



Servant Leadership and Innovative Work Behavior: The Role of Meaningful Work and Strengths Use

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Abstract

Amidst the current high global dynamics and volatility, BUMN as the spearhead of the national economy needs to strengthen its performance through innovation. However, innovation itself is still a challenge that needs to be overcome by BUMN to maximize its potential. This study aims to examine the mediating role of meaningfulness of work in the relationship between service leadership and employee innovative behavior, as well as the moderating role of the use of power. The measuring instruments used in this study consisted of a scale of innovative work behavior ($\alpha = 0.954$), service leadership ($\alpha = 0.771$), meaningfulness of work ($\alpha = 0.925$), and use of power ($\alpha = 0.893$). This study involved 366 BUMN employees who had direct superiors and were aged 20-40 years, and were selected using convenience sampling techniques. Data analysis using the PROCESS model 4 and model 14 procedures showed that meaningfulness of work mediated the relationship between service leadership and innovative work behavior. However, this study did not find a moderating effect of the use of power on the mediation effect.

Introduction

State-Owned Enterprises (SOEs) are often referred to as the spearhead of the national economy (Citra, 2024). The role of SOEs as one of the pillars supporting Indonesia's economic growth is becoming increasingly important amidst the current high dynamics and volatility of the global economy (Ministry of Finance, 2024; Suhendra, 2024). Therefore, SOEs need to strengthen their performance through adaptation and innovation to face these global challenges (Grehenson, 2024). Based on the official website of the Ministry of SOEs (nd), innovation itself is one of the five main priorities of the Ministry of SOEs today, especially related to innovation and restructuring of business models. Innovation is also internalized in the core values of SOEs, especially in adaptive values that encourage SOE employees to continue to innovate and be enthusiastic in facing change. However, based on the Ministry of SOEs' Strategic Plan document for 2020-2024, innovation is still one of the challenges faced in optimizing the potential of SOEs as leaders in the domestic, regional, and global markets (Ministry of SOEs, 2020). In fact, innovation is an important aspect for organizations to survive and succeed in facing challenges (AlEssa & Durugbo, 2022). Innovation also helps organizations to adapt and face challenges, overcome stagnation and support organizational growth, and differentiate businesses from competitors (Boyles, 2022). Therefore, innovation is one of the important aspects that organizations need to focus on, including BUMN. In initiating innovation in an organization, employees play an important role. Employees are often in direct contact with business processes and products, so they can detect potential or opportunities for improvement and development (Bos-Nehles et al., 2017). Therefore, innovative behavior from

employees gives organizations the ability to maintain competitive advantage and organizational sustainability (AlEssa & Durugbo, 2022).

Individual innovation begins with problem recognition and the generation of ideas or solutions, seeking support and building a coalition that supports the idea, and producing a prototype or model of the innovation that can be applied (Scott & Bruce, 1994). In line with this concept, (Janssen, 2000) stated that employee innovative behavior consists of three stages, namely idea generation, promotion, and realization. He also defined employee innovative behavior as the deliberate creation, introduction, and application of new ideas, to benefit performance, groups, or organizations. Previous studies have shown that employee innovative behavior improves organizational performance (Shanker et al., 2017), individual performance (Luhglatno & Dwiatmadja, 2020), project success (Ali et al., 2020), and work engagement (Darwish et al., 2020). Meanwhile, several factors that can increase employee innovative behavior are motivation to learn (Afsar & Umrani, 2020), innovation climate, superior support, and autonomy (Sönmez & Yildirim, 2019), and knowledge sharing activities (Pian et al., 2019).

One of the key factors that predicts employee innovative behavior is the leader (Hughes et al., 2018), including servant leadership (Cai et al., 2018; Karatepe et al., 2020; Su et al., 2020; Zhu & Zhang, 2020). Unlike other types of leadership, servant leadership places the fulfillment of employees' psychological needs and growth as the primary goal rather than as a means to achieve organizational goals, and focuses on what is best for subordinates rather than what is right (Lee et al., 2020; Van Dierendonck, 2011). The emphasis on fulfilling subordinates' needs motivates employees to engage in innovative behavior (Panaccio et al., 2015). This makes the concept of servant leadership appropriate for today's knowledge-rich and innovation-focused organizations, and is committed to helping employees maximize their creative potential (Williams et al., 2017).

