

Leadership Servant as Moderation Variable to the Influence of Empowerment on Innovation Implementation of Employees Behavior

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ABSTRAK : *This study aims to examine the role of servant leadership as a moderating variable on the effect of empowerment on innovation implementation behavior on Wyndham Taman Sari Jivva Resort employees with 60 employees as samples, using the saturated sample method and data collection is done through interviews and questionnaires. The data analysis technique used is the moderation regression technique (MRA). The analysis results prove that empowerment has a positive influence on innovation implementation behavior. Servant leadership has a positive influence on innovation implementation behavior. Servant leadership moderates the effect of empowerment on innovation implementation behavior and the moderation variable is a pure moderation mode. Suggestions for companies to increase the application of new ideas that can be traveled, adequate training for work needs and leaders show service is seen as the core of leadership.*

Keyword -servant leadership, empowerment, innovation implementation behavior

I. INTRODUCTION AND LITERATURE REVIEW

Millennial Era makes the accommodation business very rapidly growing. Competition in the accommodation business, especially in hospitality, experiences competition that causes hotel companies to be demanded so that organizations can provide good services and respond quickly to all forms of development that occur in order to be able to compete in the business world, for that hotel companies must always pay attention to their human resources because this is an asset which is important in organizations including hospitality (Pratama & Sriathi, 2015). A business in the hospitality sector will not run effectively without the presence of good human resources (Fauziatunisa et al., 2018).

Wyndham Taman Sari Jivva Resort as one of the businesses engaged in the world of tourism, especially in the field of hospitality must be able to compete through an empowerment strategy that will later affect the innovation of employee implementation. Organizational resources are the deciding factors of an organization's success in order to create a competitive advantage from its existence and role that contribute effectively and efficiently to the achievement of organizational goals (Tanny & Putri, 2017). Innovative work behavior has developed quite recently in the last few years (Etikariena, 2018). Creating unique innovations that lead to services is needed in innovation implementation behavior (Erkutlu & Chafra, 2015). Companies need employees who are able to turn opportunities into ideas or new breakthroughs to be sold quickly and accurately by understanding innovation implementation behavior (Rianto et al, 2018).

Szczepańska (2015) suggests that organizations play an important role in helping employees to build innovative implementation behavior. Innovation Implementation is the process by which employees become able and committed to using certain innovations, which means employees must adopt innovations based on decisions that are usually made by a manager in the organization. It is expected that employees in the organization will use innovation in carrying out their work. Failure will occur in the implementation if the implementation is not in line with what is conveyed by a leader, such as employees do not want to get involved in innovation, the potential and benefits of innovation to be realized in their work do not go according to plan (Khessina et al., 2018).

The main factor to be considered in HR management is the human being itself, so that the workforce becomes the main element of management in the organization (Husaini, 2017). The organization realizes that HR is the most important organizational problem, where through HR, other resources in the organization can function and be run (Kwistianus. & Devie, 2015). Organizations can provide empowerment for employees to develop employee performance. Empowerment or empowerment is the authority to make decisions in a certain area of operations without having to get the approval of others. Empowerment is giving authority to employees

to plan, control and make decisions on work that is their responsibility without having to get explicit authorization from their superiors (Dahou & Hacini, 2018)

Interviews with the head of HRM at Wyndham Taman Jivva Resort, on the issue of a lack of respect regarding the difference of opinion or success achieved. In addition, the ineffectiveness of evaluations conducted after the training provided training that is not in the area where the employee is positioned. This phenomenon is related to the variables of empowerment, innovation implementation behavior and servant leadership, therefore researchers are interested in examining the relationship between the three variables. Empowerment is a system of employee development by the company as a stimulus to increase employee motivation and commitment (Azbari et al., 2015). Tetik (2016) in a study conducted showed that five aspects of psychological empowerment had a positive impact and correlated with intrinsic motivation as a commitment in implementing innovation implementation that had become valid. Dewi & Indrawati (2017) prove in their research that employee empowerment has a positive influence in creating Innovation implementation behavior to improve management quality. In contrast to the above research, research conducted by Amalia & Handoyo (2018) states that there is a positive indirect relationship of empowerment towards innovation implementation behavior.

