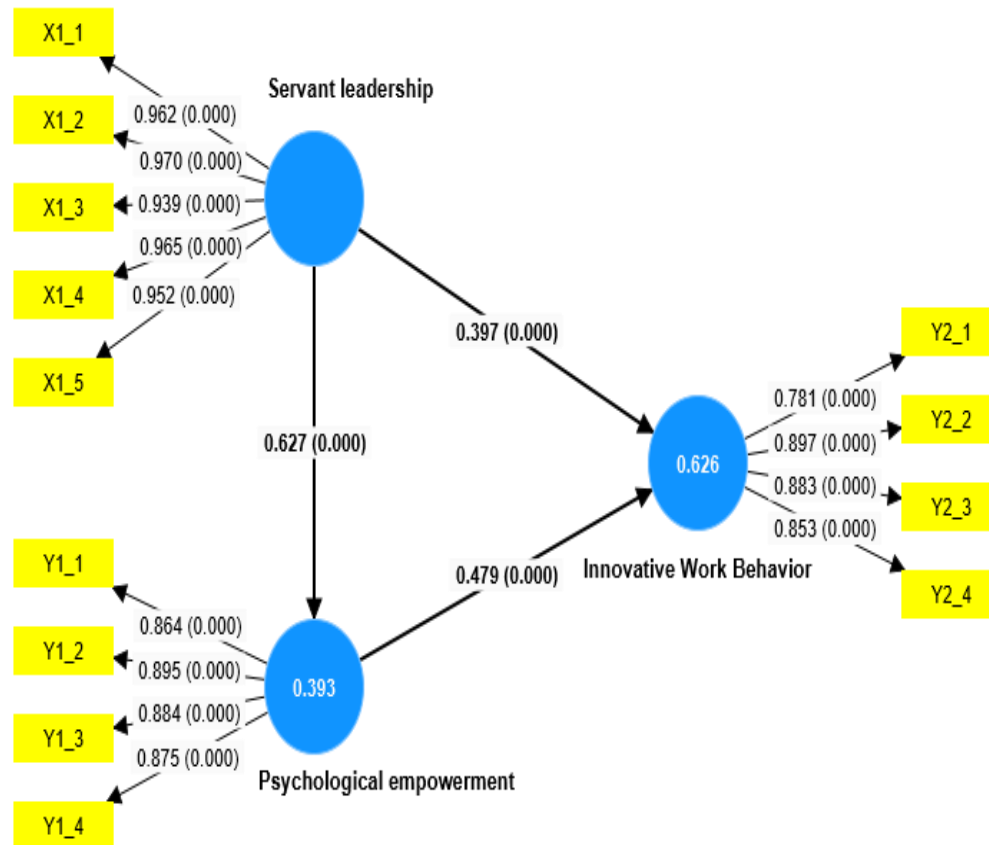


Figure InnerSEM-PLS Model

Source: Results of data processing with Smart PLS 4.0 (2025)

## 1) Direct Influence Analysis

Research hypothesis testing was conducted to determine whether the hypothesis was accepted or not. The testing procedure was carried out by comparing the calculated t-test with the t-table, assuming that the calculated t-test is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Summary of Hypothesis Test Results

|    | Hypothesis                                                                               | t value | p-value | Conclusion |
|----|------------------------------------------------------------------------------------------|---------|---------|------------|
| H1 | Servant leadership has a significant positive effect on psychological empowerment.       | 11,830  | 0.000   | Accepted   |
| H2 | Servant leadership has a significant positive effect on innovative work behavior.        | 5,247   | 0.000   | Accepted   |
| H3 | Psychological empowerment has a significant positive effect on innovative work behavior. | 6,089   | 0.000   | Accepted   |

Note: The hypothesis is accepted if  $t > 1.96$  and  $p \text{ value} < 0.05$

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the results of the data processing presented above, the testing for each research hypothesis can be explained further, namely:

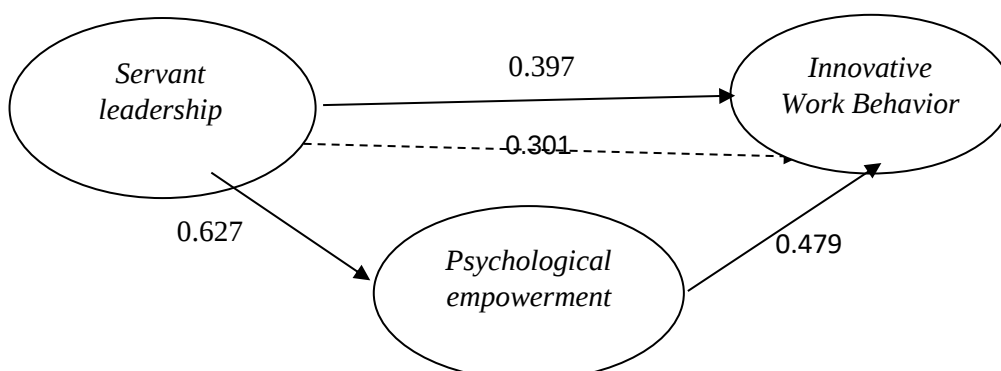
a. Based on the test results, the original sample estimate value of the influence of Servant leadership on Psychological empowerment was 0.627. This value indicates that Servant leadership has a positive influence on Psychological empowerment. The t-test value of  $11.830 > t \text{ table } 1.96$  and the significance value of  $p (0.000) < 0.05$ , so it is proven that there is a positive and significant influence of Servant leadership on Psychological empowerment. Thus, the first hypothesis stating that "Servant leadership has a significant positive effect on psychological empowerment" can be accepted.