Based on the initial definition of Greenleaf (1977), (Liden et al., 2015) defines servant leadership as a leader who places the needs of his subordinates above his own needs and focuses his efforts on helping his subordinates grow to their maximum potential and optimal organizational and career success. This type of leadership is based on the premise that to help individuals reach their potential, leaders rely on one-on-one communication to understand the abilities, needs, desires, goals, and potential of each individual (Liden et al., 2015). In addition, (Liden et al., 2015) also identified seven dimensions of servant leadership: (1) Emotional healing, which is the act of showing sensitivity to the personal concerns of others; (2) Creating value for the community, which is a conscious and sincere concern for helping the community; (3) Conceptual skills, which is the possession of knowledge related to the organization and the task at hand in order to effectively support and assist others; (4) Empowerment, which is supporting and facilitating others in identifying and solving problems, and determining when and how to complete work tasks; (5) Helping subordinates grow and succeed, namely showing genuine concern for the growth and career development of others through support and mentoring; (6) Putting subordinates first, namely showing subordinates that meeting their job needs is a priority; and (7) Acting ethically, namely interacting openly, fairly, and honestly with others.

Several previous studies have found a positive and significant relationship between service leadership and employee innovative behavior (Cai et al., 2018; Karatepe et al., 2020; Su et al., 2020; Zhu & Zhang, 2020). Service leadership motivates employees to engage in innovative behavior by paying attention and prioritizing employees, and trying to meet their needs (Cai et al., 2018; Su et al., 2020). Service leaders also act as role models for employees to serve others, so employees are more willing to share ideas and knowledge with others, which then increases their innovative behavior (Zhu & Zhang, 2020). The orientation of serving others demonstrated

by service leaders creates an environment with sufficient resources and emotional support, thus encouraging employees to demonstrate innovative behavior (Karatepe et al., 2020).

However, there are also several studies that do not find a significant direct relationship between service leadership and innovative work behavior (Amin et al., 2022; Nguyen et al., 2022; Nurbaety & Rojuaniah, 2022). Instead, this relationship is mediated by mediators such as employee engagement (Amin et al., 2022), public service motivation and learning goal orientation (Nguyen et al., 2023), and *organizational citizenship behavior* (Nurbaety & Rojuaniah, 2022). These findings suggest that there are mechanisms that need to be studied to understand the relationship between service leadership and innovative work behavior. One of the key mechanisms in the relationship between leadership and innovative work behavior is motivation (Amabile & Pratt, 2016; Hughes et al., 2018). However, previous studies tend to ignore the meaningfulness of work in motivational mechanisms (Cai et al., 2018). In fact, meaningful work is not only important in motivating individuals to engage in creative or innovative processes, but also in explaining how leaders' statements and actions can direct or motivate individuals to innovate (Amabile & Pratt, 2016). According to (Steger et al., 2012), meaningful work *is* a perception of work that is significant and has a positive valence, and consists of three facets: (1) *positive meaning in work*, namely the individual's assessment that their work is important and meaningful; (2) *meaning making through work*, namely how meaningful work helps individuals understand themselves and the world around them; and (3) *greater good motivations*, which are related to the individual's desire to impact others through their work.

