

## **The Influence of Servant Leadership on Innovative Work Behavior in the Banking Services Sector: The Role of Work Engagement and Perceived Organizational Support**

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### *Abstract*

*The dynamic and competitive business environment requires the banking sector to continuously improve efficiency, service quality, and responsiveness to customer needs. In this highly regulated, compliance-driven context, employees' innovative work behavior (IWB) plays a critical role in sustaining organizational competitiveness and service excellence. This study examines the direct effects of servant leadership on innovative work behavior in the banking sector, while also considering the roles of perceived organizational support (POS) and work engagement as explanatory variables. A quantitative research approach was employed, with data collected through an online survey conducted in April 2025 involving 181 permanent and contract employees at staff and officer levels in the Indonesian banking sector. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results indicate that servant leadership has a positive and significant effect on both work engagement and perceived organizational support. Work engagement, in turn, shows a positive and significant effect on innovative work behavior. However, the direct effects of POS on work engagement and servant leadership on IWB, although positive, are not statistically significant. The results indicate that servant leadership has a positive and significant effect on both work engagement and perceived organizational support. Work engagement, in turn, shows a positive and significant effect on innovative work behavior. However, the direct effects of perceived organizational support on work engagement and servant leadership on innovative work behavior, although positive, are not statistically significant.*

*Keywords: servant leadership, work engagement, perceived organizational support, innovative work behavior.*

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## **1. INTRODUCTION**

Amid dynamic and competitive business environment changes, the banking sector requires adaptive, innovative human resources to drive operational effectiveness, service quality, and speed in meeting customer needs. In this situation, employees' innovative work behavior becomes a key factor supporting organizational success and sustainability (Muchiri et al., 2020). Innovative work behavior plays an important role in creating a dynamic and adaptive work culture, enabling employees to identify new opportunities, develop improvement concepts, and realize creative ideas (Puspita & Najmudin, 2021; Dahiya & Raghuvanshi, 2022; Ergun et al., 2025). Therefore, employees need to collaborate, share knowledge, and build independent thinking skills by exploring information from various sources to broaden their perspectives (Chaiyapruksayanonde & Ponchaitiwat, 2025). Implementing ideas in innovative work behavior requires support from various parties or stakeholders, and leaders with a servant-leadership style can act as facilitators to ensure the process runs effectively (Khan et al., 2022).

The implementation of innovation in the workplace requires support from various parties, including unit leaders who serve as facilitators. The servant leadership style encourages employees to be innovative, actively participate in self-development and team development, and create a psychologically conducive work environment for the team (Handayani et al., 2025; Krupah, 2022; Al-Asadi et al., 2019; Utami & Ardiyanti, 2023; Jonker & Dube, 2025). This servant leadership also contributes to strengthening perceived organizational support and enhancing employees' intrinsic motivation to generate new ideas and innovative approaches in their work (Xiao et al., 2025; Saleh et al., 2025; Lamprinou et al., 2021; DeConinck, 2017).

Organizational consistency in providing support not only fosters work enthusiasm and trust in the organization but also enhances loyalty and encourages positive employee contributions (Aprilani et al., 2021). A tangible form of perceived organizational support is work engagement, which promotes employee focus and commitment to their work, creating an active and creative work environment that benefits both employees and the organization (Merdiaty, 2024; Bakker et al., 2008; Srirahayu et al., 2023; Narotama & Sudewi, 2023; Harunavamwe & Kanengoni, 2023; Rahmayani & Wikaningrum, 2022).

Previous research indicates that servant leadership can enhance work engagement by strengthening employees' psychological resources and perceived organizational support, as well as improving innovative work behavior, although most studies have been conducted in non-banking or technology-based organizations (Cai et al., 2024; Ekmekcioglu & Öner, 2024). In the banking sector, innovative work behavior plays a critical role despite strict regulations and formalized procedures, as employees are required to continuously improve service quality, operational efficiency, and compliance-related processes. Unlike radical innovation, innovative work behavior in banking is often expressed through incremental improvements, problem-solving initiatives, and adaptive work practices within regulatory boundaries.

