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ORIGINAL ARTICLE

Servant Leadership and Innovative Work Behavior: The Mediating Role of Job Crafting and Job Autonomy

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ABSTRACT

Purpose – This study examines how job crafting and job autonomy at the Sub Pelindo Multi Terminal Belawan Branch Office, directly and indirectly, affect workers' creative work behavior under servant leadership.

Methodology – The research methodology utilized in this study is a quantitative associative approach. The study included 98 Sub Pelindo Multi Terminal Belawan Branch personnel in its demographic and sample. Data gathering was performed by employing questionnaires and interviews. Data in the current study was gathered by administering a Likert scale questionnaire. The gathered data was subsequently analyzed using SmartPLS 4.0 software in combination with SEM-PLS (Structural Equation Modelling - Partial Least Squares).

Findings – The impact of servant leadership on innovative work behavior, job crafting, and job autonomy was positive and statistically significant. Furthermore, the presence of autonomy and job crafting has a significant impact on innovative work behavior. Job autonomy and job crafting mediate the association between servant leadership and creative work behavior.

Originality/Novelty – Combining two main concepts as mediating variables, namely job crafting and job autonomy, in one research model to provide a deeper understanding of the complexity of the relationship between the variables of servant leadership, job crafting, job autonomy, and innovative work behavior.

Implications – This study suggests that the connection between servant leadership and innovative work behavior is influenced by the involvement of task crafting and autonomy as mediators. Future studies should include investigating or using the variables of job crafting and job autonomy as independent factors rather than as mediatory variables.

Keywords: Innovative Work Behavior, Job Autonomy, Job Crafting, Servant Leadership

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INTRODUCTION

Technological progress and changes in human cognition consistently give rise to innovative creations. Current advancements in products and services exceed those of the past. In light of intensifying competition, organizations must prioritize innovation as a strategic approach to secure the long-term sustainability and growth of the enterprise (Li et al., 2019).

The company should focus on developing the skills and knowledge of its employees to encourage their active participation in generating ideas and innovations. This will help the company stay competitive in the market.

Leadership has a strong influence on organizational development; one example of this form of leadership is servant leadership, where leaders fundamentally put the interests of workers first and help them discover their full potential (Northouse, 2013). The core objective of servant leadership is that servant leaders must reduce concentration on their personal needs to improve (Kaya & Karatepe, 2020; Jufrizen et al., 2023). In addition, servant leadership is a spiritual approach (Eva et al., 2019), which means that leaders orientated in servant leadership can be associated with actions such as service and being able to support others. In addition, servant leadership also needs to be improved because it has an impact on subordinates. Servant leadership is one type of ability that can empower and develop employees with a humble, sincere, and respectful attitude. Servant leadership will direct subordinates and be responsible for the organization or company they lead (Costa et al., 2023).

Besides relying on leaders' ability to pursue innovation, employees must also innovate (Kozioł-Nadolna, 2020). To harness the creative potential of employees throughout the organization, companies began to promote and support employees to enjoy innovative work behavior (Afsar & Umrani, 2019). If servant leadership goes well, then innovative work behavior also increases. De Jong & Den Hartog (2010) suggest that Innovative work behavior refers to engagement in activities such as seeking novel chances and ideas, integrating fresh concepts, and utilizing newfound information to enhance individual or organizational performance. Innovative work behavior is frequently linked to the creative abilities of its employees. The level of creativity exhibited by a firm's personnel directly correlates with the extent to which their inventive work behavior will enhance, thereby yielding a favorable impact on the organization.

To cultivate an atmosphere conducive to innovation, it is imperative to proffer employees a diversified array of tasks and responsibilities. Preserving a non-monotonous work life and sustaining elevated staff morale are pivotal considerations. These permutations involve employees undertaking proactive measures to reconfigure the workplace in alignment with their preferences and embracing inventive methodologies in task execution. The introduction of job creation has been conceived as a strategic countermeasure against workplace monotony and routine encroachment. As explained by (Tims et al., 2016), job crafting entails employees exercising autonomy to recalibrate their work dynamics to better harmonize with their competencies and preferences while concurrently aligning with the requisites and resources inherent in the job. The amalgamation of job autonomy and job crafting is posited to influence the manifestation of creative work behavior.

As delineated by (Zhou, 2020), the concept of job autonomy denotes the latitude and independence accorded to employees in determining the modalities through which they discharge their professional duties. The empirical work by Sadler-Smith, El-Kot, and Leat (2003) establishes a salient positive correlation between job autonomy and worker

competence and creativity levels. Empowering employees with greater control over their work processes is an effective catalyst for augmenting their creative outputs.

Empirically, studies related to servant leadership about innovative work behavior have not been discussed so much by scientists, and this is the value of adding scientific contributions, especially those that discuss servant leadership on innovative work behavior, such as in research (Shailja et al., 2023, Khan et al., 2021, Mahendri et al., 2022). Furthermore, this study will identify the importance of job crafting and job autonomy on career innovative work behavior and make it a mediating variable.