Previous studies have found a positive and significant relationship between servant leadership and meaningfulness of work (Cai et al., 2018; Jang et al., 2023; Khan et al., 2021). In addition, meaningfulness of work has also been shown to have a positive relationship with innovative work behavior (Guo et al., 2023; Liang et al., 2022; Pradhan & Jena, 2019; Singh et al., 2021). This relationship can be explained through *self-determination theory*. This theory focuses on conditions that facilitate motivation through the fulfillment of an individual's psychological needs for competence, autonomy, and relatedness (Ryan & Deci, 2000), and assumes that humans are inherently motivated to grow and will commit and engage in a task when its meaning and value are understood (Stone et al., 2009). The behavior of servant leaders signals to employees that their work is useful and significant, so that employees feel more that their work is meaningful and important (Cai et al., 2018). Service leaders fulfill employees' psychological needs for competence, autonomy, and relatedness by providing employees with resources and opportunities to learn and grow, allowing employees to demonstrate their competence, seeking employee input, and encouraging employees to serve others (Khan et al., 2021). Fulfilling these psychological needs helps employees see meaning in their work (Khan et al., 2021; Ryan & Deci, 2000). Employees with meaningful work see their work as a mission that requires creativity and innovation from them to achieve performance that exceeds expectations (Pradhan & Jena, 2019). (Guo et al., 2023) also found that when employees find purpose, value, and significance in their work, they are intrinsically motivated to innovate. Previously, there has been research that has proven the mediating role of work meaningfulness in the relationship between service leadership and employee innovative behavior (Cai et al., 2018). However, that study was conducted in the context of a technology company in China. Meanwhile, this study wants to see the dynamics of the relationship between service leadership, meaningfulness of work, and innovative work behavior in the context of BUMN employees in Indonesia. Based on the literature review, the researcher assumes that meaningfulness of work mediates the relationship between service leadership and innovative work behavior.

H1: Work meaningfulness mediates the relationship between service leadership and innovative work behavior.

In generating or encouraging innovative behavior, motivation from meaningful work alone is not enough. (Aryee et al., 2012) stated that it is important to understand not only what motivates individuals to innovate, but also the conditions needed for that motivation to lead to innovation. (Günzel-Jensen et al., 2018) found that to bring out innovative behavior, especially in the public sector, motivation and capacity are needed. In their model, (Amabile & Pratt, 2016) also explained that there are three components needed in innovation, namely motivation, skills, and talents. This is also supported by the performance theory of (Blumberg & Pringle, 1982), which states that an individual's tendency to carry out certain behaviors depends on the extent to which he has the capacity, desire, and opportunity to engage in the behavior. These three components then interact in determining individual performance. In this study, the behavior of service leaders who prioritize their subordinates creates opportunities for individuals and the perception of meaningful work becomes a driver for individuals to have the desire to engage in innovative behavior.

One form of individual capacity is strength, namely the characteristics, traits, and abilities of an individual that when used allow a person to show their best performance (Van Woerkom et al., 2016; Wood et al., 2011). The use of individual strengths leads to various valuable *outcomes* and has attracted the attention of many researchers, especially in the realm of positive psychology (Ding et al., 2021; Van Woerkom et al., 2016). Strength use is defined as the initiative taken by employees to use their strengths in their work (Van Woerkom et al., 2016). Previous studies have found a positive and significant relationship between an individual's capacity to use their strengths and innovative work behavior (Ding et al., 2021; Ge & Sun, 2020; Liu & Peng, 2023). Individuals who use their strengths can be more aware of their personal resources, which then makes them more capable of overcoming difficulties and challenges in their work, especially in the innovation process (Ge & Sun, 2020; Meyers & van Woerkom, 2017). This is in line with the findings of Bakker & van Woerkom (2018) that individuals who use their strengths in their work tend to feel in control of their external environment and overcome challenges more effectively. Individuals who use their strengths also tend to feel positive affect or feelings, which then increase individual resources to carry out innovative behavior (Ding et al., 2021). Based on theory and literature review, researchers assume that the use of strengths moderates the mediating effect of work meaningfulness in the relationship between service leadership and innovative work behavior. In conditions where individuals perceive work meaningfulness and are then motivated, individuals who use their strengths will be more able to overcome challenges and engage in innovative behavior.

H2: The use of power moderates the mediating effect of work meaningfulness in the relationship between service leadership and work innovative behavior.

