

The Effect Of Servant Leadership On Innovative Work Behavior With Affective Commitment And Creative Self-Efficacy As Mediators

Lury Dianingtyas Putri¹, Sidiq Permono Nugroho²

{b100200383@student.ums.ac.id¹, sp122@ums.ac.id²}

1, 2, Management, Faculty of Economic and Business, Muhammadiyah University of Surakarta

Abstract. Servant leadership, as a leadership style characterised by serving followers, is closely related to employees' innovative behaviour. Therefore, the aim of this research is to develop a theoretical framework to examine the influence of servant leadership on employees' innovative behaviour, with the mediating roles of affective commitment and creative self-efficacy. To test the theoretical model, we collected data from 200 employees of SMEs in Indonesia. The data was processed using SmartPLS software. The results obtained from previous research indicate that servant leadership not only exerts a stronger influence on innovative behaviour but also explains additional variance in innovative behaviour and the impact of servant leadership. This study reveals that the role of servant leadership in fostering innovative behaviour within a company is positively related. The findings of this investigation demonstrate that by adopting servant leadership strategies, managers can enhance innovative behaviour by increasing employees' affective commitment and creative self-efficacy.

Keywords: servant leadership, innovative behaviour, affective commitment, creative self-efficacy

1. Introduction

Evidence from various studies has confirmed that innovation, as one of the main engines in business progress, plays a crucial role in helping companies sustainable competitive advantages. Therefore, strategies to sustainably stimulate employee creativity have become a major focus of attention both among academics and business practitioners [1]. There is an increase in recent research investigating different styles of leadership simultaneously and their impact on employee outcomes. However, there is still a lack of research that compares various forms of leadership to the innovative behavior of employees. This research focuses on the influence of servant leadership on innovative behavior, as this leadership stands out in employee-oriented. The results of meta-analytical studies show that servant leadership has a low correlation with other leadership and high correlations with various outcomes, explaining most of the variations in individual and team performance. Previous studies that examined the influence of different leadership styles on innovative behavior generally use a single theoretical framework, which is limited in understanding the mechanisms that drive individual innovation. Server leadership, however, focuses on different aspects and contributes to similar outcomes through different paths. Nevertheless, little is known about whether the impact of servant leadership on

innovative behavior is channelled through the same or different mediation mechanisms. On this basis, the study has two main purposes: first, the aim of the study is to understand the influence of server leadership and determine whether this leadership can provide additional explanation for innovative behavior. Second, the research seeks to test whether servant leadership affects innovative behaviour through the same or different mechanisms. This research has made important contributions to the literature of leadership and innovation by adding empirical evidence related to the validity of servant leadership as well as revealing the comparative effects of this form of leadership [2].

2. Literature Review

This study will investigate the cause-and-effect relationship between certain variables. The objective of this discussion is to discuss how staff leadership affects innovative work behaviour. It will also discuss how creative self-efficacy and emotional commitment mediate between service management and innovative working behavior. This research focuses on emotional commitment and creative self-efficacy, each representing emotional and motivational mechanisms. The research also responds to constant calls with the aim of finding the most effective combination of servant leadership styles in driving employee innovation and determining the impact of serving leadership on employee innovative behavior. According to social exchange theory (SET), the action of one exchange partner depends on the actions of the other partner. Blau, 1964, Conversely, the Social Cognitive Theory (SCT) is the underlying mechanism for creative motivation of self-efficiency. This theory argues that the continuous interaction of three factors influences human behavior: cognitive behavioral factors, personal factors, and external environmental factors. (Bandura, 1986). According to previous empirical research, positive leadership behavior largely affects emotional commitment and creative self-efficacy. This behavior can also serve as a powerful indicator of how employees act innovative. This research, by studying all these mechanisms simultaneously, not only finds the advantages and advantages of each mechanism, but also provides a thorough and systematic understanding of how servant leadership affects innovative behavior. [3]

2.1 Servant leadership

Servant leadership is leadership that refers to the type of leadership which emphasizes “service” and prioritizes meeting the needs of employees. [4]. This service leadership behavior promotes psychological security, encourages employee confidence, and thus stimulates employee involvement in innovative behavior [5]. Furthermore, a meta-analysis [6] of existing literature suggests that servant leadership can effectively stimulate positive employee behavior. The goal of a servant leader is to create a positive working environment by effectively communicating with employees and paying attention to their needs and desires, which can help them in realizing their potential through the virtues of authenticity and humility in servant leadership. As a result, there is a level of emotional attachment and positive feelings between employees and the company. These feelings encourage employees to remain emotionally engaged and connected with the entity, thereby affecting positive company outcomes, promoting a positive self-identity for employees, and encouraging teamwork. [7]. Leadership can also improve creative self-efficiency in the creative aspects of employees. In line with the aforementioned arguments, the hypotheses can be summarised as follows:

Hypothesis 1: Servant leadership has a positive effect on innovative work behaviour.