The study was conducted at the Belawan Branch of Sub Pelindo Multi Terminal, a State-Owned Enterprise (BUMN) operating in the Sea Transportation sector, specifically providing port services. According to interviews with HRD staff of Sub Pelindo Multi Terminal Branch Belawan, the company has adopted innovative work behavior by allowing employees to utilize new work methods. Sub Pelindo Multi Terminal Branch Belawan's focus is to perform work according to individual responsibilities, prompting employees to adapt by developing new work methods that the target consumers readily embrace. The corporation encourages its employees to cultivate inventive concepts and propose them to the organization, as the central office cannot consistently monitor field situations. The corporation establishes multiple teams to execute its operations, each assigned distinct responsibilities. They foster mutual encouragement to attain corporate objectives and assist in cultivating their inventive concepts, motivating Sub Pelindo Multi Terminal Branch Belawan staff to inspire their colleagues to pursue original ideas.

The conceptual framework for this study model that came from looking at the literature review is shown below:

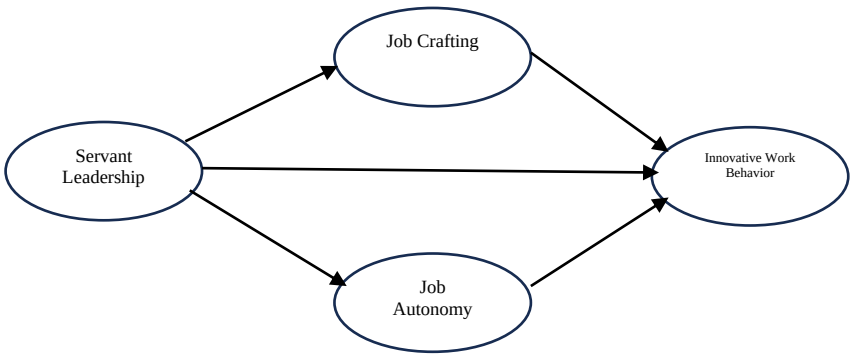

Figure 1. Conceptual Framework

METHOD

This investigation encompasses two distinct research methodologies: descriptive and associative. In this study, the population comprised all Sub Pelindo Multi Terminal Belawan Branch employees, totaling 98 individuals. The methodological approach adopted for this study was saturation sampling, specifically a census, wherein samples are obtained only after the inclusion of every member within the defined population. Saturated sampling ensures a comprehensive representation of the entire population and is commonly employed in situations involving relatively diminutive populations, typically numbering fewer than 100 individuals. The selection of a saturated sample was predicated on the total number of employees at Sub Pelindo Multi Terminal Belawan Branch, amounting to 98

individuals, rendering all eligible respondents for the study. The researchers adopted a comprehensive strategy, scrutinizing the entire population of 98 employees as their sample.

Data for this research were garnered through primary means, specifically interviews and questionnaires, which were chosen as the preferred data collection methods. The analytical framework employed in this study was partial regression analysis, with a specific focus on Partial Least Square (PLS), regarded as the second iteration of multivariate analysis. The investigation of the four hypotheses posited in this study involved using Smart PLS 4.0 software, facilitating the assessment of the relationships between variables.

RESULTS AND DISCUSSION

This chapter describes the research findings, data handling, and discussion. As mentioned in the preceding chapter, this research employed a survey methodology utilizing Structural Equation Modeling (SEM) techniques. The authors collected data by distributing questionnaires consisting of 33 statement items to 98 relevant respondents who supported this research. Nevertheless, a mere 89 questionnaires were received. The questionnaire was employed for internal data gathering and, after that, organized utilizing a Likert Scale instrument and analyzed using SEM.

Respondent Characteristics

The ensuing tables furnish pertinent demographic data of the respondents, encompassing gender, age, educational attainment, and marital status.

Table 1. Respondent Characteristics

No.	Characteristics	Description	Frekeuensi	%
1	Gender	Male	50	56.20
		Female	39	43.80
2	Age	< 30 Years	25	28.10
		30-40 Years	30	33.70
		> 40 Years	34	38.20
3	Education	High School	1	1.10
		Diploma	10	11.20
		Bachelor	74	83.20
		Master	4	4.50
4.	Length of Service	0-10 Years	12	13.50
		10 - 20 Years	51	57.30
		> 20 Years	26	29.20

The distribution of respondents is as follows: 50 (56.20%) male participants and 39 (43.80%) female participants, as seen in Table 1. Thus, most respondents are male Sub Pelindo Multi Terminal Branch Belawan employees. Based on age, most respondents were above 40 years, namely 34 people (38.20%). This was followed by 30 individuals, or 33.70%, aged between 30 and 40 years, and lastly, 25 individuals, or 28.10%, under 30 years old. Characteristics of respondents based on education: Most respondents consisted of employees with a bachelor's education background, namely 74 (16.5%) people, followed by employees with a D3 education background, namely 10 (11.20%) people, then employees with a master's education background as many as 4 (5.5%) people, and finally employees with a high school education background, namely 7 (4.50%) Thus the majority of respondents are employees of Sub Pelindo Multi Terminal Branch Belawan who have a

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bachelor's degree. While the identity of respondents based on length of service, most consist of employees with 10-20 years of service, namely 51 (57.30%) people, then above 20 years, namely 26 (29.20%) people, and finally, under ten years as many as 12 people (13.50%). Thus, most respondents are Sub Pelindo Multi Terminal Branch Belawan employees with 11-20 years working, as many as 51 people.

