

Original Article

The Role of Servant Leadership in Moderating the Effect of Empowerment and Knowledge Sharing on Innovative Work Behavior in Village-Owned Enterprises (BUMDes) in the Badung Regency Area

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Abstract - The inability of employees to implement innovative work behaviors in their workplaces makes it difficult for companies to innovate. This study aims to identify and analyze the role of servant leadership in moderating the effect of empowerment and knowledge sharing on innovative work behavior. The population in this study was 312 people, namely employees of Village-Owned Enterprises (BUMDes) in the Badung Regency area. The sample in this study was 176 respondents. The method of determining the sample using proportionate random sampling. This study uses the Moderated Regression Analysis (MRA) analysis technique with SPSS version 25 software. The results show that empowerment has a positive and significant effect on innovative work behavior. Knowledge sharing has a negative and significant effect on innovative work behavior. Servant leadership weakens the influence of empowerment on innovative work behavior. Servant leadership strengthens the influence of knowledge sharing on innovative work behavior. The research implication is this research confirms certain parts of the theoretical concepts used in this study; besides that, there are also some parts of the theory that contradict the results of this study. Companies need to pay attention to the comprehensive implementation of empowerment, knowledge sharing, and servant leadership so that innovative work behavior can be implemented better.

Keywords – Empowerment, Innovative Work Behavior, Knowledge Sharing, Servant Leadership, Village-Owned Enterprises (BUMDes)

I. INTRODUCTION

Companies that compete in the era of globalization with intense competition require innovations developed by their human resources to be able to survive and have a competitive advantage in competition with competitors. Yuan & Woodman (2010) stated that the innovative work

behavior of employees is an important factor for the company's success in a fairly dynamic business environment.

Village-owned enterprises, or in Indonesia called Badan Usaha Milik Desa (BUMDes), is a business unit formed by the village government and villagers in order to be able to manage economic resources in accordance with the potential of the village itself. All villages in Badung Regency since 2018 have had BUMDes. BUMDes in the Badung Regency area is not yet optimal in its development to maximize the potential that exists in the region. This is reflected in the types of businesses run by BUMDes, which are very minimal in innovation, where most of the business units that are run are still uniform, which is dominated by the Savings and Loans business and the Trading unit.

The results of the pre-survey conducted with brief interviews with several leaders from BUMDes in Badung Regency, employee representatives in each BUMDes business unit, and the Head of the Community Economic Empowerment Section, Community and Village Empowerment Service in Badung Regency. The outline found similar problems in each BUMDes, namely BUMDes have not been able to maximize the potential that exists in each village and the lack of innovations carried out so that it seems that the existing business units are uniform with one another.

It comes from the attitude of employees who are not able to implement innovative work behavior in the workplace in collecting information from existing sources as learning in creating opportunities such as creative ideas, innovation, as a basis to provide a good service. BUMDes leaders also tend to be the center in developing innovation, without input from other employees, so that innovations implemented in the field are not able to be maximally applied in the field by their employees. BUMDes employees revealed that employees feel they are not



involved in strategic policies so that creative ideas about innovations that should be implemented cannot be implemented properly. Another factor is the incompatibility of the leadership style of the leader or superior to his employees, thus making employees feel lazy to carry out innovative work behavior in the workplace.

This study aims to identify and analyze the role of servant leadership in moderating the effect of empowerment and knowledge sharing on the innovative work behavior of BUMDes employees in the Badung Regency area.

II. LITERATURE REVIEW AND HYPOTHESIS

A. Literature Review

a) Leader-Member Exchange (LMX) Theory

Leader-Member Exchange theory explains the process of making roles between leaders and subordinates and exchange relationships that develop over time (Yukl, 2015:140). LMX focuses on dyadic relationships between leaders and their respective followers, which are exchange relationships that aim to increase organizational success by creating positive relationships between leaders and followers (Bauer & Erdogan, 2015:3).

Some experts suggest that LMX is a relationship that leaders do differently to all of their members. LMX can be divided into two based on its quality, namely high LMX quality (In-Group) and low LMX quality (Out-Group). High LMX quality refers to subordinates belonging to the in-group doing their work according to the employment contract and can be relied on by superiors to perform tasks that are not in the structure, volunteer for additional work, and take on additional responsibilities. Low-quality LMX involves exchanges that are limited to employment contracts only.

Liden and Maslyn (1998) explain the four dimensions that exist in the LMX concept, including affection, loyalty, contribution, and professional appreciation.

