

The influence of empowering leadership on innovative behavior: through motivation, self-efficacy, and work engagement

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ARTICLE INFO

Article history:

Received Nov 15, 2023

Revised Nov 26, 2023

Accepted Dec 02, 2023

Keywords:

Innovative Behavior;

Empowering Leadership;

Motivation;

Self-Efficacy;

Work Engagement.

ABSTRACT

This research aims to examine the influence of empowering leadership, motivation, self-efficacy, and work engagement on innovative behavior in the Ministry of Youth and Sports of the Republic of Indonesia. This is a quantitative study employing an analysis method called SEM Analysis. The sample for this study consisted of 290 personnel from the Republic of Indonesia's Ministry of Youth and Sports. Only empowering leadership and self-efficacy have a substantial influence on innovative behavior, according to the findings of this study. Meanwhile, this study shows that motivation and work engagement have no effect on innovative behavior. Motivating, self-efficacy, and work engagement can all be influenced by empowered leadership.

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1. INTRODUCTION

Based on data on the achievements of the Bureaucratic Reform Index in the Ministry of Youth and Sports, there is a gap between expectations and factual conditions in the field. It can be seen that the value of the Bureaucratic Reform index in the Ministry of Youth and Sports over the past 6 (six) years has not increased significantly and is not in line with expectations, the last year being 2021 when it obtained category B with a score of 69.77 and a Fairly Good predicate with the interpretation that the implementation of Bureaucratic Reform is still formal in nature and has not been able to substantially encourage improvements in organizational performance. Ideally, the Bureaucratic Reform index score should be in the AA category with a score of > 90 – 100 and a Special predicate. Based on this data, researchers see that the cause of the lack of increase in the Bureaucratic Reform index value in the Ministry of Youth and Sports is due to the innovative behavior of employees. Innovative behavior in the area of bureaucratic reform change is included in the change management category.

Innovative behavior is employee behavior that always introduces and/or applies new ideas, processes, products, or procedures that are relevant and useful in their role as individuals, groups or organizations (De Spiegelaere et al., 2015). Innovative behavior is known as the process of providing new ideas to solve problems in organizational practices (Nazir et al., 2019). Perilaku inovasi bukan hanya berkaitan dengan inovasi produk, tetapi proses, dan mindset untuk berfikir kreatif (Bongso et al., 2020). Meanwhile, according to (Pradana & Suhariadi, 2020) innovative behavior is the behavior of employees/employees to develop and improve performance by

creating, introducing and implementing new ideas within the scope of work that can provide benefits for employees/employees and the company. Several factors that can cause innovative work behavior are empowering leadership, motivation, self-efficacy, and work engagement.

Several previous studies examined efforts to increase innovative behavior. However, there has been no research that uses the same variables as this research (motivation, self-efficacy, and work engagement towards innovative behavior). Based on research results, it explains that empowering leadership directly and positively causes innovative work behavior in subordinates (Yulita et al., 2022). The results of research conducted by (Kusairi, 2022) show that there is a significant positive influence of empowering leadership on innovative work behavior, which means that the higher the empowering leadership, the higher the innovative work behavior of employees will be. Apart from empowering leadership, another factor that influences innovative behavior is motivation. Motivation according to (Wibowo, 2013) is an urge to act on a series of human behavioral processes by considering direction, intensity and persistence in achieving goals. Motivation is one of the important variables that companies need for employees (Bongso & Napitupulu, 2013). Motivation is important in forming innovative employee behavior, according to (Armstrong & Taylor, 2014) motivation is the strength and direction of behavior as well as the factors that influence people to behave in a certain way.

Self-efficacy is one of the important variables that influences employee innovative behavior. According to (Yapono, 2013) self-efficacy is an individual's belief regarding his or her ability to take action in a task, overcome the obstacles faced, and take the necessary actions in a particular situation. People who have high levels of self-efficacy tend to be confident in their ability to complete challenging tasks (Black et al., 2019). Work engagement is one of the important variables that can influence innovative behavior. Work engagement is defined as a positive, satisfying, work-related state of mind characterized by enthusiasm, dedication, and absorption (Tian et al., 2019). Research shows that work engagement has a significant effect on innovative work behavior. The research explains that the level of employee dedication to work can be seen from the work that challenges employees and employees feel proud of the work they do (Ranihusna et al., 2021). Therefore, organizations need to create employee involvement through challenging work by giving new tasks to employees or according to the challenges desired by employees.