In assessing the indicator measurement model, it is imperative to scrutinize several factors, including discriminant validity, internal consistency, composite reliability of individual items, and the average variance extracted. The first trio of metrics falls under the classification of indicators of convergent validity.

Convergent validity encompasses three assessments: the reliability of individual indicators (item reliability), the reliability of the overall measurement (composite reliability), and the degree of shared variation among the indicators (average variance extracted, AVE). It assesses the effectiveness of existing indicators in capturing diverse aspects and pertains to the accuracy with which a dimension can measure the fundamental variable. Hence, a higher level of convergent validity indicates an enhanced ability of the dimension to measure the underlying variable precisely (Cheung et al., 2023).

Item reliability and indicator validity are interchangeable terms. The assessment of the reliability of items, indicating the precision with which they measure the intended constructs, can be conducted by analyzing the standardized loading values of the items. The factor loading value quantifies the extent of correlation between a specific construct and its corresponding indicator. A loading factor value exceeding 0.70 signifies the indicator's requisite validity to assess the concept. Nevertheless, a loading factor surpassing 0.50 is considered satisfactory by established criteria. Additionally, following the model proposed by (Chin, 1998), any standardized loading factor value below 0.50 is deemed unacceptable. The standardized loading column displays the reliability value of an item.

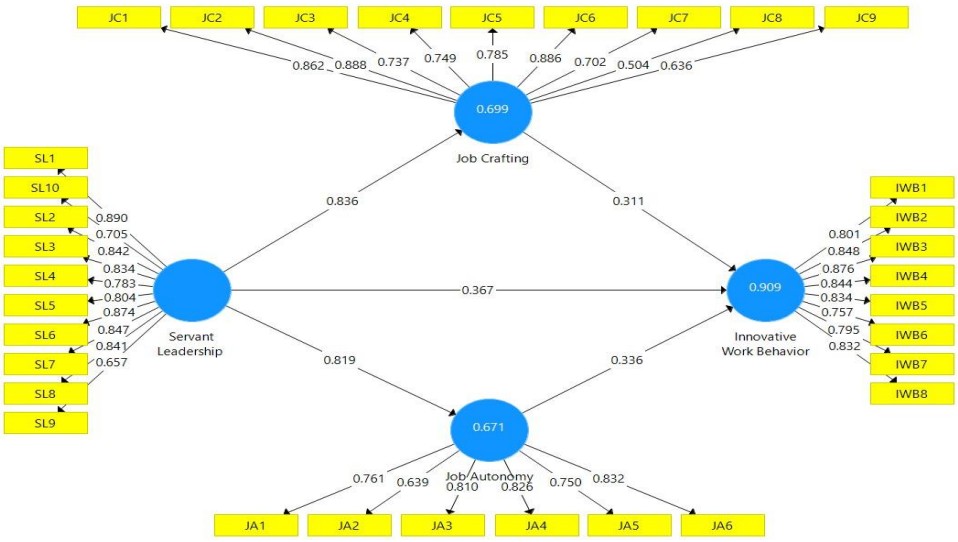

Figure 2. Standardized Loading Factor Inner and Outer Model

Derived from the information depicted in Figure 2, it is discernible that all loadings exceed the 0.5 threshold. This implies that there is no requirement for further resource allocation. Consequently, each signal has demonstrated effectiveness in elucidating the latent

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variables: Servant Leadership, Innovative Work Behavior, Job Crafting, and Job Autonomy. The figure in the outer loading column signifies the dependability of the item.

Table 2. Outer Loading Results

	Innovative Work Behavior	Job Autonomy	Job Crafting	Servant Leadership
IWB.1	0.801			
IWB.2	0.848			
IWB.3	0.876			
IWB.4	0.844			
IWB.5	0.834			
IWB.6	0.757			
IWB.7	0.795			
IWB.8	0.832			
JA.1		0.761		
JA.2		0.639		
JA.3		0.810		
JA.4		0.826		
JA.5		0.750		
JA.6		0.832		
JC.1			0.862	
JC.2			0.888	
JC.3			0.737	
JC.4			0.749	
JC.5			0.785	
JC.6			0.886	
JC.7			0.702	
JC.8			0.504	
JC.9			0.636	
SL.1				0.890
SL.10				0.705
SL.2				0.842
SL.3				0.834
SL.4				0.783
SL.5				0.804
SL.6				0.874
SL.7				0.847
SL.8				0.841
SL.9				0.657

The information provided in Table 2 indicates that each indicator's outer loading value exceeds 0.50. This suggests that the variables and indicators utilized in the study exhibit reliability.