Leadership cannot take place without the elements that exist in leadership. Graen and Uhl-Bien (1995) explain that leadership has three domains, namely leader (L), follower or member (M), and relationship or exchange (X). The involvement of three leadership domains (leader, member, and exchange) has an impact on the existence of empirical studies that use different approaches.

b) Social Exchange Theory

Social exchange theory was initiated by Peter M. Blau in 1964. The social exchange theory refers to the voluntary actions of individuals who are motivated by the expected reward they will get from the people who brought rewards (Blau, 1964: 91). Blau (1968) states that there are four basic concepts of social exchange theory, namely rewards, costs, outcomes, and comparison level. A relationship will end in dissatisfaction if the costs made by the individual are greater than the rewards obtained and/or the standard of comparison set is not in accordance with the results of the relationship obtained and vice versa.

c) Empowerment

Robbins & Judge (2018:46) state that empowerment is the act of placing someone in charge of the things they do.

Empowering people means encouraging them to be more involved in decisions and activities that affect their work (Nusantoro, 2017).

Empowerment models that can be developed in an organization to ensure the success of the empowerment process in an organization as expressed by Khan (1997), include (1) desire; (2) trusts; (3) confidence; (4) credibility; (5) accountability; (6) communication.

Thomas and Velthouse (1990) manifest the concept of empowerment into four dimensions that reflect the orientation of the individual on his work role, including (1) meaning, (2) competence, (3) self-determination, (4) impact.

d) Knowledge dan Knowledge Sharing

Kusumadmo (2013:22) states that knowledge is the full use of information and data equipped with the potential skills, competencies, ideas, intuition, commitment, and motivation of the people involved.

Michael Polanyi introduced that knowledge consists of two types, namely tacit knowledge, and explicit knowledge. Tacit knowledge is the knowledge that resides in the human mind in the form of intuition, judgment, skills, values, and beliefs that are very difficult to formalize and share with others, while explicit knowledge is the knowledge that can or has been codified in the form of documents or other tangible forms, so it can be easily transferred and distributed using various media (Lumbantobing, 2011:7).

Lumbantobing (2011:24) defines knowledge sharing as a systematic process of sending, distributing, and disseminating knowledge and multidimensional contexts from one person or organization to other people or organizations who need it through various methods and media. Hooff & Weenen (2004) stated that there are two dimensions of knowledge sharing, namely knowledge donating and knowledge collecting. Knowledge donating is a behavior that communicates intellectual capital owned by one person to another, while knowledge collecting is the behavior of individuals who consult with colleagues or colleagues in order to share their intellectual capital.

e) Innovative Work Behavior

Innovative work behavior is individual behavior that aims to obtain new and useful ideas, processes, products, and procedures (West & Farr, 1989). Zhou & George (2001) mention the characteristics of individuals who have innovative behavior, including (1) seeking information about new technologies, processes, techniques, and new ideas; (2) generate creative ideas; (3) offering and championing ideas to others; (4) research and provide the necessary resources to realize new ideas; (5) develop a mature plan and schedule to realize the new idea.

De Jong & Den Hartog (2010) state innovative work behavior into four dimensions, including: (1) idea exploration; (2) idea generation; (3) idea championing; (4) idea implementation.

f) Servant Leadership

The concept of servant leadership was first introduced by Robert K. Greenleaf in 1970. Servant leadership is a leadership style characterized by the nature that the leader

transcends the leader's personal interests and will focus on opportunities to help followers grow and develop (Robbins & Judge, 2018:267), in accordance with the statement that says "the servant as leaders".

Spears (2010) suggests that there are ten characteristics of servant leadership, these characteristics include (1) listening; (2) empathy; (3) healing; (4) awareness; (5) persuasion; (6) conceptualization; (7) foresight; (8) stewardship; (9) commitment to the growth of people; (10) building community in the workplace.

Sendjaya et al. (2019) state six dimensions of servant leadership, including (1) voluntary subordination; (2) authentic self; (3) covenantal relationships; (4) responsible morality; (5) transcendental spirituality; (6) transforming influence.

B. Conceptual Framework

Every company, including BUMDes, needs workers who are able to translate every opportunity that exists in their respective regions into an idea that can be implemented quickly and accurately by understanding the concept of innovative work behavior. Empowerment of employees can bring a positive effect on innovative work behavior because employee empowerment provides opportunities for employees to be able to develop creativity, flexibility and have authority over the work done (Quratulain & Bani-Melhem, 2021).