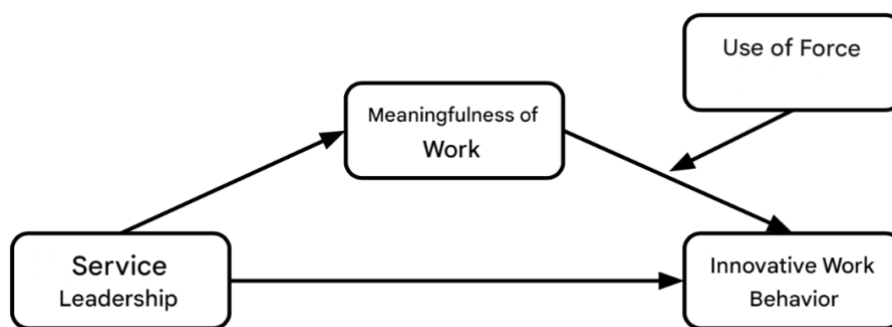


Figure 1. Research Model

This study aims to examine the mediating role of meaningfulness of work on the relationship between service leadership and employee innovative behavior, as well as the moderating role of power use on the relationship between meaningfulness of work and employee innovative behavior. Service leaders pay attention and prioritize employees, and strive to meet their psychological needs (Cai et al., 2018; Khan et al., 2021). This behavior signals to employees that their work is useful and significant, so that employees can see meaning in their work (Cai et al., 2018; Khan et al., 2021; Ryan & Deci, 2000). Employees who perceive meaningfulness of work will see their work as a mission that requires creativity and innovation from them, so that they are intrinsically motivated to innovate (Guo et al., 2023; Pradhan & Jena, 2019). In order for motivation to lead to innovative behavior, individual capacity is needed, one form of which is strength (Aryee et al., 2012; Günzel-Jensen et al., 2018; Van Woerkom et al., 2016; Wood et al., 2011). However, it is the use of strength that leads to valuable *outcomes* (Van Woerkom et al., 2016). Individuals who use their strengths in their work can be more aware of their personal resources, feel in control of their external environment, and be more able to overcome difficulties and challenges at work, especially in the innovation process (Bakker & Van Woerkom, 2018; Ge & Sun, 2020; Meyers & van Woerkom, 2017).

This study contributes to the literature on innovative work behavior and meaningfulness of work, by examining the role of meaningfulness of work in explaining the relationship between service leadership and innovative work behavior. In addition, this study also examines the moderating role of power use. The results of this study can be used as a reference by organizations, especially state-owned enterprises, in developing interventions or leadership training that can improve innovative work behavior. In addition, the results of this study can also help organizational leaders to see what individual aspects need to be considered to encourage employees to engage in innovative work behavior.

Methods

The study participants consisted of BUMN employees who had direct superiors and were aged 20-41 years. The determination of the age range of participants was based on the age of Indonesian workers (Central Bureau of Statistics, 2022) and previous studies that found a negative relationship between age and innovative behavior at the age of 41 years and over (Guillén & Kunze, 2019). Sampling was carried out using the *convenience sampling technique* (Gravetter & Forzano, 2012), where participants voluntarily filled out a questionnaire in the form of a *google form link* that was distributed online through various *platforms* such as *WhatsApp*, *Instagram*, and *Facebook*. The results of calculations using *g-power* showed that the minimum number of participants needed was 74 participants. The number of participants involved in this study was 366 participants.

This study used four (4) different instruments to measure the research variables. First, innovative work behavior was measured using a scale developed by Janssen (2000) and has been adapted into Indonesian by Etikariena & Muluk (2014). Although it covers three (3) phases of innovative behavior in the form of idea generalization, idea promotion, and idea realization, this instrument only produces one total score and is unidimensional. This instrument uses a Likert scale of 1 (never at all) to 6 (always) and has a reliability of $\alpha = 0.954$. Second, service leadership was measured using a *short form instrument* developed by (Liden et al., 2015) and is unidimensional, with a reliability of $\alpha = 0.771$. A Likert scale of 1 (strongly disagree) to 6 (strongly agree) was used in this instrument. Third, meaningfulness of work was measured using a unidimensional scale developed by (Steger et al., 2012) and has been adapted by (Zharifah & Parahyanti, 2022). This instrument uses a Likert scale of 1 (strongly disagree) to 6 (strongly agree) and has a reliability of $\alpha = 0.925$. Fourth, the use of power is measured using a unidimensional instrument developed by (Van Woerkom et al., 2016), with a reliability