Leadership factor through servant leadership is one of the elements that can build Innovation implementation behavior in organizations (Erkutlu & Chafra, 2015). The concept of leadership that has been popular in the last decade is servant leadership. Mulawarman & Kusuma (2015) stated servant leadership is one of the leadership approaches in management that has increased in popularity because it focuses on organizational development through service to all relevant stakeholders in the company. This statement is supported by Kwistianus. & Devie (2015) where the concept of servant leadership is increasing in popularity in business in the modern era.

There are several dimensions related to the concept of servant leadership in the company. This concept consists of altruistic calling, which is a leader who puts the interests of others above his own interests, to serve his subordinates related to work matters, emotional healing is a leader who has the commitment and skills to improve and restore the enthusiasm of subordinates by always motivating subordinates in completing work, Wisdom is a leader who is easy to capture the signs in his environment, by understanding the situation that is being experienced by subordinates regarding his interest in social. This concept consists of 1) persuasive mapping is a skill possessed by a leader to map problems and conceptualize opportunities that can be taken such as finding ways, solutions and ways to complete work with ideas . 2) Organizational stewardship describes a leader who can make a positive contribution to the environment through community service programs and encourage education so that employees are able to participate and organize in the community and in the company in order to advance the company (Erkutlu & Chafra, 2015)

Chiniara & Bentein (2015) stated servant leadership helps employees to grow and succeed by providing opportunities to improve the skills of the employees themselves. Servant leadership behaves ethically, for example a leader who implements servant leadership will follow through on the promises made to employees to demonstrate their adherence to strong ethical values in the organization. Leaders who apply servant leadership demonstrate conceptual skills, such as balancing daily work with a vision of the future, so servant leadership gives encouragement to employees to be involved in carrying out social activities both in the company or in the community outside of work (Muhdar et al., 2015)

Innovation implementation behavior is an important factor for an organization that has a relationship with culture in the organization (Ceausu et al., 2017). Leadership style has a positive influence on the progress of innovation implementation behavior, especially servant leadership. Innovation implementation behavior and leadership are considered highly relevant because both of them have positive mutual influence with each other (Erkutlu & Chafra, 2015). Yang et al. (2019) research shows that servant leadership leadership style has a positive effect in moderating empowerment towards developing employee innovation behavior. In an interview with the Head of HRM WTSJR said that employees still did not understand their job descriptions such as not good in service to customers and not friendly to customers because of lack of knowledge in service.

This study aims to determine the effect of empowerment on innovation implementation behavior on Wyndham Taman Sari Jivva Resort employees, determine the influence of servant leadership on innovation implementation behavior on Wyndham Taman Sari Jivva Resort employees and find out servant leadership moderating the effect of empowerment on innovation implementation behavior on Wyndham Taman employees Sari Jivva Resort.

The main theory that supports servant leadership is LMX (Leader-Member Exchange) theory. LMX theory was previously called the theory of vertical two-party relations because the focus is on the process of mutual influence on a two-way vertical relationship consisting of one person who has direct authority over another person. Leader-member exchange theory explains the process of making roles between leaders and subordinates and the exchange relationships that develop over time (Balasundaram & Sathiyaseelan, 2016)

II. HYPOTHESIS DEVELOPMENT

Empowerment is an employee able to place work and be responsible for what they do. Kwistianus. & Devie (2015) emphasized that empowerment is a system implemented by the company as a stimulus to improve employee's innovation implementation behavior. Muhdar et al. (2015) stated that empowerment has a positive relationship with the implementation of behavioral innovation. Amalia & Handoyo (2018) stated that the higher the employee's perception of empowerment or empowerment, the emergence of innovative work behavior for employees will also increase. Putri & Utama (2018) states that empowerment helps in enhancing employee innovation learning ideas.