Servant leadership focuses on organizational development through service to all relevant parties within a company. Leaders who apply servant leadership have a relationship in their activities with innovative work behavior because this leadership style involves a relationship between a leader and subordinates, in addition to being a form of interpersonal bond (Nusantoro, 2017).

Knowledge sharing is considered as one of the fundamental tools in supporting matters related to cultivating innovative behaviors in employees, facilitating innovative activities, and generating an increased ability to translate ideas into innovations (Elrehail et al., 2018). The scope of implementing innovations in a company will be wider when knowledge is shared among employees. The role of the leader in mobilizing employees to provide direction in sharing knowledge is crucial because to move employees properly, and it is necessary to have an interpersonal bond between leaders and subordinates.

The conceptual framework in this study can be seen in Figure 1.

C. Hypothesis

a) Empowerment

Kanake & Kemboi (2020); Junaidi et al. (2019) stated in the results of their research that employee empowerment has a direct influence on innovative work behavior, so this can be interpreted that the better the employee's assessment of his empowerment in the workplace, the better the innovative work behavior of the employee will be. Alkhodary (2016); Knezović & Drkić (2021); Akram et al. (2016); Anjum et al. (2018) states that managers and companies are expected to pay attention to the importance of fostering better employee empowerment to get better results for the effort, behavior, and performance of these

employees with the direct influence of employee empowerment on employees innovative work behavior.

Social exchange theory states that employees tend to consider themselves in a social relationship to manage and improve innovative work behavior, and empowerment can encourage and provide better opportunities for employees to develop creativity and employee innovations in completing a job.

H₁. Empowerment has a positive and significant effect on the innovative work behavior of BUMDes employees in the Badung Regency area.

b) Knowledge Sharing

A knowledge-sharing activity produces a healthy work environment that leads to the emergence of new ideas and the implementation of these new ideas into the organization, so that knowledge sharing has a positive and significant impact on the innovative work behavior of employees in an organization (Akram et al., 2018; Kim & Park, 2017; Wahyudi et al., 2019). This is also reinforced by the results of research conducted by Nguyen et al. (2019); Hassan et al. (2018), where knowledge sharing with two main processes, namely knowledge donating and knowledge collecting, has a positive and significant influence on innovative work behavior.

Knowledge is very important for the innovation process for employees, wherein cultivating innovative work behavior, they must acquire knowledge, interact with knowledge, and disseminate that knowledge (Bos-Nehless et al., 2017). Munir & Beh (2019) stated that employees who share knowledge are more likely to engage in innovative work behaviors, especially in terms of creating, promoting, and implementing innovations. The thinking process of employees will be born when knowledge is shared and exchanged among employees, resulting in more new and creative ideas.

H₂. Knowledge sharing has a positive and significant effect on the innovative work behavior of BUMDes employees in the Badung Regency area.

c) Servant Leadership

The community can be built properly by providing equal treatment and equal access to all employees or the community at work, so that employee empowerment will be created and lead to innovative work behavior within the organization (Gotsis & Grimani, 2016). Opoku et al. (2019) and Alblooshi et al. (2021) stated that to build trust in order to improve employee abilities and skills, one of which is in the area of innovative work behavior, the role of leadership, especially servant leadership, is needed to empower employees in achieving organizational goals.

Su et al. (2020) and Yang et al. (2019) states that in the case of empowerment, leadership attitudes are needed, especially servant leadership for employees, to strengthen their consistent attitude in developing creativity and innovations within the company.

LMX theory states that this theory focuses on the exchange of leaders with members as a vertical exchange, meaning that subordinates receive more information, influence, trust, and roles from leaders within the same work unit, compared to from outside the group, where a

servant leadership style is judged to be suitable to be applied in terms of building empowerment of employees in terms of implementing and developing innovations that exist within the company.

Social exchange theory explains that when a leader makes a decision that is best for his subordinates, subordinates will try to imitate and feel obliged to reciprocate; in this case, subordinates will share their knowledge (Sheikh & Inam, 2019). Tuan (2016) states that the servant leadership style, which is characterized by authentic attitudes from leaders, ethical behavior, and concern for others, affects knowledge sharing activities among employees in order to foster innovative work behavior in employees.

LMX theory states that the role of leadership style (servant leadership) in generating knowledge-sharing behavior between employees is important because between leaders and their respective followers is an exchange relationship that aims to increase organizational success (Bauer & Erdoan, 2015:165). Song et al. (2015); Tseng (2017); Sheikh & Inam (2019); Sial et al. (2014) stated that the application of effective servant leadership has a positive influence on the climate of knowledge sharing in an organization, so leaders are recommended to use servant leadership to build innovative work behavior in an organization.