Researchers employ Cronbach’s alpha and D.G. rho to assess composite or construct reliability. Composite reliability gauges the actual degree of dependability for a construct, while Cronbach’s alpha measures the minimum level of reliability (Sarstedt et al., 2020). A minimum benchmark of 0.6 is set for the composite reliability value, and a parallel criterion of 0.60 is applied to Cronbach's alpha value. In data analysis, a construct's reliability is considered exceptionally high when the value exceeds 0.60.

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Table 3. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Innovative Work Behavior	0.932	0.934	0.944
Job Autonomy	0.863	0.872	0.898
Job Crafting	0.903	0.913	0.923
Servant Leadership	0.941	0.942	0.950

According to the data delineated in Table 3, the composite reliability values for Job Crafting, Innovative Work Behavior, Servant Leadership, and Innovative Work Behavior are 0.944, 0.898, 0.923, and 0.950, respectively. Additionally, Cronbach's alpha values for the constructs are as follows: 0.932 for Innovative Work Behavior, 0.863 for Job Autonomy, 0.903 for Job Crafting, and 0.941 for Servant Leadership. Both Cronbach's alpha and composite reliability values for all four variables surpass 0.60, indicating the robust reliability of each indicator as a measurement instrument.

The AVE is a metric that quantifies the extent to which causes, apart from measurement error, may account for the observed variance. For a construct to possess convergent validity, it is often anticipated that the Average Variance Extracted (AVE) value should exceed 0.50. Joseph F Hair, Risher, Sarstedt, & Ringle (2019) conducted a study that revealed that the latent variable might explain around fifty percent of the observed variability in its indicators.

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Innovative Work Behavior	0.679
Job Autonomy	0.597
Job Crafting	0.576
Servant Leadership	0.658

The table above displays the AVE values for different variables, with Innovative Work Behavior having an AVE of 0.679, Job Autonomy with an AVE of 0.597, Job Crafting with an AVE of 0.576, and Servant Leadership with an AVE of 0.658. All these AVEs exceed 0.50, indicating strong convergent validity for the constructs. Consequently, the latent variables can explain more than 50% of the variability observed in their respective indicators.

To evaluate the discriminant validity of the reflective measurement model, it is necessary to examine the squared correlation between constructs and the average variance extracted (AVE) and explore cross-loadings. Measures of cross-loading assess the relationship between indicators and the constructs within their respective blocks, as well as with the constructs of other blocks. Effective discriminant validity is achieved when it accurately explains the variation in an indicator variable more than it explains the variation in indicators associated with a different concept (Henseler et al., 2015). Below are the values for the discriminant validity of each indicator.

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Table 5. Discriminant Validity

	Innovative Work Behavior	Job Autonomy	Job Crafting	Servant Leadership
IWB.1	0.801	0.709	0.671	0.726
IWB.2	0.848	0.759	0.787	0.794
IWB.3	0.876	0.753	0.835	0.782
IWB.4	0.844	0.782	0.738	0.738
IWB.5	0.834	0.776	0.735	0.777
IWB.6	0.757	0.627	0.744	0.710
IWB.7	0.795	0.710	0.653	0.710
IWB.8	0.832	0.752	0.710	0.710
JA.1	0.684	0.761	0.704	0.615
JA.2	0.512	0.639	0.442	0.566
JA.3	0.679	0.810	0.606	0.649
JA.4	0.777	0.826	0.734	0.650
JA.5	0.636	0.750	0.578	0.575
JA.6	0.800	0.832	0.682	0.729
JC.1	0.750	0.680	0.862	0.674
JC.2	0.809	0.701	0.888	0.765
JC.3	0.601	0.565	0.737	0.584
JC.4	0.629	0.593	0.749	0.570
JC.5	0.694	0.590	0.785	0.625
JC.6	0.763	0.659	0.886	0.702
JC.7	0.677	0.623	0.702	0.560
JC.8	0.453	0.436	0.504	0.433
JC.9	0.550	0.488	0.636	0.545
SL.1	0.766	0.683	0.699	0.890
SL.10	0.669	0.712	0.554	0.705
SL.2	0.715	0.640	0.705	0.842
SL.3	0.756	0.682	0.697	0.834
SL.4	0.698	0.569	0.690	0.783
SL.5	0.708	0.649	0.646	0.804
SL.6	0.796	0.668	0.754	0.874
SL.7	0.750	0.697	0.718	0.847
SL.8	0.747	0.664	0.634	0.841
SL.9	0.632	0.649	0.656	0.657

The discriminant validity value or loading factor for each variable exhibits a stronger correlation with its associated variable than any other variable, as depicted in Table 5. This also holds for the indicators of each variable, showcasing the accuracy of placing indicators on their respective variables.