Although numerous studies have examined servant leadership, perceived organizational support, work engagement, and innovative work behavior, empirical evidence remains largely concentrated in non-banking or technology-based contexts that tend to assume flexible work environments. This perspective is less reflective of

the banking sector, which is characterized by strict regulations, formalized procedures, hierarchical structures, and high compliance demands. Within such settings, innovative work behavior primarily manifests as incremental process improvements, adaptive problem-solving, and service refinements conducted within regulatory boundaries. While perceived organizational support and work engagement are often treated as mediating variables in prior research, their roles as direct explanatory factors of innovative work behavior in the banking sector remain underexplored. Therefore, this study examines the direct effects of servant leadership, perceived organizational support, and work engagement on innovative work behavior in the banking services context, providing a more context-sensitive understanding of employee innovation in highly regulated environments.

Given the unique characteristics of the banking sector, including rigid organizational structures, strong regulatory pressures, formalized work cultures, and distinct supervisor–subordinate relationship dynamics, innovation in this context is not expressed through radical change but rather through employees' ability to improve processes, adapt work practices, and solve problems within regulatory boundaries. Although the banking industry operates under strict procedural and compliance requirements, these conditions do not eliminate the need for innovation; instead, they reshape the nature of innovative work behavior. Accordingly, this study contextualizes the constructs of servant leadership, perceived organizational support, work engagement, and innovative work behavior to the financial services context, where employee innovation is both constrained and highly dependent on supportive leadership and organizational environments. Unlike prior studies that emphasize mediation mechanisms, this research directly examines the influence of these variables on innovative work behavior using measurements relevant to the banking sector.

Hence, this study aims to investigate how servant leadership and perceived organizational support influence work engagement and innovative work behavior in banking services, with the expectation of providing strategic insights for fostering service-oriented leadership and sustainable employee innovation.

## **2. LITERATURE REVIEW**

### **2.1. Theoretical Foundation**

This study is grounded in the Job Demands–Resources (JD-R) model, which explains how job resources function as key motivational drivers that enhance work engagement and positive work outcomes in demanding work environments (Bakker & Demerouti, 2007). Within this framework, servant leadership and perceived organizational support are conceptualized as important job resources that help employees cope with high job demands, stimulate motivation, and foster personal development. These resources activate a motivational process that increases work engagement, which, in turn, encourages positive behavioral outcomes, such as innovative work behavior. Given the highly regulated, compliance-driven nature of the banking sector, the JD-R model provides a coherent theoretical foundation for understanding how leadership practices and perceived organizational support contribute to employee engagement and innovation.

## 2.2. Innovative Work Behavior

Janssen (2020) defines innovative work behavior as a sequence of activities aimed at creating new solutions that benefit organizational performance and support employee well-being. Conceptually, innovative work behavior emerges from the processes of exploring, applying, and implementing new ideas, which manifest in various forms such as processes, methods, procedures, and products (Sitompul et al., 2024). In organizational settings, innovative work behavior is the process of creating, developing, and executing creative concepts, products, and services within the job (Behera et al., 2024). As the concept evolves, Khan et al. (2022) describe innovative work behavior as a broader and constructive form of creativity that presents both benefits and challenges for organizations. This view is reinforced by Adekanmbi & Ukpere (2023), who consider innovative work behavior a crucial aspect of organizational behavior as it reflects employees' ability to contribute through creative and original activities. Lawande (2023) also emphasizes that this behavior includes the ability to recognize and apply new methods to achieve specific goals through innovative and applicable approaches.

According to De Jong & Den Hartog (2010), innovative work behavior can be recognized by four key indicators: exploring, generating, advocating, and putting ideas into action. This behavior is a gradual process that begins with the phases of exploration and generation, representing creativity in formulating new solutions, followed by the phases of championing and implementation, which reflect innovation through efforts to influence and apply ideas in the workplace (Shahid et al., 2022). However, not all jobs provide sufficient space for employees to express innovative work behavior. Hay Group (2014) highlights that highly technical and procedural jobs may limit flexibility and reduce the drive to explore and directly apply new ideas.