Hypothesis 2: Service leadership has a positive effect on affective commitment.

Hypothesis 3: Service leadership has a positive effect on creative self-efficacy.

2.2 Innovative behavior

Innovative behavior is a set of interconnected behavioral steps, covering the stages of creation, promotion, and implementation of innovative ideas. In the context of the work environment, innovative behaviour drives the emergence of creative ideas. Employees who show innovative behavior will consistently apply creativity in their work, continuously express creative ideas, find new approaches in the execution of tasks, design plans to develop new ideas, test innovative ideas using existing resources, and stimulate creative power in teamwork. Therefore, it is important for organizations to understand ways to facilitate the emergence of innovative work behaviour among knowledgeable and motivated employees [10].

2.3 Affective commitment

Affective commitment is part of an organization's commitment. Organizational commitment is defined as “a psychological condition that marks an employee’s relationship with the organization and involves a decision to continue or terminate membership in the organization.” [11]. Affective commitment occurs when employees want to be part of the company because of emotional attachment. An employee acknowledges the similarities between himself and the organization [12]. Employees' strong commitment to the company's goals and values can support innovative work behaviour within the company. [13]. The higher the level of emotional commitment, the higher their innovative behavior, while a lower level of emotionally involved tends to result in a decrease in innovative behaviour among employees. [14]. Servant leadership can demonstrate ethical behavior and focus on employee needs, understanding, and improvement, which can drive followers’ emotional commitment. Emerging emotional commitment can empower employees to take responsible ownership of the job and engage in contractual and out-of-role behaviour, such as innovation and creativity. [15]. The basis of this concept is the belief that when employees have a strong emotional attachment, they will be more actively engaged in a variety of thinking and exploration. The impact is the emergence of responsible behaviour that plays an important role in improving organizational performance. This is especially true when leaders provide adequate support to their followers.. In line with the aforementioned arguments, the hypotheses can be summarised as follows:

Hypothesis 4: Affective commitment has a positive effect on innovative work behaviour.

Hypothesis 6: Affective commitment is able to mediate the relationship between service leadership and innovative behaviour.

2.4 Creativity self-efficacy

Creative self-efficacy is the belief that one has the ability to produce creative results. [16]. A person who has self-efficacy believes in their innate potential, drives the impetus and creativity that is essential to success in carrying out the assigned task. Employees who think creatively may have a high degree of confidence in their colleagues’ ability to bring about change. [17]. Employers with high creative self-efficacy tend to be more willing to try innovative work behaviors and implement them in the work environment. Those who have high creative self-efficacy are not easily depressed and remain positive in the face of obstacles and criticism when pursuing innovation. They will continue to think critically to generate

innovative ideas and solutions. Innovative behavior can support creative self-efficacy through the implementation of participatory and verbal persuasion roles that encourage followers to demonstrate innovative behaviors. In addition, leaders can enhance the creative efficiency of their employees by extending innovation-related support and giving employees clear information about their interpersonal roles and support. Servant leadership can show concern to improve employees' skills and focus on their growth, enabling them to develop their creative abilities. [18]. In line with the aforementioned arguments, the hypotheses can be summarised as follows:

Hypothesis 5: Creative self-efficacy has a positive effect on innovative work behaviour.

Hypothesis 7: Creative self-efficacy is able to mediate the relationship between service leadership and innovative behaviour.