of $\alpha = 0.893$. This instrument uses a Likert scale of 1 (never) to 6 (always). The service leadership and use of power instruments were adapted into Indonesian by the researcher through *back-to-back translation* and *expert judgment procedures*. In the questionnaire, *counterbalancing* was carried out on the order of the instrument items to prevent *common method bias* (Podsakoff et al., 2009) and one (1) *attention checker item* was included to ensure that participants understood and filled in the items properly.

The collected data were analyzed using descriptive statistics and PROCESS procedures (Hayes, 2022) version 4.2 model 4 and model 14. Descriptive statistics were performed to summarize, organize, and simplify data through frequency distribution, mean, and standard deviation (Gravetter & Forzano, 2012). PROCESS procedures (Hayes, 2017) model 4 were performed to test the relationship between independent, dependent, and mediator variables, as well as the mediation effect. Meanwhile, model 14 was performed to test the moderated mediation effect on the research model. All data analysis was performed using IBM SPSS software version 29.

Results and Discussion

The results of the descriptive analysis showed that the majority of respondents were female (70.5%) and the other 29.5% were male. The majority of BUMN employees in this study were aged 20-29 years (53.8%), had a D4/S1 education level (44.3%), served as staff (81.1%), and had worked for <5 years at the current company (67.5%).

Table 1. Demographic Data

| Respondent Profile | Frequency | (%) |
|--|------------------|------------|
| Gender | | |
| Man | 108 | 29.5% |
| Woman | 258 | 70.5% |
| Age | | |
| 20-29 | 197 | 53.8% |
| 30-39 | 159 | 43.4% |
| 40 | 10 | 2.7% |
| Last Level of Education | | |
| High School/Vocational School | 138 | 37.7% |
| D1-D3 | 48 | 13.1% |
| D4/S1 | 162 | 44.3% |
| S2 | 18 | 4.9% |
| Position | | |
| Equivalent to Head of Department/Manager | 8 | 2.2% |
| Equivalent to Division Head/Group Head | 5 | 1.4% |
| Supervisor Equivalent | 56 | 15.3% |
| Staff | 297 | 81.1% |
| Length of work | | |
| < 5 Years | 247 | 67.5% |
| 5-10 Years | 106 | 29% |
| >10 Years | 13 | 3.6% |

Analysis using PROCESS (Hayes, 2022) Model 4 aims to test hypothesis 1, which assumes that meaningfulness of work mediates the relationship between service leadership and innovative work behavior. The results of the analysis of Model 4 can be seen in Figure 2. Based on the results of the analysis, it was found that service leadership has a significant positive effect on innovative work behavior ($b = 0.24$, $SE = 0.06$, $p = 0.0002$), which means that the higher the employee's perception of service leadership in their superiors, the higher the innovative behavior shown by employees in their work. Service leadership also has a significant positive effect on meaningfulness of work ($b = 0.6$, $SE = 0.03$, $p = 0.00$). This indicates that the higher the employee's perception of the level of service leadership possessed by their immediate superior, the higher the meaningfulness of work perceived by them. It was also found that meaningfulness of work has a significant positive effect on innovative work behavior ($b = 0.61$, $SE = 0.07$, $p = 0.00$), so that the more an employee perceives meaning in their work, the more motivated they will be to innovate in their work.

Finally, the results of the *indirect effect analysis* in Table 2 also show that meaningfulness of work mediates the relationship between service leadership and innovative work behavior (indirect effect = 0.37, $SE = 0.06$, $LLCI = 0.25$, $ULCI = 0.5$). This shows that the higher the employee's perception of the service leadership possessed by his superiors, the higher the meaningfulness of work perceived by him, which then increases the innovative behavior he shows in his work. Based on the results of the analysis using PROCESS (Hayes, 2017) Model 4, it was found that hypothesis 1 was accepted.