Additionally, the Herriott-Monotrait Ratio (HTMT) is a supplementary measurement metric. A concept is considered to have substantial discriminant validity when its HTMT value is at least 0.90 (Juliandi, 2018).

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Table 6. Heretroit-Monotoroit Ratio (HTMT)

	Innovative Work Behavior	Job Autonomy	Job Crafting
Innovative Work Behavior			
Job Autonomy	0.886		
Job Crafting	0.871	0.823	
Servant Leadership	0.864	0.810	0.809

The discriminant validity value, alternatively referred to as the Herriott-Monotrait Ratio (HTMT) for each variable, is under 0.90, as outlined in Table 6. This pattern holds for the indicators associated with each variable. This substantiates that the placement of indicators on their respective variables is fitting.

Table 7. Fornell-Larcker criteria

	Innovative Work Behavior	Job Autonomy	Job Crafting	Servant Leadership
Innovative Work Behavior	0.824			
Job Autonomy	0.891	0.772		
Job Crafting	0.892	0.816	0.759	
Servant Leadership	0.903	0.819	0.836	0.811

The results in Table 7 demonstrate that the discriminant validity value, evaluated through the Fornell-Larcker Criteria, manifests a more robust correlation with its corresponding variable than other variables. This observation applies similarly to the indicators linked to each variable. This underscores the precision with which indicators were positioned on each variable.

Inner Model Test

The metric assessing the overall adequacy of the structural model is the Goodness of Fit (GoF). This index serves as a comprehensive measure, evaluating the collective effectiveness of both the structural and measurement models. The computation of the GoF value involves multiplying the square root of the average value of the Average Communalities Index (AVE) by the square root of the model's R-value. The resultant GoF value is a numerical measure ranging from zero to one. It is categorized as small, moderate, or large, using the respective thresholds of 0.1, 0.25, and 0.36 (Hair, et al, 2014). A higher GoF score indicates a stronger correspondence between the model and the data. The computed results for the goodness of fit model are presented below:

Table 8. Average Communalities Index Results

Variables	AVE	R Square
Innovative Work Behavior	0.679	0.909
Job Autonomy	0.597	0.671
Job Crafting	0.576	0.699
Servant Leadership	0.658	
Average	0.628	0.760
GOF	0.691	

The data shown in Table 8 reveals that the average communalities mean is 0.628. Subsequently, this value is subjected to square root reduction after being multiplied by R2. The computed results show that the resulting GoF value is 0.691, surpassing the threshold

of 0.36. This classification characterizes it as a substantial Goodness of Fit (GoF), signifying that the model effectively and proficiently elucidates empirical data.

The proportion of variability in the dependent variable (endogenous) that the independent variables (exogenous) can be accounted for is represented by the coefficient of determination, R-square. This metric is valuable for gauging the effectiveness of the model. As per (Juliandi, 2018), an R-square value of 0.75 for endogenous latent variables indicates a robust model. A value of 0.50 corresponds to a moderate model, while 0.25 suggests a less effective model.

Derived through data processing using the smartPLS 4.0 application, the R-Square value is presented in the subsequent tables and figures:

Table 9. R-Square Test Results

	R Square	R Square Adjusted
Innovative Work Behavior	0.909	0.905
Job Autonomy	0.671	0.668
Job Crafting	0.699	0.695

Table 9 provides insightful findings highlighting a noteworthy impact of Job Crafting, Job Autonomy, Servant Leadership, and Innovative Work Behavior. The r-square value of 0.909 reveals that variations in Job Crafting, Job Autonomy, and Servant Leadership explain 90.9% of the variance in Innovative Work Behavior. This high explanatory power indicates the robustness of the model, leaving only 9.1% unaccounted for, presumably by other factors. Additionally, the r-square value of 0.671 indicates that 67.1% of the variability in Job Autonomy is elucidated by the variability in Servant Leadership, emphasizing a substantial correlation between the two variables and reinforcing the model's resilience. The remaining 32.1% of variation in Job Autonomy is influenced by factors beyond those related to servant leadership.

Further analysis reveals that Servant Leadership, as indicated by the r-square value of 0.699, accounts for 69.9% of the variance in Job Crafting. This substantial correlation implies a significant influence of Servant Leadership on Job Crafting, with the remaining 30.1% being attributable to other contributing factors.

The F-Square is a quantitative measure to evaluate the proportional impact of an exogenous factor on an endogenous factor. To draw meaningful conclusions, the criteria are established as follows: An F2 value of 0.02 signifies a negligible effect of exogenous variables on endogenous factors; 0.15 indicates a moderate to substantial effect of exogenous factors on endogenous factors; and 0.35 indicates a substantial to strong effect of exogenous factors on endogenous factors (Juliandi, 2018)—the data processing involved utilizing the smartPLS 4.0 application, leading to the computation of the F-Square value. The obtained value is presented in the subsequent tables.