## 2.3. Servant Leadership

Leadership serves as a strategic tool for organizations to achieve goals through collaboration, coordination, and effective resource management (Calvert, 1992). In the context of servant leadership, the term *servant* describes an individual who is naturally driven to serve first, and this motivation becomes the foundation of their leadership actions, with a primary focus on the needs, growth, and well-being of the people they serve (Greenleaf, 2007). The core principle of servant leadership is to optimize followers' potential by directly communicating to understand their skills, needs, and personal goals within the organization (Liden et al., 2008). This leadership style is also characterized by its ability to address ethical issues, improve customer service, and encourage employee engagement in achieving organizational goals (Carter & Baghurst, 2014).

Eva et al. (2019) emphasized that servant leadership is a follower-oriented leadership style in which leaders prioritize the needs and interests of individuals and shift their focus from personal gain to concern for organizational members and the wider community. Unlike traditional leadership, servant leadership is grounded in humanistic values, ethics, and the spirit of serving others (Bavik et al., 2020), while fostering a work environment that supports employee growth, encourages initiative, and instills moral responsibility as the core of leadership (Mesfin, 2023).

According to Liden et al. (2008), servant leadership consists of six indicators: emotional support, contribution to the community, promoting subordinates'

independence and self-confidence, supporting subordinates' development and success, prioritizing subordinates' interests, and behaving ethically. The implementation of these indicators plays a vital role in achieving organizational goals comprehensively and serves as a strategic tool for shaping employees' ethical behavior (Franco & Antunes, 2020).

## **2.4. Work Engagement**

Work engagement is a fundamental component in the Job Demands-Resources (JD-R) Model introduced by Bakker et al. (2008). Conceptually, work engagement refers to a positive psychological state and an emotional connection to one's work (Jonsdottir & Kristinsson, 2020). Over time, work engagement has come to be seen as a motivational aspect that plays a critical role in driving various positive outcomes within organizations (Harunavamwe & Kanengoni, 2023).

Bakker et al. (2008) further define work engagement as comprising three key components: vigour, dedication, and absorption. Vigour involves having strong energy and mental stamina to carry out tasks and consistently putting in effort despite obstacles. Dedication represents a strong emotional connection to one's work, characterized by feelings of purpose, enthusiasm, inspiration, pride, and readiness to face challenges. Absorption refers to a deep focus and full involvement in work, in which individuals become so engrossed that they lose awareness of time and find it hard to step back from their tasks.

These three indicators represent holistic engagement physically, emotionally, and cognitively in fulfilling one's work role. Implementing these dimensions of work engagement contributes positively to organizational performance, while low levels of engagement may lead to reduced productivity and increased turnover (Merdiaty, 2024).

## **2.5. Perceived Organizational Support**

Eisenberger et al. (1986) introduced the concept of Perceived Organizational Support (POS), which refers to employees' perceptions regarding the extent to which the organization values their contributions, shows concern for their well-being, and ensures fair treatment. Perceived organizational support is influenced by how organizations treat their employees (Eisenberger et al., 1986). Prasetyo et al. (2022) highlight that perceived organizational support represents a form of positive treatment that affects how individuals perceive themselves within the organizational context.

This concept consists of three key elements: a supportive work environment that recognizes and rewards employees, a sense of fairness in every interaction with organizational representatives, and support from managers and leaders in carrying out tasks (Arabia, 2023). These three elements contribute to creating a positive work climate, strengthening employee loyalty, and enhancing performance (Shetty et al., 2022).

## **2.6. Hypothesis Development**

According to Udin et al. (2024), servant leadership empowers employees by strengthening their roles and responsibilities and supporting individual growth and

development. This service-oriented leadership focuses on employees and has been shown to significantly enhance work engagement (Khan et al., 2021; Putra et al., 2023). Furthermore, servant leadership has a long-term positive impact by fostering a conducive work environment for employee growth, ultimately leading to increased work engagement (Rahal & Farmanesh, 2022). This is supported by previous studies showing that servant leadership is positively associated with work engagement (Febrianti & Yulian, 2022; Al-Azab & Al-Romeedy, 2024). Based on the explanation above, the author proposes the following hypothesis:

**H1:** Servant leadership (SL) has a positive effect on work engagement (WE).

Leaders who practice servant leadership principles are essential for fostering a supportive work environment, which, in turn, improves employees' perceived organizational support (Shetty et al., 2022). Likewise, Baykal & Zehir (2019) and Wijaya et al. (2024) have noted that servant leadership helps boost perceived organizational support. Additionally, earlier research suggests a positive relationship between servant leadership and perceived organizational support. Previous studies also indicate that servant leadership is positively associated with perceived organizational support (Lamprinou et al., 2021; DeConinck, 2017). Based on this explanation, the following hypothesis is proposed:

**H2:** Servant leadership (SL) has a positive effect on perceived organizational support (POS).

Well-structured perceived organizational support is essential for increasing work engagement (Park & Kim, 2024). Employees who feel supported by their organization tend to exhibit greater work engagement, which in turn contributes to enhanced overall performance (Rahmadani et al., 2024). This finding is supported by studies conducted by Sitorus et al. (2021) and Jankelová et al. (2021), which show that perceived organizational support significantly influences work engagement. Previous studies have also identified a positive correlation between perceived organizational support and levels of work engagement (Harunavamwe & Kanengoni, 2023; Mahmood et al., 2024; Rahmayani & Wikaningrum, 2022; Baset & Karim, 2020). Based on this explanation, the following hypothesis is proposed:

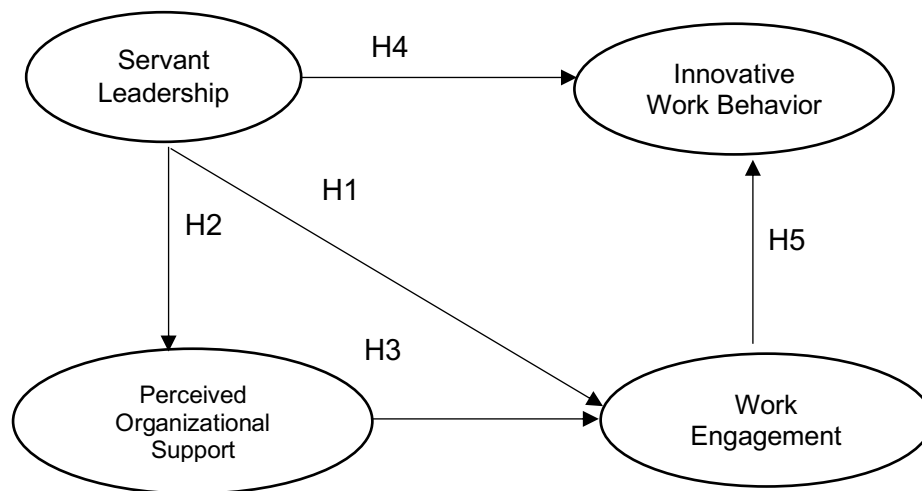
**H3:** Perceived organizational support (POS) has a positive relationship with work engagement (WE).

Khan et al. (2022) found that servant leadership influences innovative work behavior by developing employees' capabilities, providing continuous support, and emphasizing community-oriented values. These elements help activate cognitive and socio-political mechanisms that promote innovation within the work environment. Additionally, the servant leadership approach fosters innovation by creating a work environment that provides emotional support, motivating employees to generate new ideas and actively contributes to organizational change (Limbong & Saragih, 2023). Hence, the implementation of servant leadership principles is essential in encouraging innovative work behavior among employees (Alajhar & Salam, 2022). Several studies have shown a positive relationship between servant leadership and innovative work behavior (Rasheed et al., 2016; Edyawati & Desiana, 2024; Khan et al., 2024; Shailja et al., 2023). Based on this explanation, the following hypothesis is proposed:

**H4:** Servant leadership (SL) has a positive relationship with innovative work behavior (IWB).

Work engagement is essential for motivating employees to fully engage in their tasks with energy, commitment, and deep concentration (Schaufeli et al., 2006). From a social psychology perspective, work engagement is influenced not only by individual factors but also by social processes such as peer influence and positive leadership (Bakker, 2022). High levels of work engagement encourage employees to show greater commitment and effort in contributing to the organization through improved performance, operational efficiency, and innovative behavior that adds value to customer service (Sari et al., 2021). Studies by Uppathampracha (2022), Pinela et al. (2022), and AlShamsi et al. (2023) confirm that work engagement is positively related to innovative work behavior.

