



Servant leadership to improve innovative work behavior through person organization fit and knowledge sharing behavior as mediation variables at employees of PT Telkom Akses Surabaya Utara, Indonesia

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Abstract

This research focuses on examining servant leadership as a means to enhance innovative work behavior among employees of PT Telkom Akses North Surabaya, Indonesia. It also aims to explore the mediating variables of person-organization fit and knowledge sharing behavior. The research employs a quantitative approach, specifically explanatory research, to test and either support or refute existing theories or hypotheses. Data will be collected through a questionnaire distributed to 145 employees from different units within the organization. Testing was carried out using the PLS-SEM approach using a tool in the form of statistical software, namely Smart PLS 4.0. The findings of the study indicate the following: Servant leadership has a meaningful and positive impact on person-organization fit. Servant leadership has a favorable but statistically insignificant effect on knowledge sharing behavior. Person-organization fit positively and significantly influences knowledge sharing behavior. Servant leadership has a substantial and positive impact on innovative work behavior. Person-organization fit significantly and positively affects innovative work behavior. Knowledge sharing behavior significantly and positively influences innovative work behavior. This research contributes to adding to existing knowledge by providing insight into the interactions between the variables discussed.

Keywords: Innovative work behavior, Knowledge sharing behavior, Person organization fit, Servant leadership.

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1. Introduction

This research was conducted with reference to research that had been conducted by Sudibjo & Prameswari (2021) where within the limitations of the research it is suggested that further research be carried out by examining other leadership styles that can support innovative work behavior. Servant leadership was chosen to be used in this study by referring to the research conducted by (Ahmad et al., 2021).

Innovative employee work behavior is so important that the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) in 2022 (as quoted from the menpan.go.id page) has held a Public Service Innovation Competition (KIPP). Based on this, the discourse on innovation in doing work is thus still relevant and important to study in the current era. Guided by social learning theory, this research will look at it from the perspective of how to get an employee to behave innovatively at work. This can arise when a leader is willing to serve and work with others (servant leadership).

Based on this description, using social learning theory, a conceptual framework model will be formed which will then be tested on employees of PT Telkom Akses in Surabaya, Indonesia. The argument that can be put forward is that PT Telkom Akses is one of the companies in Indonesia engaged in the telecommunications sector and has introduced various innovations in its products and services, so that all employees are required to be innovative. Employee innovations are expected to increase employee productivity and efficiency, both energy and cost efficiency.

2. Literature Review

Social learning theory according to Bandura & Walters (1977) is a theory regarding human learning behavior which in essence considers learning to be carried out internally by individuals by observing the behavior of social groups, not only based on responses to external stimuli. Through person-organization fit and knowledge sharing behaviors, this social learning theory aims to promote innovative work behavior with servant leadership.

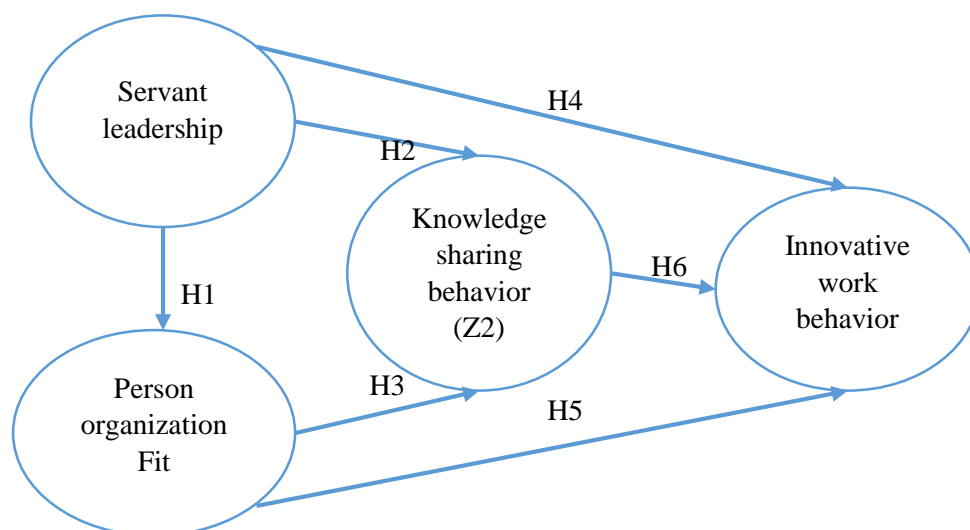


Figure 1. Conceptual Framework

Hypothesis:

H1: Servant leadership has an effect on the person organization fit.

Greenleaf (2002), suggests that leaders who apply servant leadership must have traits such as empathy, modesty, humility, wisdom, courage and justice. In research by Irving & Berndt (2017), there are studies that illustrate the correlation between followers of servant leadership and their alignment with the organization, highlighting a positive association between servant leadership and person-organizational fit.

H2: Servant leadership has an effect on knowledge sharing behavior.

Amin et al. (2019) examines how knowledge-sharing behavior in Karachi, Pakistan's higher education sector, has been affected by servant leadership. The workplace has long been a key concern for leaders. The emphasis on servant leadership theory by scholars strengthens it because it concentrates on the leadership styles, behaviors, and competencies.

H3: Person organization fit has an effect on knowledge sharing behavior.

Natalia & Sandroto (2020) claimed that the fit between an individual and an organization, the significance of knowledge-sharing behavior in relation to innovative work behavior becomes evident through its important outcomes. The study reveals that both information sharing and person-organization fit have a positive influence on innovative work behavior.

H4: Servant leadership influences the innovative work behavior.

Alajhar & Salam (2022), by demonstrating strong concern for the growth, needs, and well-being of followers, servant leaders can build trust-based relationships that enable employees to pursue innovative work behaviors.

H5: Person organization fit has an effect on innovative work behavior

The most effective approach to accomplish goals through innovative changes in employee behavior and to establish a robust foundation for hiring and selecting new candidates capable of enhancing job performance is by aligning individual values with the work, organization, and team (Pudjiarti & Hutomo, 2020).

H6: Knowledge sharing behavior influences the innovative work behavior.

Kmiecniak (2021), shows that contributing knowledge is more important for idea generation than gathering knowledge. By sharing ideas among employees, innovative work behavior can be fostered.

3. Methodology

The method adopted for this study is a quantitative method. Explanatory research is used to test ideas or hypotheses in order to support or disprove earlier research theories or assumptions. The questionnaire was employed as the data collection method with a total of 145 employees from various units. Testing was carried out using the PLS-SEM approach using a tool in the form of statistical software, namely Smart PLS 4.0

In this study, the population consisted of all employees of PT Telkom Akses North Surabaya, totaling 450 people. The research sample uses the Slovin formula. Based on the Slovin formula of a total population of 450 employees, the required sample for research is at least 82 respondents. However, the sample in this study was tested on 145 employees. The independent variable of this research is Servant Leadership (X). The mediating variables in this study are

Person Organization Fit (Z1) and Knowledge sharing behavior (Z2). The dependent variable of this research is Innovative work behavior (Y).

4. Results

Analysis of the characteristics of the respondents in this study was viewed from several factors, namely: gender, age, and last education at PT Telkom Akses in North Surabaya. The following is a description of the characteristics of research respondents based on each of these factors, as follows:

Table 1. Respondents profile

Variable	Description	Frequency	Percentage (%)
Gender	Male	130	89.7%
	Female	15	10.3%
Total		145	100%
Age	Less than 21 years	1	0.7%
	Between 21-30 years	81	55.9%
	Between 31-40 years	51	35.1%
	Over 41 years	12	8.3%
Total		145	100%
Last education	Senior High School	81	55.9%
	Diploma	13	8.9%
	Bachelor- Master	51	35.2%
Total		145	100%

Based on the research problems and the variables involved as contained in the conceptual framework model, then the model is analyzed with SmartPLS software to be made into a Construct Model, the results of which are presented in the following figure.