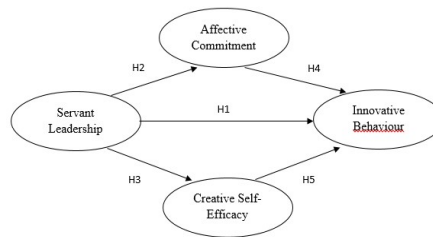


Figure 1. Conceptual Model

3. Research Methodology

According to Sugiyono (2015) in his book *Methods of Research in Education: Quantitative, Qualitative, and R&D Approaches*, quantitative research aims to identify hypotheses and theories that use data and can be measured quantitatively, according to [19], “quantitative study is a form of research that uses numerical data to analyze data and produce structured information. This research focuses on the accumulation and analysis of numerical data using statistical techniques. The research population is presented as a comprehensive research object, which covers the entire part of the survey that is the subject of the research. Population is the whole number of persons, events, or objects that relate to a relatively wide scope of research. The population in this study consists of innovative and creative SMEs. Sampling in this study uses purposive sampling techniques, where the technique applied to determine the sample of the research is based on certain considerations or criteria that target the data obtained including representative data (Sugiyono, 2010). The questionnaire is used as a data collection tool and uses a Likert scale with a choice from 1 to 5. Data analysis is done using Partial Least Squares-Structural Equation Modeling (PLS-SEM), which includes analysis of external models and analysis of internal models.

4. Result And Discussion

4.1 Outer Model Analysis

In external model analysis, a hypothesis testing approach is employed using the partial least squares (PLS) method in data analysis. This PLS technique is utilised with the assistance of

SmartPLS 3 software to assess the construct validity of latent variables within the model. Furthermore, this software is also employed to formulate the measurement model and structural equation modelling (SEM) that are constructed. The evaluation conducted encompasses an assessment of the validity and reliability of the investigated constructs. Additionally, there is a planned scheme for the PLS programme model that is applied to confirm the constructs within the model.

4.2 Convergent Validity

If the value of external load exceeds 0.7, it indicates that the indicator has good convergent validity. Below are the values of the external load associated with each section of the survey variable.

Table 1. Outer Loading Value

Variable	Indicator	Modified	Outer Loading
Servant leadership	X1: My leader consistently practises what they instruct the employees to do.	[20]	0.678
	X1: My leader assists employees regardless of nationality, gender, or race.		0.734
	X1: My leader strives to instill trust in employees rather than a sense of fear or insecurity in task execution.		0.745
	X1: My leader demonstrates a willingness to sacrifice for the employees.		0.728
	X1: My leader is genuinely interested in employees as individuals who contribute to the company.		0.755
	X1: My leader is capable of displaying behaviour that shows humility towards the employees.		0.740
affective commitment	Z1: I feel like I'm a part of the company's family. Z1: I am truly happy to spend the remainder of my career with the company.	[21]	0.757 0.782
	Z1: I believe that the issues occurring within the company are also my concerns.		0.741
	Z1: I aspire to contribute more actively towards achieving the organisation's goals.		0.876
	Z1: I am at ease with the implementation of the company's work culture values.		0.819
	Z1: I take pride in the company's achievements.		0.829

Creative self- efficacy		[22]	0.838
	Z2: I am confident that when creating a work plan, I am capable of ensuring its success with creative ideas.		0.865
	Z2: I am confident that I possess the skills and knowledge required to produce high-quality creative work.		0.874
	Z2: I am confident that when the company sets important goals, I am capable of contributing to the achievement of those goals with my creative ideas. Z2: I am confident that I can continuously enhance and develop my creativity over time.		0.835
	Z2: I am confident that I can overcome obstacles or barriers in the process of generating creative ideas. Z2: When assigned tasks by leadership to generate creative ideas, I am confident in immediately working on them.		0.852
			0.792
innovative behavior	Y1: I am capable of searching for new methods, techniques, or tools for accomplishing tasks.	[23]	0.742
	Y1: I can formulate solutions with innovative ideas to address the challenges faced by the company.		0.803
	Y1: I am able to secure approval to develop innovative ideas for task completion.		0.808
	Y1: I possess the ability to transform innovative ideas into something beneficial for the company. Y1: I am skilled at introducing innovative ideas into both internal and external work environments.		0.855
			0.820
	Y1: I can leverage new technologies in the process of discovering innovative ideas while working.		0.832

Source: Data that has been directly collected (primary data) and processed, year 2023.

Table 1. Each identified variable indicator has multiple external exposure values exceeding 0.7. The range of load values, ranging between 0.5 to 0.6 on the measurement scale, is considered to meet the established feasibility criteria. Table 1 demonstrates that all indicators are deemed suitable for the study and can be utilized in further in-depth analysis. This is supported by the absence of variable indicator indicators with external exposure values less than 0.5.