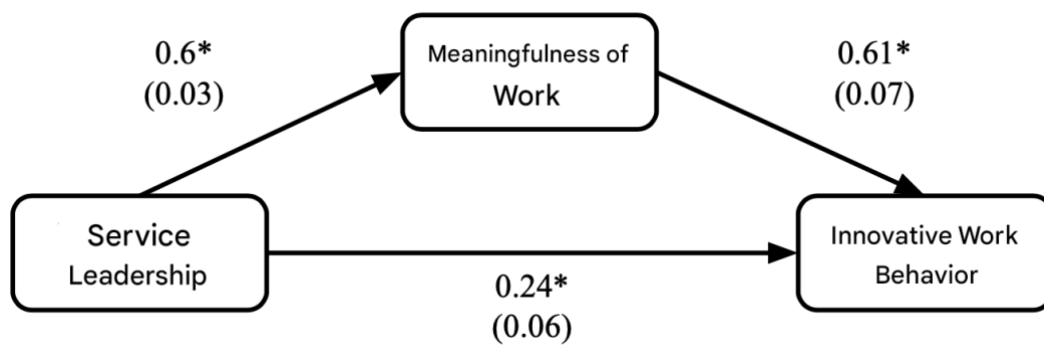


Figure 2. Results of PROCESS Model 4 Analysis

Table 2. Indirect Effect of Mediation

| Mediator | b | SE | Bootstrap 95% CI |
|------------------------|------|------|------------------|
| Meaningfulness of Work | 0.37 | 0.06 | [0.25, 0.5] |

Furthermore, an analysis was also conducted using PROCESS (Hayes, 2022) Model 14 which aims to test hypothesis 2. Hypothesis 2 assumes that the use of power moderates the mediation effect of work meaningfulness in the relationship between service leadership and innovative work behavior. The results of the analysis of Model 14 can be seen in Figure 3. Based on the results of the analysis, it was found that service leadership has a significant positive effect on innovative work behavior ($b = 0.12$, $SE = 0.04$, $p = 0.0055$) and work meaningfulness ($b = 0.6$, $SE = 0.03$, $p = 0.00$). However, work meaningfulness does not have a significant effect on innovative work behavior ($b = 0.041$, $SE = 0.05$, $p = 0.45$). In addition, it was found that the use of power has a significant positive effect on innovative work behavior ($b = 1.01$, $SE = 0.04$, $p = 0.00$). Furthermore, it was also found that there was a significant interaction effect between

meaningfulness of work and power use ($b = 0.08$, $SE = 0.03$, $p = 0.02$). However, the *conditional indirect effect analysis* in Table 3 shows that the role of service leadership on innovative work behavior through meaningfulness of work was found to be insignificant at low levels of power use ($b = -0.02$, $SE = 0.05$, $LLCI = -0.11$, $ULCI = 0.88$), medium ($b = 0.02$, $SE = 0.04$, $LLCI = -0.05$, $ULCI = 0.13$), or high ($b = 0.07$, $SE = 0.05$, $LLCI = -0.01$, $ULCI = 0.17$). This indicates that power use does not moderate the mediation effect of meaningfulness of work on the relationship between service leadership and employee innovative behavior, although the mediation effect of meaningfulness of work is getting closer to being significant at high levels of power use. Therefore, this finding indicates that hypothesis 2 is not accepted.