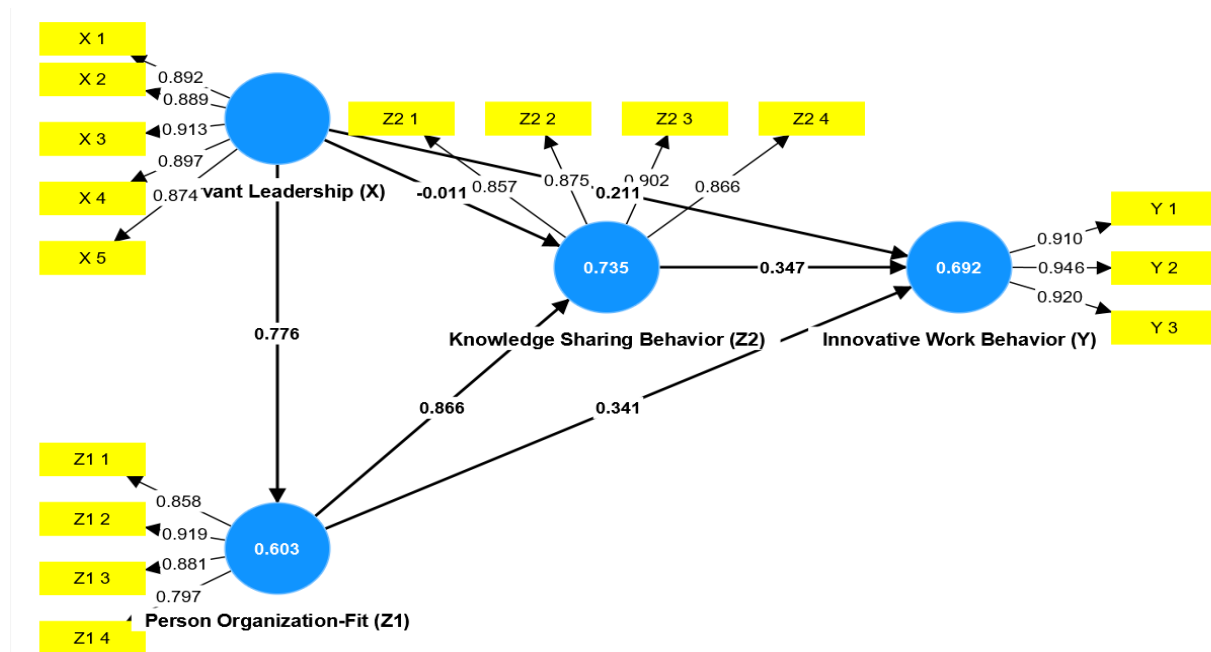


Figure 2. PLS Analysis Diagram

Outer Model Analysis Results

To determine validity and reliability, the measurement model, also known as the outer model, is evaluated. Convergent Validity testing is used to execute the model. The outcome of outer loadings for convergent validity is displayed in the following table:

Table 2. Outer loading

Indicators	Innovative Work Behavior	Knowledge Sharing Behavior	Person Organization-Fit	Servant Leadership
X1				0.892
X2				0.889
X3				0.913
X4				0.897
X5				0.874
Y1	0.910			
Y2	0.946			
Y3	0.920			
Z1.1			0.858	
Z1.2			0.919	
Z1.3			0.881	
Z1.4			0.797	
Z2.1		0.857		
Z2.2		0.875		
Z2.3		0.902		
Z2.4		0.866		

Because the individual variable reflective measure has a correlation with the being measured that is greater than 0.70, it is said to be high. The minimal loading factor value of 0.50 was employed in this study.