The ability to create new knowledge is an ability that allows companies to innovate, where this ability is derived from the ability of employees to exchange knowledge and combine that knowledge (Pérez-Luño et al., 2018).

H₃. Servant leadership moderates the effect of employee empowerment on the innovative work behavior of BUMDes employees in the Badung Regency area in a positive and significant way.

H₄. Servant leadership moderates the effect of knowledge sharing on the innovative work behavior of BUMDes employees in the Badung Regency area in a positive and significant way.

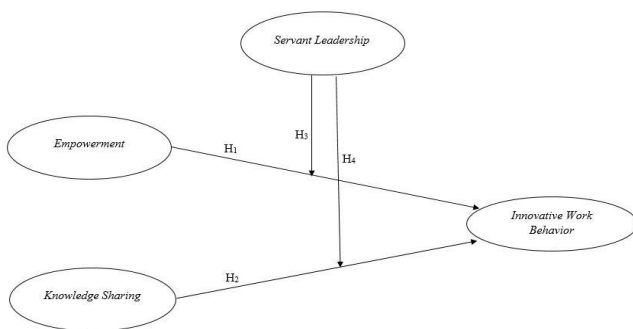


Fig. 1 Conceptual Framework

III. RESEARCH METHODOLOGY

The type of this research is causal associative with quantitative techniques. The reason is that to determine the causal relationship between empowerment and knowledge sharing on innovative work behavior and the role of servant leadership in moderating the relationship between empowerment and knowledge sharing on innovative work behavior. The research location on BUMDes in the Badung Regency area. The reason for choosing the

research location is because based on the phenomenon that occurs about BUMDes employees in the Badung Regency area, they are less able to implement innovative work behavior. The research was conducted from October 2020 to June 2021.

The population criteria of this study are people who are work on BUMDes as employees in the Badung Regency area and do not serve as Head of BUMDes Managers. The total number of BUMDes employees in the Badung Regency area is 358 people. The population of this study, when referring to the population criteria, is 312 people. The Slovin formula was used to determine the sample size in this study, with the results obtained were 175.281, then rounded to 176 people. The sampling method is proportionate random sampling. This method is used with the aim of obtaining a representative sample by looking at the stratified population of BUMDes employees in the Badung Regency area, which consists of 46 heterogeneous (different) BUMDes. Researchers took samples from each BUMDes, and representatives from each BUMDes were taken randomly as a sample.

Sampling from each BUMDes uses the proportional allocation formula in Riduwan (2011:66), namely:

$$n_i = \frac{N_i}{N} \times n$$

Whereas:

n_i = number of samples by stratum; n = total number of samples; N_i = total population by stratum; N = total population

The research variables in this study consisted of three types of variables. The dependent variable is innovative work behavior (Y), the independent variables are empowerment (X_1) and knowledge sharing (X_2), and the moderating variable is servant leadership (M).

The dimensions and indicators of the empowerment variable were adopted from Thomas and Velthouse (1990). The dimensions and indicators of the knowledge sharing variable in this study were adopted from Hooff and Ridder (2004). The dimensions and indicators of the innovative work behavior variable in this study were adopted from De Jong and Den Hartog (2010). The dimensions and indicators of the servant leadership variable in this study were adopted from Sendjaya et al. (2019).

The data collection instrument in this study was a questionnaire measured using a 5-point Likert scale, ranging from strongly agree (score 5) to strongly disagree (score 1). The questionnaire on empowerment uses 12 questions adopted from Chiles & Zorn (1995). Knowledge sharing uses 10 questions adopted from Hooff and Ridder (2004). Innovative work behavior uses 10 questions from De Jong and Den Hartog (2010). Servant leadership adopted the Servant Leadership Behavior Scale (SLBS-6) questionnaire used in the research conducted by Sendjaya et al. (2019) with 6 questions.

Testing of research instruments was carried out by testing the validity of each question item on the questionnaire in each variable and testing reliability. The test was carried out using SPSS 25 software with the results of questionnaire answers from 30 respondents.

The data analysis method used in this research is descriptive statistics and inferential statistics. The range of average assessment criteria is used to answer the description of each research variable. The average assessment criteria use intervals to determine the length of the interval class (Sudjana, 2005:79).