**H5:** Work engagement (WE) has a positive relationship with innovative work behavior (IWB).



**Figure 1.** Research Framework

Source: Author (2025).

Although prior studies often treat perceived organizational support and work engagement as mediating variables, this study adopts a path analysis approach to examine their direct effects. Given the highly regulated and compliance-driven nature of the banking sector, leadership practices and organizational conditions are expected to influence innovative work behavior directly rather than through sequential mediation. Accordingly, perceived organizational support and work engagement are modeled as direct explanatory variables in the structural framework.

### 3. METHODOLOGY

In this research, data were gathered by distributing online questionnaires to both permanent and contract employees in the banking service sector, who were stationed at either the Head Office or Branch Offices located in major cities like Medan, Jakarta, Denpasar, Banjarmasin, and Makassar. The participants included

individuals from staff to supervisor positions (lower management level). Data collection from respondents took place in April 2025.

### 3.1. Sampling

The sample selection was carried out using the purposive sampling method, in which respondents were chosen based on predetermined criteria. The sample in this study consisted of permanent and contract employees working in the banking sector with a minimum tenure of two (2) years. The determination of the sample size was based on the number of indicator items, which totaled 26 questions, multiplied by 5 in accordance with the minimum requirement suggested by Fan et al. (2016). Therefore, the minimum number of respondents required was 130.

### 3.2. Data Collection

This study utilizes quantitative research design with a survey method, collecting data through online questionnaires administered using Google Forms. A total of 181 valid responses were obtained and included in the analysis. This number exceeds the minimum sample size requirement, indicating that the collected data was sufficient for subsequent statistical analysis.

### 3.3. Measures

All items were measured on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The measurement instruments were adapted from established studies to ensure content validity and relevance to the research context. Servant Leadership was measured using 7 items adapted from Nazir et al. (2022), which describe supervisors' behaviors in supporting, understanding, and serving the needs of their teams (e.g., "My leader makes my career development a priority"). The Perceived Organizational Support variable is measured using 6 questions modified from (Makumbe, 2025), which capture the degree to which employees perceive that the organization appreciates their efforts and is concerned about their well-being (e.g., "This organisation values my contributions to its well-being"). Work Engagement variable is measured using 7 questions adopted from Ly (2024) representing employees' levels of energy, enthusiasm, and involvement in daily work (e.g., "To me, my job is challenging"). The Innovative Work Behavior variable is measured using 6 questions modified from Tri et al. (2019), describing employees' behaviors in generating, promoting, and implementing new ideas in the work context (e.g., "I often create new ideas for difficult issues").

### 3.4. Analysis Procedure

The data analysis used Structural Equation Modeling (SEM), conducted via SmartPLS 4.1. Prior to structural analysis, a pretest using SPSS (KMO and MSA) was carried out to ensure data suitability for factor analysis. Validity and reliability were assessed through outer model analysis, including convergent validity (outer loading  $\geq 0.7$ , AVE  $\geq 0.5$ ), discriminant validity (cross-loading and Fornell-Larcker criteria), and reliability (CR and CA  $\geq 0.7$ ). Hypothesis testing involved inner model analysis ( $R^2$ ,  $Q^2$ ,  $f^2$ , path coefficients, and bootstrapping). A hypothesis is supported if  $t \geq 1.96$  and  $p \leq 0.05$ .

## 4. RESULT AND DISCUSSION

### 4.1. Reliability & Validity Test

Reliability and validity were evaluated using outer loadings, Cronbach's Alpha, and Composite Reliability measures. As reported in Table 1, all constructs exhibit Cronbach's Alpha and Composite Reliability values above the recommended threshold of 0.70, indicating satisfactory internal consistency and reliable construct measurement. Convergent validity was assessed using the Average Variance Extracted (AVE) criterion, and the results show that all AVE values exceed the minimum threshold of 0.50, suggesting that each construct explains more than half of the variance of its observed indicators.