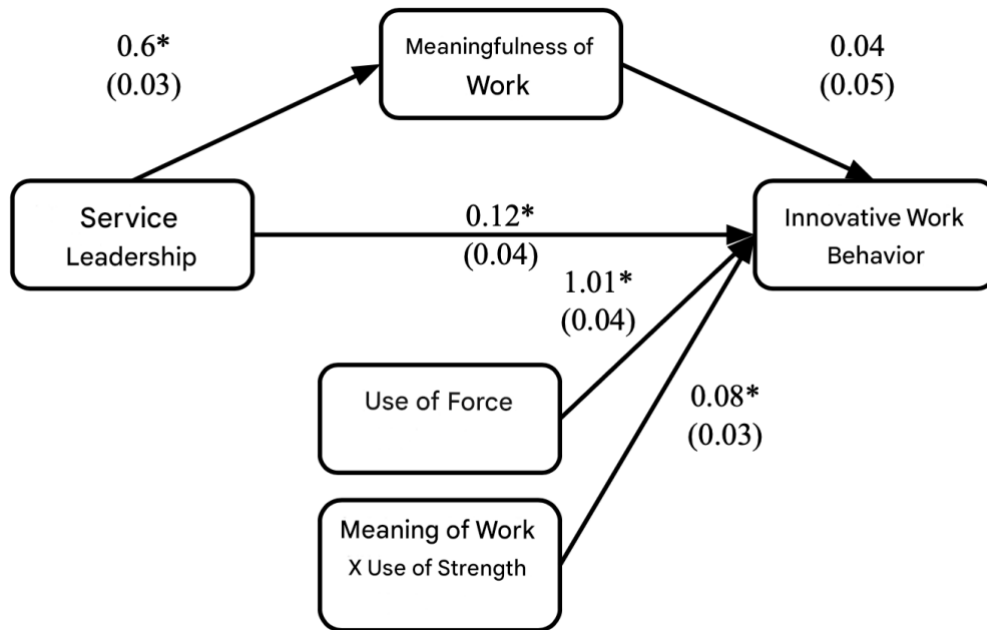


Figure 3. Results of PROCESS Model 14 Analysis

Table 3. Conditional Indirect Effect Moderator

| Moderator | Condition | b | SE | Bootstrap 95% CI |
|--------------|-----------|-------|------|------------------|
| Use of Force | Low | -0.02 | 0.05 | [-0.11, 0.88] |
| | Currently | 0.02 | 0.04 | [-0.05, 0.13] |
| | Tall | 0.07 | 0.05 | [-0.01, 0.17] |

The focus of this study is innovative work behavior, especially in BUMN employees. Innovation is an important aspect that is the focus of BUMN as a pillar supporting the Indonesian economy, especially in facing the current high dynamics and volatility of the global economy (Grehenson, 2024; Ministry of Finance, 2024; Suhendra, 2024). Innovation itself has become one of the main priorities of the Ministry of BUMN and is included in the BUMN value, namely Adaptive. However, innovation is currently still a challenge that needs to be overcome in optimizing the potential of BUMN as a leader in the domestic, regional, and global markets (Ministry of BUMN, 2020).

The findings in this study indicate that service leadership has a significant positive effect on innovative work behavior. This is in line with the findings of (Cai et al., 2018; Karatepe et al., 2020; Su et al., 2020; Zhu & Zhang, 2020). Superiors with a service leadership style pay attention and prioritize employees, try to meet employee needs, and act as role models so as to motivate employees to be more willing to share ideas and knowledge with others (Cai et al., 2018; Su et al., 2020; Zhu & Zhang, 2020). Service leaders also motivate employees to

demonstrate innovative work behavior by creating an environment that has adequate resources and emotional support through their orientation to serve others (Karatepe et al., 2020). In addition, it was also found that service leadership has a significant positive effect on work meaningfulness. This is in line with the findings of (Cai et al., 2018; Jang et al., 2023; Khan et al., 2021). Service leaders meet employees' psychological needs by signaling to employees that their work is meaningful, providing resources and opportunities for employees to grow, allowing employees to demonstrate their competence, seeking employee input, and encouraging employees to serve others (Cai et al., 2018; Khan et al., 2021). Therefore, service leadership helps employees see meaning in their work (Jang et al., 2023; Khan et al., 2021)

The results of the study also found that meaningfulness of work has a significant positive effect on innovative work behavior. This is in line with the findings of (Guo et al., 2023; Liang et al., 2022; Pradhan & Jena, 2019; Singh et al., 2021). Employees who find meaning in their work see their work as a mission to exceed the performance expectations given to them through creativity and innovation (Pradhan & Jena, 2019). Therefore, employees who find purpose, value, and significance in their work will be intrinsically motivated to innovate and gain more positive experiences from the innovation process (Guo et al., 2023; Liang et al., 2022).