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Table 10. F-Square value

	Innovative Work Behavior	Job Autonomy	Job Crafting
Innovative Work Behavior			
Job Autonomy	0.336		
Job Crafting	0.263		
Servant Leadership	0.361	2.043	2.320

Analyzing the data in Table 10 reveals nuanced insights into the impact of different factors. The F^2 value for the influence of servant leadership on innovative work behavior is 0.336, indicating a moderate effect, falling within the medium range. The impact of servant leadership on job autonomy, as denoted by an F^2 score of 0.263, is also categorized as moderate. Furthermore, the substantial influence of servant leadership on job crafting is underscored by an F^2 value of 0.361, signifying a substantial impact.

Notably, the impact of Job Autonomy on Innovative Work Behavior is marked by an F^2 value of 2.043, indicating a substantial influence. Additionally, the F^2 value 2.320 for the influence of Job Crafting on Innovative Work Behavior suggests a significant and strong impact. These findings provide a detailed understanding of the varying degrees of influence among the examined factors.

Hypothesis Testings

The assessment aims to determine the path coefficients linked to the structural model, evaluating each association's statistical significance and conducting hypothesis tests. The hypothesis testing carried out in this study distinguishes direct and indirect influences. The path coefficient diagram, illustrating the results of hypothesis testing for direct and indirect effects, can be examined through the smartPLS 4.0 application for data processing.

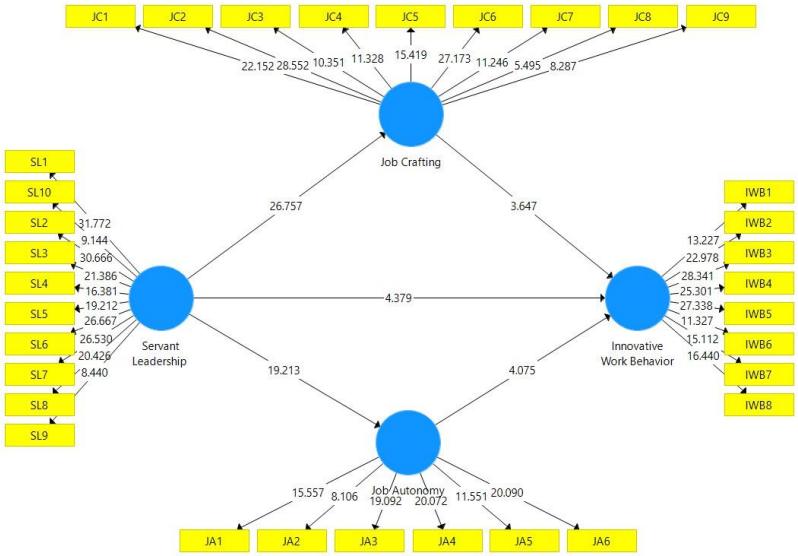

Figure 3. Path Coefficient

The table below presents the path coefficients, elucidating the outcomes of the hypothesis testing for direct effects.

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Table 10. Path Coefficient

Hypothesis	Path	Original Sample (O)	T Statistics	P Values	Decision
H1	Servant leadership -> Job Crafting	0.836	26.757	0.000	Accepted
H2	Servant Leadership -> Job Autonomy	0.819	19.213	0.000	Accepted
H3	Servant leadership -> Innovative Work Behavior	0.367	4.379	0.000	Accepted
H4	Job Crafting -> Innovative Work Behavior	0.311	3.647	0.000	Accepted
H5	Job Autonomy -> Innovative Work Behavior	0.336	4.075	0.000	Accepted

Table 10 encompasses the comprehensive findings derived from the Smart PLS analysis. The study's results reveal that servant leadership (t = 26.757, p = 0.000), job autonomy (t = 19.213, p = 000), and innovative work behavior (t = 4.379, p = 0.0030) significantly influence job crafting. Consequently, H1, H2, and H3 are deemed validated. Additionally, job design has a considerable and positive impact on creative work behavior (t = 3.647, p = 0.000). As a result, H4 is corroborated. The support for H5 is further reinforced by the observation that job autonomy significantly influences innovative work behavior (t = 4.075, p = 0.000).

The indirect effects hypothesis test results are outlined in the subsequent table below.

Table 11. Indirect Effects

Hypothesis	Path	Original Sample (O)	T Statistics	P Values	Decision
H6	Servant Leadership -> Job Crafting -> Innovative Work Behavior	0.260	3.669	0.000	Accepted
H7	Servant Leadership -> Job Autonomy -> Innovative Work Behavior	0.275	3.766	0.000	Accepted

The validation of H6 hinges on examining the mediation effect presented in Table 11, demonstrating the association between innovative work behavior and servant leadership, with job crafting as the mediator (t = 3.669, p = 0.000). Additionally, the support for H7 is grounded in that servant leadership significantly impacts innovative work behavior through job autonomy (t = 3.766, p = 0.000).