Table 2. Average Variance Extracted Value

Variable	AVE (Average Variance Extracted)	Description
Servant leadership	0.533	Valid
Innovative Behaviour	0.658	Valid
Affective Commitment	0.643	Valid
Creative Self-Efficacy	0.711	Valid

Source: processed main data, 2023

Table 2 displays the values of AVE (Average Variance Extracted) exceeding 0.5. Each component variable in this study has individual values: servant leadership at 0.533, innovative behaviour at 0.658, affective commitment at 0.643, and creative self-efficacy at 0.711. Consequently, this section identifies that each of these variables is consistently deemed valid in terms of discriminant validity.

4.3 Discriminant Validity

Tested using cross-loading values, a measure is considered to have discriminant validity if its cross-loading value from that correlation is higher than its correlations with other variables.

The following are the cross-loading values for each measurement:

Table 3. Cross Loading

Indicator	Servant Leadership (X1)	Innovative Behavior (Y1)	Affective Commitment (Z1)	Creative Self-Efficacy (Z2)
X1	0.678	0.342	0.325	0.419
X2	0.734	0.352	0.364	0.401
X3	0.745	0.430	0.398	0.401
X4	0.728	0.457	0.401	0.372
X5	0.755	0.471	0.539	0.437
X6	0.740	0.409	0.503	0.368
Y1	0.458	0.742	0.591	0.562
Y2	0.429	0.803	0.503	0.509
Y3	0.415	0.808	0.474	0.539
Y4	0.487	0.855	0.593	0.613
Y5	0.456	0.820	0.543	0.602
Y6	0.498	0.832	0.561	0.631
Z1.1	0.431	0.487	0.757	0.597
Z1.2	0.390	0.495	0.782	0.498
Z1.3	0.461	0.471	0.741	0.577
Z1.4	0.505	0.595	0.876	0.715
Z1.5	0.455	0.562	0.819	0.653
Z1.6	0.554	0.610	0.829	0.716
Z2.1	0.476	0.667	0.695	0.838
Z2.2	0.475	0.578	0.681	0.865
Z2.3	0.516	0.635	0.682	0.874
Z2.4	0.452	0.583	0.651	0.835
Z2.5	0.454	0.594	0.644	0.852
Z2.6	0.381	0.541	0.629	0.792

Source: processed primary data, year 2023

Table 3. It is evident that the cross-loading values for each variable reflect the measurement level of the concepts measured in each relevant variable within the context of this study. The highest values are obtained for the indicators and their constituent components compared to the other variables. Based on these findings, it can be stated that the indicators utilised in this research pertain to the selected variables aimed at measuring the associated concepts in this study. The presence of robust discriminant validity indicates that distinct constructs or variables can be clearly differentiated from one another through the amalgamation of several differing variables.

4.4 Reliability Test and Cronbach Alpha

Reliability testing depicts the extent of measurement consistency of a device in assessing a particular concept, and a combination of both reliability and the Cronbach's Alpha method is employed as a tool to assess reliability in this research

Table 4. Composite Reliability & Cronbach Alpha

Variabel	Composite Reliability	Cronbach Alpha
Servant leadership	0.873	0.825
Innovative Behavior	0.920	0.895
Affective Commitment	0.915	0.888
Creative Self-Efficacy	0.936	0.919

Source: processed primary data, year 2023

Table 4. The combined reliability values of all tested variables are above 0.7. The reliability values for Servant Leadership are 0.873, Innovative Behavior is 0.920, Affective Commitment is 0.915, and Creative Self-Efficacy is 0.936. This could indicate that all observed variables have a reliable structure. The analysis results lead to the conclusion that all variables in this study demonstrate a high level of accuracy. Additionally, Table 4 also reveals that the Cronbach's Alpha values for all variables in this study exceed 0.6, implying that Cronbach's Alpha meets the criteria to be considered a good indicator of reliability for all constructs.

4.5 Inner Model Analysis

The study will explain the internal model by testing the influence between one latent variable and another that has interrelated and interacting relationships. Internal model testing can be done with three analyses, yaito measuring R2 values (R-square), model matching (Goodness of Fit/GOF), and path coefficients. Here is a scheme of the tested PLS program model:

a. Coefficient Determination (R2)

The determination coefficient, also known as the R-squared, has a function to estimate how much variation in one variable can be explained by variations in another variable. If the R-squared value is 0.67 or greater for a dependent hidden variable in a structural model, it indicates that the influence of the independent variables on the dependent variable is categorised as strong. Conversely, if the R-squared value falls within the range of 0.33 to 0.67, it indicates a moderate level of influence, and if the value is between 0.29 and 0.33, then the influence can be considered weak. Below is a table showing the results of the R-squared values.