It was also found that the mediation effect of work meaningfulness in the relationship between service leadership and innovative work behavior, which supports hypothesis 4. This is in line with the findings of (Cai et al., 2018) who have proven the mediation role of work meaningfulness in the relationship between service leadership and employee innovative behavior in the context of technology companies in China. These results are also in accordance with *self-determination theory*, which focuses on fulfilling individual psychological needs and assumes that individuals will be motivated and committed to a task when its meaning and value are understood (Ryan & Deci, 2000; Stone et al., 2009). In the context of the study, it was found that the behavior shown by service leaders fulfills the psychological needs of employees so that they can see meaning in their work. This perceived meaning then motivates employees to demonstrate innovative behaviors in their work.

However, this study did not find any significant moderating effect of power use on the relationship between service leadership and innovative work behavior through meaningfulness of work. The results of *the conditional indirect effect* indicate that although meaningfulness of work and power use show significant interaction, the interaction is not strong enough to produce a significant mediation effect on innovative work behavior at each level of power use. This is not in line with the (Amabile & Pratt, 2016) model which explains the components of motivation, skills, and talents needed to innovate, as well as the performance theory of (Blumberg & Pringle, 1982) which states that capacity, desire, and opportunity are needed for individuals to show certain behaviors. In addition, these results are also not in line with the findings of (Günzel-Jensen et al., 2018) that individual motivation and capacity are needed to show innovative behavior, especially in the public sector. This may occur due to the very strong direct effect of power use on innovative work behavior ($b = 1.01$, $SE = 0.04$, $p = 0.00$), thus dominating the mediation effect of work meaningfulness. In other words, the presence of power use has a more dominant effect which causes the effect of work meaningfulness to be insignificant as a mediator. When employees already have the initiative to use the characteristics, traits, and abilities that are their strengths in carrying out their tasks, their perceptions regarding the meaning of their work are no longer significant in predicting whether employees will exhibit innovative work behavior. Employees who use their strengths tend to be more aware of their personal resources, feel in control of their external environment, and feel positive affect or feelings, which then makes them more effective in overcoming the

difficulties and challenges they encounter in the innovation process (Bakker & Van Woerkom, 2018; Ding et al., 2021; Ge & Sun, 2020; Meyers & van Woerkom, 2017).

Conclusion

This study analyzes the role of service leadership, meaningfulness of work, and use of power on innovative work behavior, especially in BUMN employees. Based on the results of the study, it can be concluded that meaningfulness of work mediates the relationship between service leadership and innovative work behavior. However, the use of power was found not to moderate the relationship between service leadership and innovative work behavior through meaningfulness of work. This means that the behavior of service leaders will help employees see meaning in their work, which then encourages employees to innovate in their work. However, this does not depend on the extent to which employees utilize their power in their work.

This study supports the self-determination theory in explaining how the fulfillment of psychological needs can facilitate individuals to see meaning in their work and then motivate them to carry out innovative work behavior. Practically, the results of the study encourage BUMN leaders to focus their efforts on serving and facilitating their employees to be able to see meaning in their work, and then help them realize their potential in innovation. For this reason, organizations need to provide programs that can develop the spirit and focus of service in their leaders.

This study shows that the use of power has a very high direct effect on innovative work behavior and its existence causes the mediation effect of work meaningfulness to be insignificant. This makes the effect of the use of power on innovative work behavior interesting to explore in further research. This study also only focuses on examining factors that can support innovative work behavior at the leader and individual levels. Therefore, further research can explore factors at the organizational level. In addition, this study also only focuses on examining innovative work behavior in BUMN as a whole. Further research can look deeper into innovative work behavior in various BUMN sectors to obtain more specific results and implications.

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