Results of Inner Model Analysis

Inner model testing is carried out both simultaneously (all independent variables together) and partially (independent variables individually). In testing/assessing the model using PLS simultaneously, the R-Square (R^2), which seeks in this research, a method is employed to examine the impact of independent latent variables on the dependent latent variables. The prediction model used in the study indicates that a higher R-Square (R^2) value signifies a more significant influence of the independent latent variable on the dependent latent variable (Jogiyanto, 2008). The results of R-square estimation using SmartPLS are presented in the following table:

Table 3. R-Square

Variables	R^2	Remark
Person Organization Fit (Z1)	0.603	The contribution of the Servant Leadership variable to person organization Fit is 60.3%
Knowledge Sharing Behavior (Z2)	0.735	The contribution of the variable influence of Servant Leadership, and the relationship between person-organization fit and knowledge sharing behavior is 73.5%.
Innovative Work Behavior (Y)	0.692	The contribution of the variable influence of Servant Leadership, the impact of person-organization fit and knowledge sharing behavior on innovative work behavior is 69.2%.

Hypothesis Testing Results

The results of hypothesis testing are as follows:

Table 4. Result of Hypothesis Testing

Relationship	Original sample	T Statistic	P Values	Remark
Servant Leadership (X) → Person Organization Fit (Z1)	0.776	14.148	0.000	Significant
Servant Leadership (X) → Knowledge Sharing Behavior (Z2)	-0.011	0.106	0.915	Not significant
Person Organization Fit (Z1) → Knowledge Sharing Behavior (Z2)	0.866	10.505	0.000	Significant
Servant Leadership (X) → Innovative Work Behavior (Y)	0.211	2.426	0.015	Significant
Person Organization Fit (Z1) → Innovative Work Behavior (Y)	0.341	3.033	0.002	Significant
Knowledge Sharing Behavior (Z2) → Innovative Work Behavior (Y)	0.347	3.401	0.001	Significant

The following are the outcomes of the SmartPLS analysis's bootstrapping testing:

- 1) Testing the first hypothesis (H1): Servant Leadership has an effect on Person Organization Fit.
The first hypothesis test (H1) results indicate that the Servant Leadership variable has a path coefficient value (Original sample) of 0.776 (77.6%), a T-statistic value of 14.148 more than the t-table value of 1.960, and a P-Value 0.05. This finding indicates that Servant Leadership significantly influence Person Organization Fit, supporting the first hypothesis (H1) in this study.
- 2) Testing the second hypothesis (H2): Servant Leadership has an effect on Knowledge Sharing Behavior.
The findings from the testing of the second hypothesis (H2) indicate that the influence of the servant leadership variable on knowledge sharing behavior has the path coefficient value (Original sample) for servant leadership's impact on knowledge sharing behavior is -0.011 (1.1%), with a T-statistic value of 0.106, which is below the t-table value of 1.960. Moreover, the P-Value is greater than 0.05. Consequently, the second hypothesis (H2) of this study is rejected, indicating that servant leadership has a non-significant and negative effect on knowledge sharing behavior.
- 3) Testing the third hypothesis (H3): Person Organization Fit Influences Knowledge Sharing Behavior.
The third hypothesis test (H3) the findings reveal that the Person Organization Fit variable positively affects knowledge sharing behavior, with a path coefficient value (Original sample) of 0.866 (86.6%). The T-statistic value is 10.505, surpassing the t-table value of 1.960, and the P-Value is greater than 0.05. These results indicate that Person Organization Fit significantly influences Knowledge Sharing Behavior, thereby supporting the third hypothesis (H3) in this study.

- 4) Testing the fourth hypothesis (H4): Servant Leadership has an effect on Innovative Work Behavior.

The results obtained from testing the fourth hypothesis (H4) indicate that the path coefficient value (Original sample) for the impact of the Servant Leadership variable on Innovative Work Behavior is 0.211 (21.1%). The T-statistic value is 2.426, which exceeds the t-table value of 1.960, and the P-Value is 0.05. These findings demonstrate that servant leadership has a meaningful and positive influence on innovative work behavior, thus providing support for the study's fourth hypothesis (H4).