2. RESEARCH METHOD

The type of research used in this research is a quantitative approach. This research uses a survey/questionnaire method which is distributed to respondents online using the Google Form tool, with Structural Equation Modeling (SEM) analysis techniques using the Analysis Moment of Structural (AMOS) statistical application. The population in this study was 1,051 Civil Servants (PNS) at the Ministry of Youth and Sports (Kemenpora) of the Republic of Indonesia. So with the Slovin formula (5% error rate), a sample of 290 employees was obtained.

Table 1. Operational Variables

Variabel	Indicator	Source
Empowering Leadership	helps me understand how my objectives and goals relate to that of the company.	(Zhang & Bartol, 2010)
	helps me understand the importance of my work to the overall effectiveness of the company.	
	often consults me on strategic decisions.	
	solicits my opinion on decisions that may affect me.	
	believes that I can handle demanding tasks.	
	expresses confidence in my ability to perform at a high level.	
	allows me to do my job my way.	
Motivation	allows me to make important decisions quickly to satisfy customer needs.	(Gagné et al., 2015)
	Because I personally consider it important to put effort into my job.	
	Because putting effort into my job aligns with my personal values.	
	Because putting effort into my job has personal significance for me.	
	Because the work that I do is interesting	
Because I have fun doing my job		
Because what I do in my work is exciting		

Self Efficacy	To get others' approval Because others will respect me more To avoid being criticized by others be able to achieve most of the goals that have set. When facing difficult tasks, certain that will accomplish them. think that can obtain outcomes that are important. can succeed at most any endeavor to which set mind. be able to successfully overcome many challenges. confident that can perform effectively on many different tasks. can do most tasks very well. can perform quite well.	(Milam et al., 2019)
Work Engagement	At my work, I feel bursting with energy At my job, I feel strong and vigorous When I get up in the morning, I feel like going to work I am enthusiastic about my job My job inspires me I am proud on the work that I do I feel happy when I am working intensely I am immersed in my work I get carried away when I'm working pay attention to issues that are no part of his daily work wonder how things can be improved. search out new working methods, techniques or instruments. generate original solutions for problems.	(Petrović et al., 2017)
Innovative Behaviour	make important organizational members enthusiastic for innovative ideas. attempt to convince people to support an innovative ideas. systematically introduce innovative ideas into work practices. contribute to the implementation of new ideas.	(De Jong & Den Hartog, 2010)

3. RESULTS AND DISCUSSIONS

The following are the results of testing the measurement model in this research:

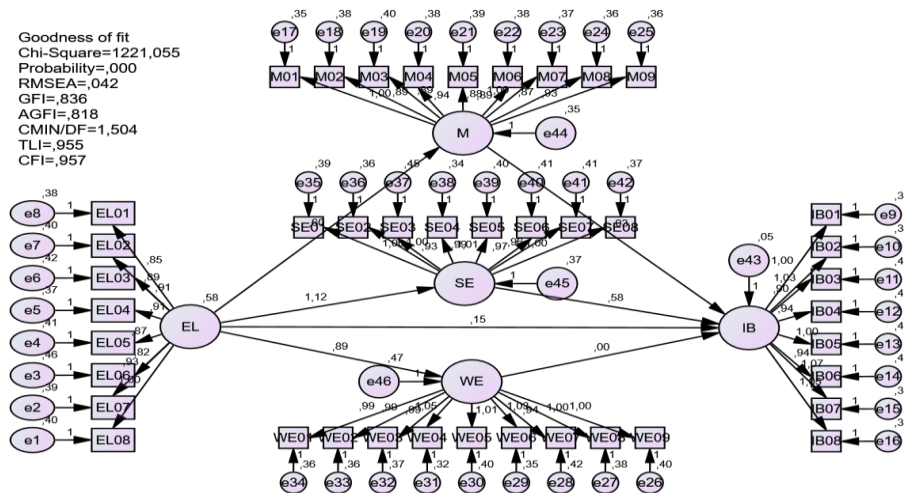


Figure 1. Model Testing Results

Based on Figure 1, a goodness of fit (GOF) test will be carried out. The goodness of fit test value at the top left of the image. Some GOF indexes are said to be less good, such as probability. However, this research also pays attention to other GOF indices. However, the rest are still marginal, such as GFI and AGFI, while other indices are declared fit (Chi Square, RMSEA, CMIN/DF, TLI, and CFI). Can be seen in the following table:

Table 2. Goodness of Fit Test

No	Goodness of Fit (GOF) Index	Cut-off Value	Analysis Results	Model Evaluation
1	X ² – Chi Square Statistic	Sedikit mungkin	1,221,055	Good
2	Probability	≥ 0,05	0,00	Not good
3	RMSEA	≤ 0,08	0,042	Good
4	GFI	≥ 0.90	0,836	Marginal
5	AGFI	≥ 0.90	0,818	Marginal
6	CMIN/DF	≤ 2,00	1,504	Good
7	TLI	≥ 0,950	0,955	Good
8	CFI	≥ 0,950	0,957	Good

Based on table 2, it can be said that the model in this study is fit, even though the chi-square is low at 1221.055, but the chi-square probability is below 0.05 so it is said to be not good. So incremental fit testing is carried out with other criteria for model testing such as RMSEA with a value of 0.042 which is smaller than 0.08, it is said to be fit, GFI with a value of 0.836 close to 0.9 is called marginal fit, AGFI with a value of 0.818 close to 0.9 is called marginal fit, CMIN/DF with a value of 1.504 is less than 2.00, it is said to be fit, TLI with a value of 0.955 is greater than 0.950, it is said to be fit and CFI with a value of 0.957 is more than 0.950, it is said to be fit.

After the model is declared feasible, data validity and reliability testing is carried out by testing the loading factors and construct reliability in the following table:

Table 3. Goodness of Fit Test

Code	Standardized Loading Factor	Construct Reliability
IB01	0,763	
IB02	0,77	
IB03	0,706	
IB04	0,733	
IB05	0,756	0,910
IB06	0,722	
IB07	0,796	
IB08	0,791	
EL01	0,724	
EL02	0,732	
EL03	0,733	
EL04	0,752	
EL05	0,720	0,900
EL06	0,679	
EL07	0,752	
EL08	0,768	
M01	0,786	
M02	0,733	
M03	0,727	
M04	0,755	
M05	0,726	0,920
M06	0,737	
M07	0,776	
M08	0,736	
M09	0,760	
SE01	0,857	
SE02	0,869	
SE03	0,825	
SE04	0,870	
SE05	0,858	0,960
SE06	0,846	
SE07	0,842	
SE08	0,864	
WE01	0,845	
WE02	0,847	0,960
WE03	0,843	

WE04	0,872
WE05	0,839
WE06	0,860
WE07	0,815
WE08	0,842
WE09	0,836

In Table 3, each indicator is valid in representing the variable being measured. Each variable that has been measured by the instrument has a loading factor above 0.5, each loading factor is declared valid in measuring the variable. The composite reliability value for each variable also has a construct reliability value above 0.700. So, all the variables used in this research are said to be reliable.

Table 4. Estimate & Probability

Path	Coefficient		Estimate	S.E.	C.R.	P
EL	->	M	0,604	0,065	9,244	***
EL	->	WE	0,893	0,081	11,054	***
EL	->	SE	1,116	0,086	12,919	***
EL	->	IB	0,146	0,073	1,992	0,046
M	->	IB	-0,029	0,038	-0,757	0,449
SE	->	IB	0,582	0,052	11,124	***
WE	->	IB	0,001	0,033	0,027	0,978

Note: EL (empowering leadership); M (motivation); SE (self-efficacy); WE (work engagement); IB (innovative behavior)

Based on Table 4, the first hypothesis shows the p-value of empowering leadership on innovative behavior = $0.046 \leq 0.05$ so it can be said that empowering leadership has a direct and significant effect on innovative behavior. Meanwhile, the magnitude of the influence of empowering leadership on innovative behavior is 0.146. The findings of this research support the opinion of (Faulks et al., 2021) that there is a positive influence of empowering leadership on innovative work behavior. If civil servants in the Ministry of Youth and Sports (Kemenpora) of the Republic of Indonesia are allowed by their leaders to make strategic decisions, this could have an impact on increasing the innovative behavior of employees in carrying out their duties and functions. The results of this research are also in line with the findings of previous research by (Tian & Zhang, 2020) which proves that empowering leadership positively influences innovative behavior. It can be said that leaders who always provide autonomy to civil servants in the Ministry of Youth and Sports of the Republic of Indonesia in carrying out their work can increase innovative employee behavior in carrying out their duties and functions.