**Table 1.** Results of Validity and Reliability Testing

Variable		<i>Outer Loading</i>	<i>Average Variance Extracted (AVE)</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
POS	POS1	0.832	0.655	0.893	0.919
	POS2	0.831			
	POS3	0.853			
	POS4	0.844			
	POS5	0.832			
	POS6	0.645			
IWB	IWB1	0.808	0.614	0.874	0.905
	IWB2	0.733			
	IWB3	0.777			
	IWB4	0.806			
	IWB5	0.763			
	IWB6	0.813			
SL	SL1	0.751	0.665	0.916	0.933
	SL2	0.845			
	SL3	0.862			
	SL4	0.852			
	SL5	0.751			
	SL6	0.832			
	SL7	0.809			
WE	WE1	0.716	0.521	0.818	0.867
	WE2	0.711			
	WE3	0.730			
	WE5	0.671			
	WE6	0.773			
	WE7	0.727			

Source: Primary data processed (2025).

### 4.2. Discriminant Validity

Discriminant validity can be assessed using the Fornell-Larcker Criterion, where a construct is considered to have adequate discriminant validity if the square root of the AVE (Average Variance Extracted) is higher than its correlations with other constructs. Table 2 displays the discriminant validity results based on the Fornell-Larcker criterion.

**Table 2.** Fornell-Larcker Criterion

Variable		Perceived Organizational Support	Innovative Work Behavior	Servant Leadership	Work Engagement
Perceived Organizational Support		<b>0.809</b>			
Innovative Work Behavior		0.261	<b>0.784</b>		
Servant Leadership		0.576	0.349	<b>0.816</b>	
Work Engagement		0.322	0.597	0.412	<b>0.722</b>

Source: Primary data processed (2025).

Based on the analysis results presented in Table 2, it is known that the correlation value (square root of AVE) for Perceived Organizational Support is 0.809, which is higher than its correlations with other variables. Innovative Work Behavior has a value of 0.784, where this correlation is higher than with the other variables. The correlation value for Servant Leadership is 0.816, which is greater than its correlations with the other variables. Lastly, the correlation value for Work Engagement is 0.722, which is also higher than its correlations with the other variables.

### 4.3. Variance Inflating Factor

Multicollinearity is assessed using the inner Variance Inflation Factor (VIF), where values < 5 indicate that the regression model does not suffer from multicollinearity. The results are presented in Table 3.

**Table 3.** Variance Inflating Factor

Structural Relationship	VIF
Perceived Organizational Support → Work Engagement	1.497
Servant Leadership → Perceived Organizational Support	1.000
Servant Leadership → Innovative Work Behavior	1.204
Servant Leadership → Work Engagement	1.497
Work Engagement → Innovative Work Behavior	1.204

Source: Primary data processed (2025).

Potential multicollinearity among latent constructs in the structural model was evaluated using the inner Variance Inflation Factor (VIF). The results presented in Table 3 indicate that all VIF values are below the recommended cutoff value of 5. Referring to Hair et al. (2022), this suggests that multicollinearity does not pose a problem in the model. Accordingly, the structural relationships and path coefficient estimates can be interpreted with confidence.

### 4.5. Inner Model Assessment

The structural (inner) model was examined to assess the relationships among the constructs. One step in evaluating the model involves determining the extent to which the proposed model explains the variation observed in the data. To assess the model's goodness of fit, several fit indices were considered, including the Standardized Root Mean Square Residual (SRMR), which reflects the average discrepancy between the observed correlations and those predicted by the model.

In this study, the SRMR value obtained is 0.085, which falls below the recommended threshold of 0.10, indicating an adequate level of model fit Hair et al., 2021; Hu & Bentler, 1999). In addition, the Normed Fit Index (NFI) was also evaluated, yielding a value of 0.746, where higher values indicate better model fit (Bayne et al., 2016). Overall, these results suggest that the proposed structural model demonstrates an acceptable fit to the empirical data.