H1: Empowerment has a significant positive effect on innovation implementation behavior.

Innovation implementation behavior is that employees can process to be able and committed to use certain innovations, which means employees must adopt innovations based on decisions that are usually made by a manager in the organization. Employees in organizations are expected to use innovation in the creation and utilization of new things that are beneficial to the organization. Putri & Utama (2018) have stated that the better application of servant leadership attitudes will have a positive effect on innovation implementation behavior. Kwistianus. & Devie (2015) stated that servant leadership has a positive influence on innovation implementation behavior. Sun (2016) states that servant leadership has a positive effect in making personal innovation implementation behavior.

H2: Servant leadership has a significant positive effect on innovation implementation behavior.

The first to come up with the idea of servant leadership through his article "the servant as leaders" which states that the leader must see himself as a servant. Previous research has proven that servant leadership can strengthen the effect of implementing empowerment positively in increasing the innovation implementation behavior (Kwistianus. & Devie, 2015). Winkle et al. (2015) leaders who serve to empower their followers will support the creation of employee innovation behavior because they feel empowered to improve their performance. Maynard et al. (2017) in the case of empowerment, gave the idea that servant leadership is necessary for employees to strengthen their consistency in developing creativity and innovations within the company. Erkutlu & Chafra (2015) stated that empowerment has a positive influence on innovation implementation behavior with the role of moderating the servant leadership attitude of a leader. Putri & Utama (2018) stated that the better implementation of servant leadership has a positive impact on the implementation of empowerment so as to improve innovation implementation behavior. Based on previous research, the third hypothesis can be formulated as follows.

H3: servant leadership moderates the effect of empowerment on innovation implementation behavior.

III. METHODS

The design of this study is quantitative research in the form of associative causal which aims to determine the effect of empowerment variables on innovation implementation behavior with servant leadership as a moderating variable at Wyndham Taman Sari Jivva Resort. The study began with an interview with the Head of Human Resource Management Resort to find out the problems that occurred at the research site. Data is collected by giving questions in the form of a questionnaire. Questionnaires that have been filled out by employees will be processed and will be concluded. The location of this research was carried out at Wyndham Taman Sari Jivva Resort. This location was chosen because it found problems related to Empowerment that could be influenced by Innovation implementation behavior and Servant Leadership considerations. The object of this research is empowerment, innovation implementation behavior and servant leadership at Wyndham Taman Sari Jivva Resort. The independent variable in this study is Empowerment (X), the moderating variable in this study is Servant leadership (M) and the dependent variable in this study is Innovation implementation behavior (Y). The population in this study is 99 employees at Wyndham Taman Sari Jivva Resort. The method used in determining the sample is saturated sampling method. The methods used for data collection in this study were interviews and questionnaires

IV. RESULTS AND DISCUSSION

Respondent characteristic data is the respondent data collected to find out the profile of the research respondents. This study used a sample of 60 people from a total of 99 employees because hotel management only returned 60 questionnaires. When viewed from gender, male gender dominates in this study with a percentage of 58.3 percent. In terms of age, respondents who were 26-30 years old dominated with a percentage

of 46.7 percent. Based on the level of education, respondents with a high school diploma with a percentage of 50.0 percent.

All research instruments used to measure empowerment, servant leadership, and innovation implementation behavior variables have correlation coefficient values with the total score of all statement items greater than r table of 0.30. The results of the validity of empowerment (X) are valid with a correlation coefficient of 6 instruments with the lowest 0.778 and the highest 0.900 greater than 0.3. The results of the validity of the innovation implementation behavior (Y) are valid with a correlation coefficient of 6 instruments with the lowest 0.849 and the highest of 0.928 greater than 0.3 and the result of the validity of servant leadership (M) that is valid with a correlation coefficient of 3 instruments with the lowest 0.901 and the highest 0.968 greater from 0.3. This shows that the points of the statement in the research instrument are valid and fit to be used as research instruments. All research instruments have a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables meet the reliability or reliability requirements so that they can be used to conduct research. Empowerment reliability test results (X) amounted to 0.923, innovation implementation behavior (Y) amounted to 0.918 and servant leadership (M) amounted to 0.957.