The analysis and hypothesis testing carried out in this study include classical assumption test, Moderated Regression Analysis (MRA), model feasibility test (F-test), correlation coefficient test (R), coefficient of determination test (R²), and hypothesis testing. All tests were carried out using SPSS version 25 software. The classical assumption test was carried out with several tests, such as normality test, multicollinearity test, and heteroscedasticity test. The equation for MRA in this study is as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 M + \beta_4 X_1 M + \beta_5 X_2 M + \epsilon$$

Whereas:

Y = Innovative work behavior; α = Constant; $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = Regression Coefficient; X_1 = Empowerment; X_2 = Knowledge Sharing; M = Servant Leadership; $X_1 M$ = Interaction between empowerment and servant leadership; $X_2 M$ = Interaction between knowledge sharing dan servant leadership; ϵ = error term.

IV. RESULT AND DISCUSSION

A. Research Instrument Test Results

The validity test in this study was carried out with the number of BUMDes employees as many as 30 people or N = 30, with a significance level in this study is 0.05, then the r_{table} value was 0.361. The results of the validity test can be seen in Table 1.

Table 1. Validity Test Result

Item	Pearson Correlation Value			
	X ₁	X ₂	Y	M
1	0,757	0,821	0,738	0,843
2	0,755	0,820	0,711	0,811
3	0,776	0,834	0,801	0,850
4	0,768	0,744	0,889	0,794
5	0,794	0,855	0,824	0,681
6	0,821	0,744	0,790	0,761
7	0,875	0,834	0,865	X
8	0,902	0,859	0,883	X
9	0,887	0,778	0,918	X
10	0,888	0,810	0,916	X
11	0,900	X	X	X
12	0,890	X	X	X

Table 1 shows that all of the variable question items have a Pearson Correlation value greater than the r_{table} value, so it can be interpreted that all question items on all variables can be declared valid.

The reliability test was carried out by calculating the Cronbach's Alpha (α) value of each instrument of a variable, where the variable was said to be reliable if it had a Cronbach's Alpha (α) value above 0.70. The results of the reliability test can be seen in Table 2.

Table 2. Reliability Test Result

Variable	α	Interpretation
Empowerment	0,960	Reliable
Knowledge Sharing	0,938	Reliable
Innovative Work Behavior	0,951	Reliable
Servant Leadership	0,880	Reliable

B. Characteristics of Respondents

The distribution of the questionnaire in this study was carried out in two stages. In the first stage, the questionnaire was distributed to 176 respondents according to the number of samples that had been determined, but there were 50 respondents who had questionnaire answers that could not be processed. In the second stage, the questionnaires were re-distributed to 50 other respondents who were still in the population of this study, so that the total number of questionnaires distributed was 226 respondents with a fixed sample size of 176 respondents.

The characteristics of respondents in this study are described by presenting their characteristics based on age, gender, position, and working period. The characteristics of respondents in this study can be seen in Table 3.

Table 3. Characteristics of Respondents

No.	Item	Classification	Total (people)	Percentage (%)
1	Gender	Male	108	61,4
		Female	68	38,6
Total			176	100
2	Age	< 21 years	4	2,3
		21-30 years	84	47,7
		31-40 years	53	30,1
		41-50 years	31	17,6
		> 50 years	4	2,3
Total			176	100
3	Position	Secretary	27	15,3
		Treasurer	24	13,6
		Head of Unit	15	8,5
		Staff	110	62,5
Total			176	100
4	Working Period	< 1 year	55	31,3
		1-3 year	96	54,5
		> 3 year	25	14,2
Total			176	100

C. Description of Research Variables

Descriptive analysis was conducted to determine the characteristics and responses of respondents to each statement. All variables are described using the average value. The range of criteria calculated by using the interval class length formula is used to develop the scoring criteria for each statement item.

D. Classical Assumption Test Results

a) Normality Test

The results of the residual normality test with the One-Sample Kolmogorov-Smirnov get the Asymp. Sig. (2-tailed) of 0.200. The conclusion that can be drawn is that the residual research data is normally distributed

because of the Asymp value. Sig. (2-tailed) is greater than the specified significance level of 0.05.

b) Multicollinearity Test

The results of the multicollinearity test on all variables get a tolerance value > 0.10 and a VIF value < 10. This indicates that there is no multicollinearity symptom in the research regression model.

c) Heteroscedasticity Test

The results of the heteroscedasticity test of the regression model in this study were carried out using the Glejser test. These results indicate that all variables in this study have a value (Sig.) > 0.05. This indicates that there is no symptom of heteroscedasticity in the research regression model.

E. Moderated Regression Analysis (MRA)

The results of the regression test to form the MRA equation in this study can be seen in Table 4 as follows.