b. In testing hypothesis 2, the original sample estimate value of the influence of Servant leadership on Innovative Work Behavior was 0.397. This value indicates that Servant leadership has a positive effect on Innovative Work Behavior. This result is also supported by the t-test value obtained of  $5.247 > t \text{ table } 1.96$  and the significance value of  $p (0.000) < 0.05$ , so it can be said that there is a positive and significant influence of Servant leadership on Innovative Work Behavior. Thus, the second hypothesis stating that "Servant leadership has a significant positive effect on innovative work behavior" can be accepted.

c. The results of the hypothesis testing show that the original sample estimate value of the influence of Psychological empowerment on Innovative Work Behavior is 0.479, which means that Psychological empowerment has a positive effect on Innovative Work Behavior. These results are supported by the t-test value of  $6.089 > t \text{ table } 1.96$  and the significance value of  $p (0.000) < 0.05$ , so it can be said that Psychological empowerment has a positive and significant influence on Innovative Work Behavior. Thus, the third hypothesis which states that "psychological empowerment has a significant positive effect on innovative work behavior" can be accepted.

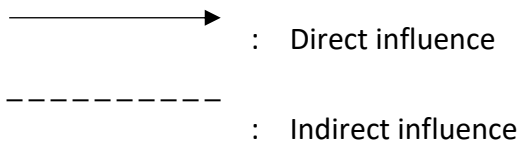
## 2) Analysis of the Indirect Influence of Servant Leadership on Innovative Work Behavior through Psychological Empowerment Mediation

In this case, the indirect effect test was conducted to determine the influence of the Servant Leadership variable on the Innovative Work Behavior variable indirectly through the intervening variable, namely Psychological Empowerment. This influence is depicted in the following path diagram:



### Figure Path Coefficient of the Influence of Servant Leadership on Innovative Work Behavior through Psychological Empowerment

Information :



The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

|                           |    |                                  | Original<br>sample | T statistics | P values | Information |
|---------------------------|----|----------------------------------|--------------------|--------------|----------|-------------|
| <i>Servant leadership</i> | -> | <i>Psychological empowerment</i> | 0.301              | 5,843        | 0.000    | Significant |
|                           |    | <i>Innovative Work Behavior</i>  |                    |              |          |             |

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The test results show that the path coefficient value of the mediation effect of Servant leadership on Innovative Work Behavior through Psychological empowerment is 0.301. This value indicates a positive influence of Servant leadership on Innovative Work Behavior through increased Psychological empowerment. This influence is strengthened by the t-test value of 5.843 > t table 1.96 and the significance value of p (0.000) < 0.05, so it can be concluded that the mediation effect is significant. This means that psychological empowerment plays a role as an important mediator that bridges servant leadership with innovative work behavior. Servant leaders not only directly encourage innovation, but primarily create psychological conditions that enable employees to feel confident, competent, and meaningful so that they are encouraged to innovate.

These findings indicate that servant leadership increases innovative work behavior primarily through increased psychological empowerment. Leadership based on service and employee development creates a work climate that supports freedom of thought, the courage to try new ideas, and a commitment to improving work processes. These findings emphasize that if organizations want to increase employee innovative behavior, servant leadership practices and psychological empowerment must be strengthened, as both contribute significantly to an individual's ability to create and implement innovation.

### 3.2. Discussion

#### 1) The influence of servant leadership on psychological empowerment

The results of the study show that servant leadership has a positive and significant influence on psychological empowerment. Previous research provides empirical evidence demonstrating the relationship between servant leadership and psychological empowerment. (Alex, 2017).

*Servant leadership* in this study it was measured from the reflection of five indicators namely indicators *Alturistic Calling*, *Alturistic Calling*, *Emotional Healing*, *Wisdom*, *Persuasive Mapping*, *Organizational Stewardship*. These five aspects have been proven to be able to increase *Psychological empowerment* Which in this study it was measured from four indicators namely indicators *Meaning*, *Self-determination*, *Competence*, and *Impact*.

The Servant Leadership variable shows that the indicator with the highest outer loading is Altruistic Calling, which is a leader's sincere drive to deeply serve the needs of others. Meanwhile, the Psychological Empowerment variable has the highest outer loading is Self-Determination, which describes an individual's level of autonomy, freedom of action, and ability to make decisions about their work.

This shows that the stronger the leader's altruistic calling, the higher the employee's self-determination. This means that when a leader truly has a moral calling to serve, support, and prioritize the interests of team members, employees will feel more trusted, have more freedom to manage their work, and have a sense of control over the tasks they perform.