The innovation implementation behavior variable in this study is the dependent variable. The innovation implementation behavior variable which is symbolized by Y and measured using 3 statements that are responded using a 5-point Likert Scale. Respondents' perceptions about the innovation implementation behavior variable which has a 4.24 result with the label "very high". Among the three variable indicators, there are two indicators that are above the average: "I am actively seeking information on new work methods for the benefit of work" (Y1.1.1) with a score of 4.32 and "I am trying to realize the application of ideas new workable" (Y1.3.1) with a score of 4.27. In addition to indicators that are above average, there is one indicator that is below average, "I am trying to realize innovative ideas at work" (Y1. 2.1) with a score of 4.13.

The empowerment variable in this study is the dependent variable. The empowerment variable is symbolized by X and measured using 23 statements that are responded using a 5-point Likert Scale. Respondents' perceptions about the empowerment variable which has a 4.18 result with the label "satisfied". Among the 23 variable indicators, there are 14 indicators that are above the average, "I was given the opportunity to identify problems in my work" (X1.1.1) with a score of 4.18, the indicator "I was given the opportunity to develop team skills and train yourself to supervise yourself" (X1.3.1) with a score of 4.22, the indicator "I was encouraged to create a new perspective and rethink the work strategy" (X1.4.1) with a score of 4.23, the indicator "I was given time and sufficient resources to complete the task" (X2.1.3) with a score of 4.27, the indicator "I was given the opportunity to provide advice and assistance in completing the workload" (X3.1.1) with a score of 4.35, the indicator "I was given a schedule work instructions and encouraged to complete the work well" (X4.1.1) with a score of 4.18, the indicator "I was given a delegation of important tasks" (X4.1.2) with a score of 4.30, the indicator "I am required to explore ideas and suggestions for my work" (X4.1.3) with a score of 4.38. the indicator "I am required to expand my tasks and build networks between departments" (X4.1.4) with a score of 4.25, the indicator "I am required to increase the target in all my work" (X5.1.1) with a score of 4.33, the indicator "I was introduced individual initiative to make changes through participation" (X5.1.2) with a score of 4.23, the indicator "I am seen as a strategic partner by my supervisor" (X5.1.3) with a score of 4.23, the indicator "my boss establishes an open door communication policy" (X6.1.2) with a score of 4.32 and the indicator "I am given time to get information and discuss issues openly" (X6.1.3) with a score of 4.23.

In addition to indicators that are above the average, there are 9 indicators that are below the average, "I am given the opportunity to reduce the personality of the directive to expand opportunities in developing work" (X1.2.1) with a score of 3.83, the indicator "I am given opportunity to participate in policy making" (X2.1.1) with a score of 3.98, the indicator "I am given sufficient access to information from the company" (X2.1.2) with a score of 4.17, the indicator "I am given adequate training for work needs" (X2.1.4) with a score of 4.10, the indicator "I am appreciated for the difference of views and the success that I have achieved" (X2.1.5) with a score of 4.13, the indicator "I was involved in determining the standard work size" (X3.1.2) with a score of 4.03, the indicator "my performance is evaluated using the training path" (X3.1.3) with a score of 3.92, the indicator "I am given a clear assignment and job size" (X3.1.4) with a score of 4.17 and the indicator "I was given the opportunity to cross training" (X6.1.1) with a score of 4.02.