The second hypothesis, the p-value of motivation on innovation mindset = $0.449 \geq 0.05$ so it can be said that motivation has no significant effect on innovative behavior. Meanwhile, the magnitude of the influence of motivation on innovative behavior is -0.029. So, it can be said that whether motivation is increased or not, innovative behavior will not experience significant changes directly. The results of this research are not in line with the findings of (Chang et al., 2017) who stated that work motivation has a positive effect on innovative work behavior and that increasing employee motivation can make employees produce innovative work behavior and is also confirmed by the opinion of (Su et al., 2020) which shows that the cause of innovative behavior in individuals is caused by motivation. The work motivation of Kemenpora civil servants tends to be low. Employees tend to work in the middle of the year, thereby delaying work and having to do more at the end of the year.

The third hypothesis, the p-value of the self-efficacy variable on innovative behavior = $0.000 \leq 0.05$ so it can be said that self-efficacy has a direct and significant effect on innovative behavior. Meanwhile, the magnitude of the influence of self-efficacy on innovative behavior is 0.582. Research conducted by (Slåtten, 2014) also shows that there is a positive and significant influence between self-efficacy and innovativeness. When Kemenpora civil servants have self-efficacy, they will tend to be confident in their ability to work. This belief is what makes them try to work effectively and efficiently. Employees will work quickly and think of new creative, innovative, and collaborative ways to complete their work. The self-efficacy of Kemenpora civil servants tends to be based more on their experience, so when they have often done the same work, they will tend

to be more innovative based on the experience they have. The results of this research are in line with the research conclusions of (Klaeijssen et al., 2018), showing that there is a positive and significant influence between self-efficacy on innovative behavior. This can be explained by self-confidence in the abilities or competencies possessed in carrying out actions and tasks to produce the expected achievements which can increase the innovative behavior of civil servants in the Ministry of Youth and Sports.

The fourth hypothesis, the p-value of work engagement on innovative behavior = $0.978 \geq 0.05$ so it can be said that work engagement has no significant effect on innovative behavior. So, the magnitude of the influence of work engagement on innovative behavior is 0.001. The results of this research are not in line with the findings of (Orth & Volmer, 2017), which show that there is a positive and significant influence between work engagement and innovative behavior. Kemenpora civil servants are engaged because of need, not because of the desire to work according to existing values to provide excellent service to stakeholders. The need in question is that work tends to only be an obligation and earns a regular income, so that work results are not optimal and optimal, which ultimately results in people tending to lack innovative behavior. Other research conducted by Agarwal (2014) also shows that there is a positive and significant influence between work engagement and innovative behavior. In line with the opinion of (Orth & Volmer, 2017); (Monica & Krishnaveni, 2019) argue that there is a positive and significant influence of work engagement on innovative work behavior. This research is not in line with several studies that have been presented, Kemenpora civil servants do not have work engagement, which means they lack enthusiasm and enthusiasm for work, of course, there must be a driving factor for that. When employees do not have the enthusiasm to work, this has a big impact on their tendency to lack innovative behavior.

The fifth hypothesis, the p-value of empowering leadership on motivation = $0.000 \leq 0.05$ so it can be said that empowering leadership has a direct and significant effect on motivation. Meanwhile, the magnitude of the influence of empowering leadership on motivation is 0.604. The findings of this research support the opinion of (Cheong et al., 2019) which states that empowering leadership will be specific to a person's leadership style in increasing the internal motivation of followers, so it can be said that empowering leadership can increase subordinate motivation. Empowering leadership can increase the motivation of Kemenpora civil servants. When echelon 1 and echelon 2 leaders provide delegation or autonomy to subordinates, Kemenpora civil servants will be more enthusiastic when working or have high motivation. For example, when there is delegation to do something, the appointed Ministry of Youth and Sports civil servants will work more quickly and effectively. They try not to disappoint their superiors when they receive orders or delegations. The results of this research are also in line with previous research findings, (Syahrul, 2020) stated that empowering leadership has a positive and significant effect on intrinsic motivation.