- 5) Testing the fifth hypothesis (H5): Person Organization Fit Influences Innovative Work Behavior.

The analysis of the fifth hypothesis (H5) demonstrates that the path coefficient value (Original sample) for the impact of the Person Organization Fit variable on innovative work behavior is 0.341 (34.1%). The T-statistic value is 3.033, surpassing the t-table value of 1.960, and the P-Value is 0.05. These results indicate that Person Organization Fit significantly and positively influences innovative work behavior, supporting the study's fifth hypothesis (H5).

- 6) Testing the sixth hypothesis (H6): Knowledge Sharing Behavior influences Innovative Work Behavior.

The results from testing the sixth hypothesis (H6) indicate that the impact of the Knowledge Sharing Behavior variable on Innovative Work Behavior is represented by a path coefficient value (Original sample) of 0.347 (34.7%). The T-statistic value is 3.401, which exceeds the t-table value of 1.960, and the P-Value is 0.05. These findings demonstrate that Knowledge Sharing Behavior has a significant and positive influence on Innovative Work Behavior, supporting the study's sixth hypothesis (H6).

5. Conclusions and Discussion

- 1) Servant Leadership affects the person organization fit.

The data analysis results indicate that Servant Leadership has a favorable and significant impact on Person Organization Fit. A service-oriented leadership approach by placing the interests of subordinates or members above the personal interests of the leader can influence person organization fit or suitability of people in organizations.

- 2) Servant Leadership has an effect on Knowledge sharing behavior.

According to the data analysis findings, knowledge sharing behavior is positively but not significantly impacted by servant leadership. Contrary to social learning theory, which holds that behavior changes are brought about by seeing and imitating others, this is not the case. Knowledge sharing behavior is not significantly impacted by one's interactions with the environment through the use of one's own cognitive abilities.

- 3) Person Organization Fit Influences Knowledge Sharing Behavior.

The findings of the data analysis suggest that Person Organization Fit has a significant and positive effect on Knowledge Sharing Behavior, which aligns with the principles of the Social Learning Theory, according to which individuals can facilitate knowledge sharing among themselves in companies by having culturally appropriate values, goals, and personality traits.

- 4) Servant Leadership influences the innovative work behavior.

The research findings from the data study show that Servant Leadership has a significant and positive impact on Innovative Work Behavior. According to Sudibjo & Prameswari (2021) research on the relationship between transformational leadership, knowledge sharing, person-organization fit, and innovative work behavior, it is evident that the Servant

Leadership style has a more direct, positive, and significant influence on Innovative Work Behavior compared to Transformational Leadership. Subordinates or members of the organization might be encouraged to act in a creative manner by a leader who adopts a service-oriented leadership strategy and prioritizes the interests of the group over his or her own.

5) Person Organization fit influences Innovative Work Behavior.

The results of the data analysis reveal that there is a substantial and positive relationship between Person Organization Fit and Innovative Work Behavior. Subordinates or other members of the organization may conduct in an original manner when there is a good fit between their personal and organizational principles. This is consistent with earlier study by Sudibjo & Prameswari (2021).

6) Knowledge sharing behavior influences the Innovative work behavior.

Data analysis findings demonstrate that Knowledge Sharing Behavior significantly and favorably influences Innovative Work Behavior. With the help of opportunities for contact and the development of social capital among staff members, Knowledge Sharing Behavior has been successful in fostering a culture that promotes and facilitates the sharing of knowledge.

The conclusions of this study are as follows:

- 1) Servant Leadership has a positive and significant effect on person organization fit.
- 2) Servant Leadership has a positive and insignificant effect on knowledge sharing behavior.
- 3) Person organization fit has a positive and significant effect on knowledge sharing behavior.
- 4) Servant Leadership has a positive and significant effect on Innovative work behavior.
- 5) Person Organization fit has a positive and significant effect on innovative work behavior.
- 6) Knowledge sharing behavior has a positive and significant effect on innovative work behavior.

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