The servant leadership variable in this study is a moderating variable. The servant leadership variable is symbolized by M and is measured using 17 statements that are responded using a 5-point Likert Scale. Respondents' perceptions about the servant leadership variable which had a 4.23 result with the very satisfied category. Servant leadership has 9 indicators that are above average, "my leader has a strong desire to make a positive difference in the lives of employees" (M1.1.1) with a score of 4.23, the indicator "my leader works hard to meet the needs of his subordinates" (M1.1.3) with a score of 4.27, the indicator "my leader has the skills to increase employee morale" (M2.1.1) with a score of 4.42. Indicator "My leader has the skills to develop employees from trauma or suffering" (M2.1.2) with a score of 4.33, an indicator "my leader has the ability to

map problems" (M4.1.1) with a score of 4.25, indicator "leader I have the skills to conceptualize the highest likelihood of problems" (M4.1.2) with a score of 4.30, the indicator "my leader seeks commitment from all members of the organization to determine the future direction of the organization and write a shared vision" (M7.1.1) with a score of 4.40, the indicator "my leader shows service is seen as the core of leadership" (M8.1.1) with a score of 4.28 and the indicator "my leader shows service behavior to his subordinates" (M8.1.2) with a score of 4.38. The highest indicator is shown by the indicator (M2.1.1) with a score of 4.42 and the lowest indicator (M4.1.3) with a score of 4.03.

There are 8 indicators that are below the average, "my leader put the interests of others above his own interests" (M1.1.2) with a score of 4.13, the indicator "my leader has the ability to capture the signs in his environment" (M3.1.1) with score 4.22, the indicator "my leader has the ability to understand the situation and the implications of the situation" (M3.1.2) with a score of 4.15, the indicator "my leader has the skill to urge someone to do something when articulating opportunities" (M4.1.3) with score of 4.03, the indicator "my leader prepares a positive contribution to his environment through community service programs" (M5.1.1) with a score of 4.20. The indicator "my leader prepares a positive contribution to his environment through community development" (M5.1.2) with a score of 0.05, the indicator "my leader prepares a positive contribution to his environment by encouraging higher education as a community" (M5.1.3) with a score of 4.08 and indicators "My leader values the achievements of others more than his own achievements" (M6.1.1) with a score of 4.13.

Table 1. Results of MRA (Moderated Regression Analysis) Analysis

		Coefficients ^a			
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	ig.
	(Constant)	4.138	0.067		1.774000
	Empowerment	.306	.079	.523	.875412
	Servant Leadership	.174	.077	.296	.255028
	Empowerment*Servant	.217	.096	.206	.259028

a. Dependent Variabel: Innovation Implementation Behavior

The value of constant 4.138 shows that if the innovation implementation behavior, empowerment and servant leadership are equal to 0 (zero), the innovation implementation behavior is 4.138. $X_1 = 0,000$ shows that empowerment has a positive effect on innovation implementation behavior at Wyndham Taman Sari Jivva Resort, if empowerment increases, innovation implementation behavior will increase, and vice versa. $X_2 = 0,028$, shows that servant leadership has a positive effect on innovation implementation behavior at Wyndham Taman Sari Jivva Resort, if servant leadership increases, innovation implementation behavior will increase, and vice versa. $X_1, X_2 = 0,028$, shows that a significant positive effect on innovation implementation behavior at Wyndham Taman Sari Jivva Resort, if the interaction variable, namely servant leadership as a moderating variable times empowerment increases, the innovation implementation behavior will increase, and vice versa.

The magnitude of the influence of the independent variables on the dependent variable shown by the total determination value (Adjusted R Square) of 0.557 means that 55.7% of variation in empowerment and servant leadership as a moderating effect on innovation implementation behavior, while the remaining 44.3% is explained by factors others are not included in the model.

Based on the results of the analysis explained that the significance level of $0,412 < 0,05$, so that H_a is accepted and H_0 is rejected, which means that the empowerment variable has a significant positive effect on innovation implementation behavior. Regression coefficient β_1 (empowerment variable) of 0.523, indicating that increasing empowerment will increase innovation implementation behavior at Wyndham Taman Sari Jivva Resort. The significance level is $0,028 < 0,05$, so H_0 is rejected and H_a is accepted, which means that the servant leadership variable has a significant positive effect on innovation implementation behavior. Regression coefficient β_2 (servant leadership) of 0.296, indicates that increasing servant leadership will increase innovation implementation behavior at Wyndham Taman Sari Jivva Resort. The significance level is $0,028 < 0,05$, so that H_0 is rejected and H_a is accepted, which means that the interaction variable between empowerment and servant leadership has a significant positive effect on innovation implementation behavior. The regression coefficient β_3 (the interaction variable between empowerment and servant leadership) is 0.206, indicating that increasing the interaction moderation variable (the interaction variable between empowerment and servant leadership) will increase the innovation implementation behavior variable.