Table 5. R-Square Value

Variable	R-Square	R-Square Adjusted
Affective commitment	0.343	0.340
Creative self-efficacy	0.299	0.295
Innovative Behaviour	0.569	0.562

Source: processed primary data, year 2023

In Table 5, the R-Squared values are utilised to measure the extent to which servant leadership variables influence affective commitment and hold significant roles in this context. With a figure of 0.343, or 34.3%, it can be concluded that the relationship is moderate. Furthermore, the R-Squared values are also employed to indicate the impact of servant leadership variables on creative self-efficacy, with a figure of 0.299, or 29.9%, demonstrating a moderate relationship. Subsequently, the R-Squared values are also applied to gauge the extent of servant leadership variables' influence on innovative behaviour, with a figure of 0.569, or 56.9%. This signifies a moderate relationship.

b. Hypothesis Testing and Discussion

To test the hypotheses in this study regarding both the direct and specific indirect effects on the mediation variable for mediation analysis.

Direct Effect

Table 6. Path Coefisien (Direct effect)

	Hypothesis	Original Sample	T-Statistics	P Values	Description
Affective commitment → innovative behaviour	H4	0.211	2.415	0.016	Significant positive.
Creative self-efficacy → innovative behaviour	H5	0.436	4.176	0.000	Significant positive.
Servant leadership → affective commitment	H2	0.586	11.817	0.000	Significant positive.
Servant leadership → creative self-efficacy	H3	0.547	9.202	0.000	Significant positive.
Servant leadership → innovative behaviour	H1	0.204	2.430	0.015	Significant positive.

Source: processed primary data, year 2023

The first hypothesis suggests that servant leadership has a positive impact on innovative behavior. The result shows a statistical t value of 2.430, an effect measure of 0.204, and a p of 0, indicating that the first hypothesis is acceptable. Servant leadership creates an environment that supports creativity[24]. The second hypothesis tested the influence of servant leadership on emotional commitment. The results showed statistical t values of 11.817, measurements of the effect of 0.586, and p 0,000, so the second is also acceptable. The emotional relationship between employees and the company affects emotional commitment[25]. The third hypothesis evaluates the relationship between server leadership and creative self-efficacy. The data showed statistical t values of 9.202, measurement of the effect of 0.547, and p 0,000, which suggests that the third hypothetic is acceptable. Increased servant leadership is associated with increased individual creative self-efficacy[26]. The fourth hypothesis showed that emotional commitment had a positive impact on innovative behavior. The results showed a statistical t value of 2.415, an effect measure of 0.211, and a p of 0.016, so the fourth is acceptable. High emotional dependence is associated with greater innovative behavior[27]. The fifth hypothesis suggests that creative self-efficiency has a positive impact on innovative behavior. The statistical t value is 4.176, the effect measure 0.436, and p 0, which indicates that the fifth hypothesis is acceptable. Employees who believe in their creative abilities tend to be more innovative[28].

Indirect Effect

Table 7. Indirect Effect

	Hypothesis	Original Sample	T-Statistics	P Values	Description
Servant Leadership → Affective Commitment → Innovative Behaviour	H6	0.123	2.232	0.026	Significant positive.
Servant Leadership → Creative Self-efficacy → Innovative Behaviour	H7	0.238	3.640	0.000	Significant positive.

Source: processed primary data, year 2023

The sixth hypothesis tests whether affective commitment acts as an intermediary between servant leadership and innovative behavior. Based on data from Table 8, it was found that affective commitment has a statistical t value of 2.232, exceeding the critical value of 1.96 with a p value of 0.026, which is lower than the significance level of 0.05. From these results, it can be concluded that affective commitment plays a role in the relationship between servant leadership and innovative behavior. Thus, the emotional commitment formed for employees in taking responsibility for their work and making decisions related to their duties, including innovative and creative behaviour [29]. The seventh hypothesis explores whether creative self-efficacy in creativity acts as an intermediary in the relationship between servant leadership and innovative behavior. Results from Table 8 show that statistics t has a value of 3.640, which exceeds the critical value of 1.96 and the p value of 0,000, which is much smaller than 0.05. From these findings, it can be concluded that the relationship between servant leadership and innovative behavior can be explained by the presence of creative self-efficacy. It shows that leaders can enhance the creative self-efficacy of employees by providing great support for innovation and by giving clarity to the role of employees and supporting interpersonal interaction [30].