The indicator with the lowest outer loading value for the Servant Leadership variable is Emotional Healing, which refers to a leader's ability to provide emotional support, reduce stress, and help employees cope with psychological burdens. Meanwhile, for the Psychological Empowerment variable, the indicator with the lowest outer loading value is Meaning, which refers to the extent to which employees perceive their work as meaningful and valuable.

These findings suggest that the better a leader's ability to provide emotional healing, the greater their employees' sense of meaning. This means that when leaders are able to provide emotional support, employees are more likely to find meaning in their work.

## 2) The influence of servant leadership on innovative work behavior.

The results of the study show that Servant leadership has a positive and significant influence on *innovative work behavior*. Several previous studies confirm the findings of the influence *Servant Leadership* related to employee innovative work behavior (Cai et al., 2018; Faraz et al., 2019). Servant leadership style has a positive and significant influence on innovative work behavior. (Maulida, 2023).

*Servant leadership* in this study it was measured from the reflection of five indicators namely indicators *Alturistic Calling*, *Alturistic Calling*, *Emotional Healing*, *Wisdom*, *Persuasive Mapping*, *Organizational Stewardship*. These five aspects have been proven to be able to increase *Innovative Work Behavior* Which in this study it was measured from the reflection of

four indicators namely indicators *Idea exploration*, *Idea generation*, *Idea coalition/championing* and *Idea implementation*.

The Servant Leadership variable shows that the indicator with the highest outer loading is Altruistic Calling. Meanwhile, the Innovative Work Behavior variable has the highest outer loading is Idea Generation. These findings indicate that the stronger a leader's altruistic drive, the greater the employee's ability to generate new ideas.

On the other hand, the indicator with the lowest outer loading value in the Servant Leadership variable is Emotional Healing, while in the Innovative Work Behavior variable, the indicator with the lowest outer loading value is Idea Exploration. This relationship means that when a leader's ability to provide emotional healing increases, employees' tendency to explore, examine, and expand innovative ideas will also increase. This means that a leader's capacity to help employees recover from emotional stress can create a stable psychological condition, thus encouraging a deeper and more diverse idea exploration process, although its contribution is relatively smaller compared to other dimensions.

### 3) The influence of psychological empowerment on innovative work behavior

The results of the study show that *psychological empowerment* provide a positive and significant influence on *innovative work behavior*. Previous research findings indicate that the dimensions of meaning, competence, and self-determination of psychological empowerment influence the generation, promotion, and realization of new ideas and innovative work behavior. (Dedahanov et al., 2019).

*Psychological empowerment* in this study it was measured from four indicators These four aspects are indicators of Meaning, Self-determination, Competence, and Impact. These four aspects have been proven to increase Innovative Work Behavior. in this study it was measured from the reflection of four indicators namely indicators *Idea exploration*, *Idea generation*, *Idea coalition/championing* and *Idea implementation*.

The Psychological Empowerment variable shows that the indicator with the highest outer loading value is Self-determination. Meanwhile, in the Innovative Work Behavior variable, the indicator with the highest outer loading value is Idea Generation. This finding indicates that the stronger an individual's sense of independence and freedom in determining how they work or make decisions, the higher their tendency to generate new ideas. In other words, Self-determination plays a crucial role in driving initial creativity in the innovation process, as individuals who feel in control of their tasks tend to be more motivated to think of more creative and original solutions or ideas.

Conversely, the indicator with the lowest outer loading value for the Psychological Empowerment variable is Meaning. For the Innovative Work Behavior variable, the indicator with the lowest outer loading value is Idea Exploration. This indicates that the higher the level

of meaning an individual attaches to their work, the greater their tendency to explore ideas in greater depth.

#### 4. Conclusion

This study concludes that servant leadership plays a crucial role in encouraging innovative work behavior by strengthening employees' psychological well-being. This study confirms that servant leadership not only directly impacts innovative behavior but also indirectly through increased psychological empowerment. Thus, psychological empowerment is a crucial mechanism bridging the relationship between service-based leadership and innovative work behavior. These findings provide a theoretical and practical basis for demonstrating that developing a service-oriented leadership style is an effective strategy for strengthening organizational innovation capacity. The results of the hypothesis verification show that: *Servant leadership* has been shown to have a positive and significant influence on innovative work behavior. Leaders who demonstrate the dimensions of altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship are able to encourage human resources to generate new ideas in completing work tasks and challenges. *Servant leadership* also demonstrated a positive and significant influence on psychological empowerment. This leadership style has been shown to strengthen aspects of meaning, self-determination, competence, and impact on employees. *Psychological empowerment* has been shown to have a positive and significant influence on innovative work behavior. Its four dimensions—meaning, self-determination, competence, and impact—can strengthen the internal drive of human resources to engage in various stages of innovative behavior, from idea exploration, new idea creation, garnering support or strengthening commitment to ideas (idea coalition/championing), to the implementation of ideas in work. Thus, psychological empowerment serves as a crucial foundation that enables employees to contribute creatively and innovatively within the organization.

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