Table 4. Moderated Regression Analysis (MRA) Test Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,188	17,825		0,347	0,729
	X ₁	1,320	0,474	1,695	2,781	0,006
	X ₂	-1,104	0,555	-1,162	-1,988	0,048
	M	0,461	0,751	0,248	0,613	0,540
	X ₁ M	-0,041	0,019	-1,994	-2,129	0,035
	X ₂ M	0,050	0,022	2,203	2,272	0,024

a. Dependent Variable: Y

Table 4 shows the results of the MRA test, which produces the following MRA equation.

$$Y = 6,188 + 1,320X_1 - 1,104X_2 + 0,461M - 0,041X_1M + 0,050X_2M$$

F. F-test

The research model is good to use if the $F_{\text{statistic}} > F_{\text{table}}$ (2,27) or the significance value (Sig.) ≤ 0.05. The results of F- test in this study can be seen in Table 5.

Table 5. F-test Results

ANNOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2456,652	5	491,330	52,845	0,00
	Residual	1580,598	170	9,298		
	Total	4037,250	175			

a. Dependent Variable: Y
b. Predictors (Constant), X₂M, X₁, M, X₂, X₁M

The results of the model feasibility test shown in Table 5 conclude that the regression equation model in this study is feasible to use.

G. Correlation Coefficient Test (R)

The R-value obtained is 0.780. The value of 0.780 is classified as a strong relationship level based on the correlation coefficient interpretation guidelines. In the research model, there is a strong relationship between

empowerment, knowledge sharing, servant leadership, the interaction between empowerment and servant leadership, and the interaction between knowledge sharing and servant leadership on innovative work behavior.

H. Coefficient of Determination Test (R²)

The results of the coefficient of determination test in the regression model of this study can be seen in Table 6 as follows.

Table 6. Coefficient of Determination Test Results

Model Summary		
Model	R Square	R Square Adjusted
1	0,608	0,597

a. Predictors: X₂M, X₁, M, X₂, X₁M

The value of the coefficient of determination that is interpreted is the value of R Square Adjusted because there is a replacement of data due to data that is not feasible to use or outliers. The R Square Adjusted value of the regression model of this study is 0.597. It can be interpreted that 59.7% of the innovative work behavior variable is influenced by empowerment, knowledge sharing, servant leadership, the interaction between empowerment and servant leadership, and the interaction between knowledge sharing and servant leadership. The remaining 40.3% is influenced by other factors not included in this study.

I. Hypotesis Test

The results of hypothesis testing in the regression model of this study can be seen in Table 7 as follows.

Table 7. Hypothesis Test Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,188	17,825		0,347	0,729
	X ₁	1,320	0,474	1,695	2,781	0,006
	X ₂	-1,104	0,555	-1,162	-1,988	0,048
	M	0,461	0,751	0,248	0,613	0,540
	X ₁ M	-0,041	0,019	-1,994	-2,129	0,035
	X ₂ M	0,050	0,022	2,203	2,272	0,024

b. Dependent Variable: Y

Table 7 shows the results of hypothesis testing on each independent variable on the dependent variable in the regression model of this study. The relationship between empowerment (X₁) and innovative work behavior (Y) has a value of Sig: 0.006 and the value of the regression coefficient (β₁): 1.320, it can be interpreted that empowerment has a positive and significant effect on innovative work behavior, so H₁ is accepted.

The relationship between knowledge sharing (X₂) and innovative work behavior (Y) has a value Sig: 0,048 the value of the regression coefficient (β₂): -1,104, it can be interpreted that knowledge sharing has a negative and significant effect on innovation work behavior, so H₂ is rejected.

The relationship between servant leadership (M) and innovative work behavior (Y) has a value of Sig: 0.540 and the value of the regression coefficient (β_3): 0.461, it can be interpreted that servant leadership has no significant effect on the innovation work behavior of BUMDes employees in the Badung Regency area.

The relationship between the role of servant leadership in moderating the relationship between empowerment (X_1M) and innovative work behavior (Y) has a Sig: 0.035 and the value of the regression coefficient (β_4): -0.041, it is interpreted that servant leadership moderates the influence of empowerment on innovation work behavior negatively and significantly, so H_3 is rejected.

The relationship between the role of servant leadership in moderating the relationship between knowledge sharing and innovative work behavior (X_2M) has a Sig: 0.024 and the value of the regression coefficient (β_5): 0.050, it can be interpreted that servant leadership moderates the effect of knowledge sharing on innovation work behavior positively and significantly, so H_4 is accepted.