The aim of this study is to test the comparative influence of service leadership and to find additional predictable variations on how serving a leader affects employee innovative behavior. Based on SET and SCT theories, the study may also propose to investigate whether service leaders use the same or different mechanisms to influence employee innovation behaviour. UMKM employees in Indonesia are a sample for this research. The results show that serving leadership not only leads to more variation in employee innovative behaviour, but also is more related to employee leadership and innovative behavior. Compared to other management, this finding shows this. In addition, the results show that service leadership enhances trust and collaboration, which increases the creative efficiency of employees. Service leadership is usually characterized by an orientation to help and support team members, who can build trust and good relationships between leaders and employees. Employees who feel appreciated and supported by their leaders tend to be more motivated and collaborative in their workplace. This result requires significant theoretical and practical implications.

5. Conclusion

In conclusion, servant leadership has a positive and significant impact on innovative behavior. Moreover, this type of leadership also has a significant positive impact on emotional commitment as well as individual creative self-efficacy. Emotional commitment plays an important role as a link between servant leadership style and innovative behavior. Meanwhile, individual creative efficiency serves as a link between servant leadership style and innovative behavior. This research provides insight into the special impact of servant leadership. Therefore, the role of managers is crucial in facilitating employee innovation. For example, managers can encourage innovative behaviour by increasing the level of emotional commitment. On the other hand, encouraging innovative behavior can also be done by stimulating individual creative self-efficacy, which requires a focus on servant leadership. It is therefore recommended that companies consider recruiting individuals with servant leadership in managerial positions. It involves selecting individuals who are not only able to instill a sense of responsibility among their subordinates in achieving the goals of the company, but also have a strong social motivation to build a solid relationship with their team. This approach focuses on the needs of individuals in the team. The importance of choosing the right leadership style also affects the flexibility of managerial behavior. This flexibility enables leaders to show appropriate leadership styles, which in turn enhances employee emotional commitment as well as individual creative efficiency. As a result, it contributes to an overall improvement in innovative behavior.

References

- [1,5] Su, W., Lyu, B., Chen, H., & Zhang, Y. (2020). How does servant leadership influence employees' service innovative behavior? The roles of intrinsic motivation and identification with the leader. *Baltic Journal of Management*, 15(4), 571–586. <https://doi.org/10.1108/BJM-09-2019-0335>
- [2,4,6,15,16,18,29,30] Iqbal, A., Ahmad, M. S., & Nazir, T. (2023). Does servant leadership predict innovative behaviour above and beyond transformational leadership? Examining the role of affective commitment and creative self-efficacy. *Leadership and Organization Development Journal*, 44(1), 34–51. <https://doi.org/10.1108/LODJ-01-2022-0016>
- [3] Masyitoh, S., Azhad, M. N., Program, J. R., Management, S. & Economics, F. (2017). Application of the Resource-Based View (RBV) Concept in an effort to maintain the company's competitive advantage (Case study on the Artshop Akifani Mutiara Mataram). *Journal of Administration Sciences: Media Development of Science and Administration Practice*, 14(1), 82–95
- [7,25] Aboramadan, M., & Dahleez, K. A. (2020). Leadership styles and employees' work outcomes in nonprofit organizations: the role of work engagement. *Journal of Management Development*, 39(7–8), 869–893. <https://doi.org/10.1108/JMD-12-2019-0499>
- [8,10] Venkatesamy, A., & Lew, C. (2022). Intrinsic and extrinsic reward synergies for innovative work behavior among South African knowledge workers. *Personnel Review*. <https://doi.org/10.1108/PR-022021-0108>
- [9] Bani-Melhem, S., Al-Hawari, M. A., & Quratulain, S. (2022). Leader-member exchange and frontline employees' innovative behaviors: the roles of employee happiness and service climate. *International Journal of Productivity and Performance Management*, 71(2), 540–557. <https://doi.org/10.1108/IJPPM03-2020-0092>
- [11] Ito, A., Sasaki, M., Yonekura, Y., & Ogata, Y. (2023). Impact of organizational justice and manager's mental health on staff nurses' affective commitment: A multilevel analysis of the work environment of hospital nurses in Japan-Part II (WENS-J-II). *International Journal of Nursing Studies Advances*, 5, 100137. <https://doi.org/10.1016/j.ijnsa.2023.100137>
- [12] Ariyani, R. P. N., & Sugiyanto, E. K. (2020). IMPACT OF AFFECTIVE COMMITMENTS, SUSTAINABLE COMMITMENTS AND NORMATIVE COMMITMENTS ON EMPLOYERS