To assess the relationships among constructs, a structural test analysis was conducted, which produced R-Square values for each equation (Hair et al., 2021). The R-Square values range from 0 to 1, where higher values indicate stronger relationships (Cui et al., 2023). The purpose of the R-Square value is to measure the proportion of variance in the dependent construct explained by the independent constructs in the model, thereby assessing the predictive strength and effectiveness of the model in explaining the variability of the variables under study.

#### 4.6. Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping technique in SmartPLS, where path coefficients, t-statistics, and p-values were calculated to examine the significance of relationships among constructs.

**Table 4.** Hypothesis Testing Result

Hip.	Hypothesis	Original Sample (O)	T values	P values	Decision
H1	Servant leadership has a positive effect on work engagement	0.339	3.139	0.002	Supported
H2	Servant leadership has a positive effect on perceived organizational support	0.576	10.181	0.000	Supported
H3	Perceived organizational support has a positive effect on work engagement	0.127	1.048	0.295	Not Supported
H4	Servant leadership has a positive effect on innovative work behavior.	0.124	1.692	0.091	Not Supported
H5	Work engagement has a positive effect on innovative work behavior	0.546	9.192	0.000	Supported

Source: Primary data processed (2025).

Hypothesis testing was conducted using T-values as the basis for measurement, with a threshold value of 1.96. If the result exceeds this threshold, it indicates an effect between the tested variables; however, if the result is below the threshold, there is no significant effect between the tested variables. The test results show that three hypotheses (H1, H2, and H5) meet the significance criteria and are supported by the data, as their t-values are above 1.96 and p-values are below 0.05.

Meanwhile, the hypothesis for H3 does not meet the significance criteria, with a t-value of 1.048 and a p-value of 0.295; thus, it is not supported by the data. As for hypothesis H4, which examines the influence of Servant Leadership on Innovative Work Behavior, it shows a t-value of 1.692 and a p-value of 0.091, which also does not reach the required level of significance.

## **4.7. Discussion**

### **4.7.1. Servant leadership has a positive effect on work engagement**

This study found a significant relationship between servant leadership and work engagement. Employees who feel supported in communicating work challenges and encouraged to make a positive impact on customers and the community demonstrate higher psychological engagement. Maintaining focus at work and feeling secure as a result of servant leadership in the banking sector—which is full of pressure to comply with regulations and meet targets—builds trust and humane working relationships, thereby increasing work engagement. Thus, servant leadership not only strengthens supervisor-subordinate relationships but also fosters psychological commitment that enhances individual and team performance. These findings align with previous research highlighting the effectiveness of servant leadership in creating psychologically supportive work environments (Febrianti & Yulian, 2022; Al-Azab & Al-Romeedy, 2024).

### **4.7.2. Servant leadership has a positive effect on perceived organizational support**

This study found a positive influence between Servant Leadership and Perceived Organizational Support. Employees who feel comfortable sharing work challenges with their leaders and are encouraged to create positive impacts for customers and society tend to perceive that the organization values their contributions and cares for their well-being. Such support fosters more humanistic work relationships, enhances security, and strengthens motivation in facing regulatory pressures and high targets typical in the banking sector. Thus, servant leadership not only strengthens leader-subordinate relationships but also increases perceptions of perceived organizational support, making employees feel more valued and motivated to contribute optimally. These findings align with previous studies showing a positive relationship between servant leadership and perceived organizational support (Lamprinou et al., 2021; DeConinck, 2017).

### **4.7.3. Perceived organizational support does not have a significant effect on work engagement**

This study found that perceived organizational support does not have a statistically significant effect on employee work engagement ( $\beta = 0.127$ ,  $p = 0.295$ ), although the relationship shows a positive direction. This result contrasts with previous studies (Harunavamwe & Kanengoni, 2023; Rahmayani & Wikaningrum, 2022; Baset & Karim, 2020), which emphasized the important role of perceived organizational support in enhancing work engagement. In the banking context, organizational attention and policies may not be sufficient to enhance engagement, as employees tend to place greater value on personal factors such as direct support from leaders, recognition, and appreciation. This indicates that the effect of perceived organizational support on work engagement is largely shaped by employees' perceptions and lived experiences of such support. In line with Social Exchange Theory (Cook et al., 2013), reciprocal engagement tends to arise only when perceived organizational support is perceived as authentic and emotionally meaningful; in the absence of such perceptions, employee work engagement may not be enhanced.