DISCUSSION

The Effect of Servant Leadership on Job Crafting

Through the analysis of hypothesis testing, it is clear that Servant Leadership exerts a robust and significant influence on job crafting. Consequently, increased servant leadership levels are directly associated with enhanced job crafting. Thus, the successful implementation of servant leadership leads to enhanced employee job crafting. The employer's workers have demonstrated increased confidence and actively contributed to improving the organization’s well-being. The favorable transformation might be ascribed to the assistance offered by their superiors. Job crafting, an active and self-initiated work activity, is frequently observed in employees who are influenced by a servant leader who adopts a caring approach. As a result, employees are more likely to engage in job-crafting

activities and experience happiness. According to this study's findings, leaders who prioritize their workers will significantly enhance employee participation in job redesign. The results of this study are consistent with other investigations carried out by (Bavik et al., 2017), (Khan et al., 2021), (Marri et al., 2021), and (Khan et al., 2022), demonstrating a favorable correlation between servant leadership and job crafting.

The Effect of Servant Leadership on Job Autonomy

Based on the results of the hypothesis testing research, it is evident that Servant Leadership has a substantial and statistically significant influence on job autonomy (t = 19.213, p = 0.000). When servant leadership is implemented effectively, employees experience higher job autonomy. Servant leadership fosters a work environment that offers employees stimulating chances for personal development and advancement, resulting in optimal productivity. As a result, when leaders place a high value on the welfare of their staff, it leads to a greater sense of independence for employees in handling their work. When challenged with something they are good at, they will experience pleasure and enjoyment and feel happy, strong, creative, and fulfilled. Will experience pleasure and enjoyment and feel happy, strong, creative, and fulfilled. Servant leadership is linked to flow in the workplace (Khan, et al., 2021). Being employee-centered, servants will endeavor to generate the right fit between the challenges for employees and the ability to ensure workplace flow (Khan et al., 2021). Thus, servant leadership will provide employees with challenging learning opportunities and growth, creating workplace flow. The studies conducted by (Cai et al., 2018), (Bou et al., 2021), (Luo & Zheng, 2018), and (Peachey et al., 2018) have provided evidence of the positive effects of servant leadership on job autonomy.

The Effect of Servant Leadership on Innovative Work Behavior

Based on the results of research that has been conducted at Sub Pelindo Multi Terminal Branch Belawan regarding the influence of Servant Leadership on Innovative work behavior, it is found that there is a positive and significant influence of Servant Leadership on Innovative work behavior (t = 4.379, p = 0.000). Consequently, the more effectively servant leadership is implemented, the higher the innovative work behavior employees exhibit. Leaders who exhibit wisdom, humility, openness, and fairness can establish values that consistently reflect these qualities. This can inspire subordinates to achieve high performance and positively influence the behavior of Sub Pelindo Multi Terminal Branch Belawan employees. This, in turn, encourages the formulation of creative ideas that pertain to change and innovation and the implementation of these ideas in daily work. According to the findings of this study, leaders who give importance to their staff will effectively contribute to implementing innovative work behavior. Research conducted by (Shailja et al., 2023), (Khan, Mubarik, & Islam, 2021), (Mahendri et al., 2022), and (Khan et al., 2022) shows that servant leadership has a positive effect on innovative work behavior.

The Effect of Job Crafting on Innovative Work Behavior

Based on the results of research conducted at Sub Pelindo Multi Terminal Branch Belawan regarding the effect of job crafting on innovative work behavior (t = 3.647, p = 0.000). Consequently, the higher the employee's job crafting, the more superior their inventive work behavior will be. According to the findings of this study, when employees are actively engaged in redesigning their work, it will enhance their ability to exhibit innovative work behavior. The perception of job crafting requires employees to psychologically create a new way for employees to continue their work to improve

employee performance by bringing up new ideas in their work. In addition to being a solution to innovation at work, job crafting can also trigger an increase in new features at work in terms of career advancement, income, and job resources (Hellgren, 2010). Research conducted by (Mansour et al., 2023), (Ok & Lim, 2022), (Bilal et al., 2019), and (Khan et al., 2022) show that job crafting has a positive effect on innovative work behavior.

The Effect of Job Autonomy on Innovative Work Behavior

Based on the results of research that has been conducted at Sub Pelindo Multi Terminal Branch Belawan regarding the influence of Innovative work behavior on job crafting, it is found that the existence of Innovative work behavior on job crafting is positive and significant with (t = 4.75, p = 0.000). Consequently, a higher degree of employee job autonomy leads to a more favorable outcome regarding the employee's innovative work behavior. This means that the job autonomy given to employees will affect the innovative work behavior of employees because, with the autonomy given, employees can find new things, emergence of new thoughts, and create and innovate to be applied and developed. Job autonomy allows employees to explore and implement various work techniques and methodologies. This enables students to explore concepts and further refine them by implementing them on a smaller scale. According to the findings of this study, granting employees autonomy in managing their jobs will enhance the implementation of creative work behavior. Research conducted by (Suhandiah et al., 2023), (Dara et al., 2022), (Hassi et al., 2022), and (Dixit & Upadhyay, 2021) showed that job autonomy has a positive effect on innovative work behavior.