Servant leadership, as a moderating variable in this study, is classified as a pure moderating variable or pure moderator in its role of moderating empowerment and knowledge sharing variables on innovative work behavior.

J. Discussion

a) The Effect of Empowerment on Innovative Work Behavior

The results of the research on the first hypothesis indicate that empowerment has a positive and significant effect on innovative work behavior. This proves that the higher the empowerment practice, the better the innovative work behavior of BUMDes employees in the Badung Regency area.

The results of this study are in line with research conducted by Kanake & Kemboi (2020); Junaidi et al. (2019); Akram et al. (2016); Anjum et al. (2018); Alkhodary (2016); Knezović & Drkić (2021) who provide empirical evidence that there is a unidirectional relationship between employee empowerment and innovative work behavior, thus managers must encourage the empowerment of employees themselves in a company to be able to create innovative work behavior from employees.

The results of this study also show conformity when referring to social exchange theory because employees tend to consider themselves in a social relationship, where empowerment can encourage and provide better opportunities for BUMDes employees to develop innovative work behavior. Empowerment is a form of reward in the social exchange model that can increase the suitability of comparison levels or comparison standards.

b) The Effect of Knowledge Sharing on Innovative Work Behavior

The results of the research on the second hypothesis indicate that knowledge sharing has a negative and significant effect on innovative work behavior. The results of this study prove that the higher the practice of knowledge sharing, the less good is the innovative work

behavior of BUMDes employees in the Badung Regency area.

The results of this study are not in line with previous studies conducted by Nguyen et al. (2019) and Hassan et al. (2018), even though using the same two dimensions of knowledge sharing used in this study has a negative and significant effect on employees' innovative work behavior. The results of this study also disconfirm previous research conducted by Kim & Park (2017) and Wahyudi et al. (2019) that knowledge sharing behavior has a positive and significant effect on employee innovative work behavior in an organization. The results of this study are also not fully in line with the research conducted by Akram et al. (2018), where knowledge sharing activities will produce a work environment that leads to the emergence of new ideas (idea generation) and the implementation of new ideas (idea implementation) into the organization.

The results obtained in this study are also not fully in line with the statements expressed in the research conducted by Bos-Nehless et al. (2017) that in cultivating innovative work behavior, employees must acquire, interact, and disseminate knowledge. The results of this study are also not fully in line with the research conducted by Munir & Beh (2019) that employees who share knowledge are more likely to engage in innovative work behavior.

The results of research that are different from previous studies are influenced by different research models from previous studies, where this research model includes interaction variables between moderating variables and independent variables, which are the development of models from previous studies.

The results of this study associated with the social exchange theory expressed by Barbalet (2017) can be interpreted that employees tend to develop high-quality relationships only with employees who are in the same department, while for employees who are in different units, low-quality relationships occur. This relationship is shown by the behavior of sharing information and knowledge that is more intense in the same unit so that it has a negative impact on the innovative work behavior of employees.

Ideally, employee innovative work behavior can be implemented to all employees in one company. The phases in innovative work behavior will not work well if knowledge sharing behavior is only done partially. The last phase in innovative work behavior, namely idea implementation, requires knowledge-sharing practices as a whole, not only partially within the same department.

c) The Role of Servant Leadership in Moderating the Effect of Empowerment on Innovative Work Behavior

The results of the research on the third hypothesis indicate that servant leadership moderates the influence of empowerment on innovative work behavior in a negative and significant manner so that it can be interpreted that servant leadership weakens the influence of empowerment on the innovative work behavior of BUMDes employees in the Badung Regency area.

The results of this study do not support the research conducted by Opoku et al. (2019) and Alblooshi et al. (2021) that although servant leadership has an influence in moderating the relationship between employee empowerment and innovative work behavior, the effect that occurs is a weakening effect. The results of this study are also not in accordance with previous research conducted by Su et al. (2020) and Yang et al. (2019), wherein the case of empowerment, leadership attitudes are needed, especially servant leadership for employees, to strengthen their consistent attitude in developing creativity and innovations within the company.

The thing that causes the discrepancy of the results of this study with previous studies that are used as the basis for determining the hypothesis, because leaders of employees do not provide opportunities for employees to question actions and decisions taken, so employees seem to only carry out what is ordered from superiors without knowing the reasons and objectives for the actions or decisions taken. This attitude from managers causes employee empowerment to weaken because employees are only the object of implementing orders or instructions given by superiors without knowing the reasons and objectives for the actions or decisions taken. This weakening of empowerment will have an impact on decreasing the innovative work behavior of employees, because as stated by Akram et al. (2016), where employees in a company need better empowerment in their work, which will lead to better innovative work behavior.