- (Study of the BUMN X Company in Semarang.). *Ubhara Management Scientific Journal*, 2(2), 113. <https://doi.org/10.31599/jmu.v2i2.772>
- [13] Battistelli, A., Odoardi, C., Vandenberghe, C., Di Napoli, G., & Piccione, L. (2019). Information sharing and innovative work behavior: The role of work-based learning, challenging tasks, and organizational commitment. *Human Resource Development Quarterly*, 30(3), 361–381. <https://doi.org/10.1002/hrdq.21344>
- [14] Rifanti, R.I., & Herawati, J. (2021). Perceptions of Management Commitment as a Predictor: Affective Commitments and Work Performance as Consequences. *JPEK (Journal of Economic Education and Entrepreneurship)*, 5(1), 23–36. <https://doi.org/10.29408/jpek.v5i1.3209>
- [17] Berliana, V., & Arsanti, T. A. (2018). Analysis of the Impact of Self-efficacy, Capacity, and Innovative Working Behavior on Performance. *Journal of Maksipreneurs: Management, Cooperation, and Entrepreneurship*, 7(2), 149. <https://doi.org/10.30588/jmp.v7i2.364>
- [19] Khasanah, U., & Praswati, A. N. (n.d.). *The Impact of Service Innovation on Beauty Service Performance : Perspective of Resource Advantage Theory of Competition*. 1–20.
- [20] Pablo, Gutiérrez-broncano, Ruiz-palomino, S., Jiménez-estévez, P., & Hernandez-perlines, F. (2021). *Perspektif Manajemen Pariwisata Kepemimpinan pelayan CEO dan diferensiasi layanan strategis : Peran sistem kerja berkinerja tinggi dan inovasi*. 40(September 2020)
- [21] Mittal, S., Gupta, V., & Mottiani, M. (2022). Examining the linkages between employee brand love, affective commitment, positive word-of-mouth, and turnover intentions: A social identity theory perspective. *IIMB Management Review*, 34(1), 7–17. <https://doi.org/10.1016/j.iimb.2022.04.002>
- [22] Hameli, K., & Ordun, G. (2022). The mediating role of self-efficacy in the relationship between emotional intelligence and organizational commitment. *European Journal of Management Studies*, 27(1), 75–97. <https://doi.org/10.1108/ejms-05-2021-0033>
- [23] Vandavasi, R. K. K., McConville, D. C., Uen, J. F., & Yepuru, P. (2020). Knowledge sharing, shared leadership and innovative behaviour: a cross-level analysis. *International Journal of Manpower*, 41(8), 1221–1233. <https://doi.org/10.1108/IJM-04-2019-0180>
- [24] Yamak, O. U., & Eyupoglu, S. Z. (2021). Authentic Leadership and Service Innovative Behavior: Mediating Role of Proactive Personality. *SAGE Open*, 11(1). <https://doi.org/10.1177/2158244021989629>
- [26] Ayu, I., Wijayanti, D., & Supartha, I. W. G. (n.d.). *Employee Creativity Mediated by Self-Creative Effectiveness PT. AURA BALI CRAFT Faculty of Economics and Business University of Udayana, Bali*.
- [27] Rifanti, R.I., & Herawati, J. (2021). Perceptions of Management Commitment as a Predictor: Affective Commitments and Work Performance as Consequences. *JPEK (Journal of Economic Education and Entrepreneurship)*, 5(1), 23–36. <https://doi.org/10.29408/jpek.v5i1.3209>
- [28] Supriatna, M. D. (2019). The Role of Creative Self-Efficacy to Increase Researcher's Innovative Behavior. *International Journal of Academic Research in Business and Social Sciences*, 9(9), 846–859. <https://doi.org/10.6007/ijarbss/v9-i9/6376>