The Effect of Servant Leadership on Innovative Work Behavior Mediated By Job Crafting

Based on research conducted at Sub Pelindo Multi Terminal Branch Belawan, Servant Leadership and employee job crafting through job crafting produces a positive and significant effect value (t = 3.669, p = 0.000). Thus, leaders who prioritize their employees and are supported by employee involvement in redesigning their work will contribute well to innovative work behavior. Employees strive to enhance their resources and face new challenges as they establish their positions. Employees who can make personal adjustments in their work experience greater enjoyment in their job. This, in turn, increases the possibility of engaging in psychological empowerment and work craft, which are extra-role behaviors. The citation for this information is (Khan, Mubarik, & Islam, 2021). Khan et al., (2022) contend that servant leadership can stimulate workcraft behavior by fostering pleasant emotions that enhance employees' cognitive processes for generating ideas. Therefore, servant leadership improves employees' ability to generate ideas by fostering pleasant emotions. However, servant leadership facilitates employees' pursuit of innovative work behaviors by fostering good emotions and providing resource-enhancing responsibilities. According to this description, the findings of this study are pertinent to the outcomes of research carried out (Khan, Mubarik, & Islam, 2021). Research conducted by (Khan, Mubarik, & Islam, 2021) and (Khan et al., 2022) showed that job crafting mediates the effect of servant leadership on innovative work behavior.

The Effect of Servant Leadership on Innovative Work Behavior Mediated By Job Autonomy

Based on research conducted at Sub Pelindo Multi Terminal Branch Belawan, Servant Leadership on Innovative work behavior through job autonomy produces a positive and significant effect value (t = 3.766, p = 0.000). Based on the results of this study, leaders who prioritize their employees and are supported by employee freedom in

managing their work will contribute to innovative work behavior. In the context of the integrated model, the relationship between servant leadership and innovative work behavior is influenced by meaningful work, but only when employees have a high level of job autonomy. This relationship is only held for employees with limited job autonomy. This discovery implies that more than a servant leadership style may be required for employees to have a sense of meaningful work and internal work motivation. Job autonomy is a crucial factor that enhances the positive results achieved by individuals. When employees are given highly independent jobs, servant leadership can provide additional advantages in improving their meaningful work and, consequently, their overall well-being. Employees with little autonomy are unlikely to engage in innovation, even if servant leaders exhibit positive behaviors that make their work feel meaningful. However, a high level of job autonomy is crucial in establishing a good correlation between servant leadership, meaningful work, and individual well-being. Research conducted by (Bou Reslan et al., 2021) shows that job autonomy mediates the effect of servant leadership on innovative work behavior.

Based on our findings, we discuss several managerial implications. First, the results suggest that servant leaders motivate subordinates to pursue meaningful work and innovative efforts; therefore, organizations should select managers with servant leadership skills. Alternatively, supervisors can learn how to develop coaching and serving skills to benefit employees' well-being, especially in their perception of meaningful work. In addition, organizations should adopt a servant leadership philosophy and set servant leadership requirements for managers to develop leaders with a "servant" orientation and mindset (e.g., emphasizing care for followers and prioritizing meaningfulness and innovation among employees). Second, given the importance of job crafting, diverse human resource management practices should be implemented to help improve job crafting. Specifically, by providing employees with job-relevant training programs and designing meaningful work, organizations can effectively strengthen employees' ability to find meaning in their work. Finally, given the critical role of autonomy, a desirable social environment is needed to reinforce the positive role of predictors of innovative work behavior.

CONCLUSION

Based on data analysis and discussion, servant leadership, job crafting, and job autonomy significantly affect innovative work behavior at Sub Pelindo Multi Terminal Branch Belawan. Servant Leadership significantly affects job crafting and autonomy at Sub Pelindo Multi Terminal Branch Belawan. Servant Leadership has a significant effect on innovative work behavior through job crafting. Furthermore, Servant Leadership significantly affects innovative work behavior through job autonomy at Sub Pelindo Multi Terminal Branch Belawan.

Possible suggestions include expanding the area of study objects to include other organizations involved in marketing or other sectors and increasing the sample size. In addition, the processing can utilize the SEM-Lisrel program to manipulate the data, enabling direct analysis depending on the indicators. Using a questionnaire as a research tool introduces the possibility of bias in respondents' survey completion, resulting in a discrepancy between the obtained data and the established field facts. This study has identified limitations and deficiencies upon a thorough investigation, meticulous analysis, and careful interpretation of the findings. These limitations arise from the fact that the study's population is drawn exclusively from a single company, thereby restricting the

applicability of the research findings to only that particular company. Using questionnaires as research instruments introduces the potential for bias in respondent completion, resulting in a discrepancy between the received data and the actual field facts.

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