Based on the analysis results it can be seen that the significant value for the H0 empowerment variable is rejected, in other words empowerment has a positive effect on innovation implementation behavior. This means that the more empowerment increases the more innovation implementation behavior, on the contrary decreases the empowerment innovation innovation behavior will decrease. This result is supported by employee performance where employees who previously did not understand in carrying out their duties and after being given empowerment in the form of training resulted in good performance. This is indicated by the indicator where the company where the respondent works requires employees to explore ideas and suggestions for their work (X4.1.3). The results of this study support the results of research conducted by Kwistianus. & Devie (2015), Muhdar et al. (2015), Amalia & Handoyo (2018) and Putri & Utama (2018)

Based on the analysis results it can be seen that the significant value for the H0 servant Leadership variable is rejected, in other words servant leadership has a positive effect on innovation implementation behavior. This means that the more servant leadership increases, the innovation implementation behavior will increase, conversely the more servant leadership decreases, the innovation implementation behavior will decrease. This result is supported by the attitude of employees who feel that their leaders are looking for the commitment of all employees to produce a close relationship between leaders and employees. This is shown by Indicator (M7.1.1) where the leader in the respondent's place seeks the commitment of all members of the organization to determine the future direction of the organization and write a shared vision. The results of the study are in accordance with Putri & Utama (2018), Kwistianus. & Devie (2015), Sun (2016)

Based on the results of the analysis it can be seen that significant values for the empowerment variable with servant leadership as moderating H0 are rejected, in other words servant leadership strengthens the effect of empowerment on innovation implementation behavior. This result is supported by the attitude of employees who previously did not appreciate the achievements of others with the help of leaders to be able to appreciate the achievements of others so that employees have the attitude of wanting to find new ways and methods to assist in carrying out their duties. This means that the more empowerment with servant leadership increases as a moderator, the innovation implementation behavior will increase, conversely the decrease in empowerment with servant leadership as a moderator, the innovation implementation behavior will decrease. This is indicated by the indicator (Y1.1.1) where the respondent is actively seeking information on new work methods for work purposes. From this study the resulting moderation test results show that this moderation model is a quasi moderation in which servant leadership as a variable that moderates the relationship between empowerment towards innovation implementation behavior and as an independent variable is a moderator variable because β_1 is positive so moderator can strengthen the effect of empowerment on Innovation implementation behavior because β_2 is significant and β_3 is significant. The results of the study are in accordance with Kwistianus. & Devie (2015), Hakan Erkutlu & Chafra (2015) and Putri & Utama (2018)

V. CONCLUSION

Empowerment has a significant positive effect on innovation implementation behavior at Wyndham Taman Sari Jivva Resort. Servant Leadership has a significant positive effect on innovation implementation behavior at Wyndham Taman Sari Jivva Resort. Servant Leadership moderates the significant positive effect of empowerment on innovation implementation behavior at Wyndham Taman Sari Jivva Resort. It is recommended to improve performance in terms of employee business such as finding innovative ideas for their work so that employees can improve their performance for the success of the company. Companies are advised to provide opportunities for employees to develop creativity such as communicating with customers in order to establish good relationships with customers so they can develop good competencies so that the company has competent employees and good personalities. For further research, it is expected that the results of this study can be used as a literature review in order to conduct similar research by adding research samples and reconstructing the research model with other variables such as servant leadership leadership models can be replaced with other leadership models in accordance with the leadership models available at the researcher's place, so the results of the study are in accordance with the actual situation.

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