#### **4.7.4. Servant leadership does not have a significant effect on innovative work behavior.**

This study finds that servant leadership shows a positive but statistically nonsignificant effect on innovative work behavior ( $\beta = 0.124$ ,  $p = 0.091$ ). Although servant leaders feel comfortable expressing work-related challenges and are encouraged to create a positive impact, such conditions do not automatically lead to the generation or evaluation of innovative ideas. This situation can be explained by the highly regulated and procedural nature of the banking sector, which is strongly influenced by compliance requirements and performance targets, thereby directing employees' attention more toward rule adherence than initiative. Consequently, servant leadership may strengthen the superior-subordinate relationship; however, its direct effect on innovative work behavior remains limited within such procedural environments. These findings differ from previous studies (Edyawati & Desiana, 2024; Khan et al., 2024; Shailja et al., 2023) and support the argument of Rasheed et al. (2016), who suggest that the influence of servant leadership on innovative behavior generally occurs through mediating variables.

#### **4.7.5. Work engagement has a positive effect on innovative work behavior**

The study found that work engagement has a positive and significant effect on innovative work behavior. The higher the employees' psychological attachment to their work, the more likely they are to generate new ideas, evaluate the benefits of innovations, and maintain long-term focus and dedication. In the highly regulated and target-driven banking sector, work engagement encourages employees not only to complete routine tasks but also to seek more effective and efficient ways of working, fostering a culture of innovation. These findings support previous studies (Uppathampracha, 2022; Pinela et al., 2022; AlShamsi et al., 2023), which highlight the crucial role of work engagement in generating new ideas and actively participating in work process innovation.

## **5. CONCLUSION**

The series of findings in this study leads to several key conclusions. First, Servant Leadership positively influences Work Engagement and Perceived Organizational Support but does not have a positive effect on Innovative Work Behavior, whereas Work Engagement has a positive and significant effect on Innovative Work Behavior. This study confirms that a service-oriented leadership style (servant leadership) plays a role in creating a supportive environment, thereby strengthening employees' perceptions of perceived organizational support. These perceptions enhance work engagement and stimulate the emergence of innovative work behavior, enabling employees to generate or implement new ideas in their tasks, ultimately supporting the sustainability and competitiveness of the banking sector.

Limitations: This study has several limitations that can serve as references for future research. First, it focuses on the banking services sector with data collected through questionnaires based on employees' subjective perceptions, which may introduce bias in the assessment. Second, the research model does not explore other

variables that could influence work engagement and innovative work behavior, such as subjective well-being, affective commitment, or job satisfaction, which could provide a more comprehensive psychological perspective.

Future research is recommended to expand to other sectors, such as education, healthcare, or logistics, to examine whether the relationships observed in the banking sector apply elsewhere or vary depending on the industry and work conditions. A triangulation approach could also be used, incorporating evaluations from direct supervisors to increase objectivity and reduce reliance solely on employee perceptions. Additionally, expanding the research model by exploring mediating factors and adding psychological variables could deepen understanding of the mechanisms that drive innovative work behavior in dynamic work environments.

Based on the findings, strategic steps for the banking sector include: One, implementing a Leader as a Coach program so that unit leaders can act as coaches, providing personal support and helping employees address work challenges. Leaders can also establish workload monitoring systems to maintain balanced work rhythms and help employees sustain focus and time management. Two, developing performance and innovation-based reward systems, such as innovation awards integrated with career development plans. Three, organizing mini-innovation sprints in each work unit to generate new ideas relevant to challenges in the banking services sector, and establishing mechanisms for evaluating the benefits of these ideas through cross-functional forums to assess effectiveness, provide feedback, and integrate them into services, products, or business processes.

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