The sixth hypothesis, the p-value of empowering leadership on self-efficacy = $0.000 \leq 0.05$ so it can be said that empowering leadership has a direct and significant effect on self-efficacy. Meanwhile, the magnitude of the influence of empowering leadership on self-efficacy is 1.116. The findings of this research support the study of (Kim & Beehr, 2017) which explains that empowering leadership plays a big and positive role in increasing self-efficacy. Empowerment leadership that occurs in the Ministry of Youth and Sports, such as delegation and autonomy, provides self-efficacy for civil servants in the Ministry of Youth and Sports. This can be seen when they are given assignments directly from the leadership (echelon 1 and echelon 2), they become very confident in their abilities so that the work they do will be done quickly and responsibly. The findings of this research support the statement of (Alameri et al., 2019) which shows that empowering leadership can have a direct and indirect effect on self-efficacy to increase organizational innovation. The results of this research are also supported by research by (Ahmed et al., 2022) which states that empowering leadership can have a positive effect on self-efficacy. When leaders (echelon 1 and echelon 2) are willing to provide more understanding and explanation to subordinates, they will tend to be confident in what they are doing or have self-efficacy.

The seventh hypothesis, the p-value of empowering leadership on work engagement = $0.000 \leq 0.05$ so it can be said that empowering leadership has a direct and significant effect on

work engagement. Meanwhile, the magnitude of the influence of empowering leadership on work engagement is 0.893. The results of this research support the findings of the study by (Alotaibi et al., 2020) which found that there is a positive and significant influence of empowering leadership on work engagement. The empowering leadership conditions that occur in Kemenpora civil servants, such as delegation and autonomy for employees, make subordinates more enthusiastic and appreciate their work. This is because civil servants at the Ministry of Youth and Sports are afraid of making mistakes when getting a job or having more autonomy from the leadership. They will tend to be enthusiastic and have the desire to work quickly and feel proud when they work. This can be seen when Kemenpora civil servants who receive delegation from their superiors will tell their colleagues and feel proud. The findings of this research support the opinion of (Helland et al., 2020) which shows that empowering leadership is positively related to work engagement, due to the job autonomy of social community academics in the workplace. The results of this research are in line with the research conclusions of (Arshad et al., 2022) which show that empowering leadership influences work engagement. subordinates, they will tend to be confident in what they are doing or have self-efficacy.

4. CONCLUSION

Based on the 7 hypotheses tested in this research, only empowering leadership and self-efficacy can significantly influence innovative behavior. Motivation and work engagement do not have a significant influence on innovative behavior. This research also shows the role of empowering leadership on the motivation, self-efficacy, and work engagement of employees of the Ministry of Youth and Sports of the Republic of Indonesia (Kemenpora RI). The contribution of this research is that the Indonesian Ministry of Youth and Sports must focus on empowering leadership and self-efficacy to increase employee innovation behavior. So the implication of this research is that the Ministry of Youth and Sports can focus on improving leadership, training and development programs to increase employee self-efficacy. Kemenpora RI must be able to regularly organize comprehensive and sustainable education and leadership training programs for all State Civil Apparatus (ASN) because employees believe that the leadership does not believe that employees can complete existing tasks. Kemenpora RI can also regularly organize comprehensive and sustainable self-efficacy education and training programs for all State Civil Apparatus (ASN) because employees feel that leaders do not believe they can do difficult jobs. Future researchers should investigate alternative leadership style variables from this study, such as servant leadership or transformational leadership variables, and their impact on innovative behavior variables or innovation mindset variables. This study approach can also be used to other items by future researchers. In this manner, we will create a research model using a range of different things and may even provide diverse findings.

ACKNOWLEDGEMENTS

I would also like to thank all parties who helped in this research, especially State University of Jakarta, which made this research possible.

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