If it is related to LMX theory, it can be interpreted that the quality of LMX that often occurs in BUMDes is of low LMX quality (Out-Group). Out-group relationships or low-quality LMX involve exchanges that are limited to employment contracts. Low LMX quality causes subordinates to receive less influence, trust, and roles from leaders, thus causing a decrease in employee empowerment which in turn affects the development and implementation of employee innovative work behaviors. LMX theory aims to create a positive relationship between leaders and followers. A negative relationship in the social exchange model will cause a discrepancy in the comparison level between employees and leaders so that employees have a reluctance to empower themselves and affect the decline in innovative work behavior practices in employees.

One of the characteristics of servant leadership that must be possessed by leaders, as expressed by Spears (2010), is awareness. The awareness in question is the awareness to awaken and understand the values and meaning of the daily life that is lived by employees while working in the workplace. One of these spiritual values is how to view work as a BUMDes employee is a noble thing because being a BUMDes employee is also a form of real contribution in building a village in a more advanced direction. The leader's inability to generate these values will make high-quality LMX more difficult to achieve. Difficulty in realizing high LMX quality will cause subordinates to be less accepting of the role of the leader, especially in emotional bonds, resulting in a decrease in

employee empowerment which in turn affects the decline in employee innovative work behavior practices.

d) The Role of Servant Leadership in Moderating the Effect of Knowledge Sharing on Innovative Work Behavior

The results of the research on the fourth hypothesis indicate that servant leadership moderates the effect of knowledge sharing on innovative work behavior positively and significantly. The results of this study prove that the practice of servant leadership strengthens the influence of knowledge sharing on the innovative work behavior of BUMDes employees in the Badung Regency area.

The results of this study strengthen the statement expressed by Sheikh & Inam (2019) that through the effective application of servant leadership, employee involvement in knowledge sharing can be increased so that this will affect activities related to work innovation. The relationship between servant leadership and knowledge sharing also meets the social exchange theory expressed by Blau (1964).

The results of this study are in line with the research conducted by Sial et al. (2014), which states that servant leadership fosters knowledge sharing activities not only at the top management level but also for all employees, so that through knowledge sharing activities, innovative tasks can be more easily carried out by employees. The results of the research in this study also confirm, as expressed in the practical implications of Song et al. (2015), that an organization needs a leader who uses servant leadership in building a knowledge-sharing climate, so that through this knowledge sharing it is hoped that innovative work behaviors will be created in employees.

The recommendations given by Perez-Luno et al. (2018) regarding the use of moderated knowledge sharing have been confirmed by the results of this study which show consistent results. Tseng (2017) and Tuan (2016), in their research, state that the servant leadership style can generate knowledge sharing in employees.

This is also reinforced by the LMX theory, where the role of leadership style (one of which is servant leadership) is important in generating knowledge-sharing behavior between employees (Bauer & Erdogan, 2015:165).

K. Theoretical Implications

The results of research on empowerment that have a positive and significant effect on innovative work behavior support the theoretical concepts of social exchange theory as well as the results of previous studies and indicate that the research conducted is able to explain and re-confirm the relationship of the two variables.

The results of research on the relationship between knowledge sharing and innovative work behavior do not support the results of previous studies. The research model that includes other variables such as empowerment and servant leadership moderating variables contributes to the results obtained, so it has differences from previous studies. The results of this study also prove that the concept of social exchange theory, namely that a person tends to develop high-quality relationships based on who interacts, how to interact, and how the experience is

obtained, occurs in BUMDes in the Badung Regency area, where BUMDes employees tend to develop high-quality relationships only for BUMDes employees who are in the same department or unit, while for BUMDes employees who are in different units, there is a low-quality relationship.

The role of servant leadership in moderating the effect of empowerment on innovative work behavior does not fully support the results of previous studies. The different research models and the implementation of servant leadership in BUMDes that do not run well make part of the LMX theory concept, and the results of previous studies are not in line with the results of this study. The results of research on the role of servant leadership in moderating the effect of knowledge sharing on innovative work behavior positively and significantly contribute to supporting the results of previous studies.

L. Practical Implications

Empowerment practices for employees are important to be considered by decision-makers in the company to develop innovative work behavior in employees. The idea championing and idea implementation phases in innovative work behavior, which in this study are still not good, can be done by strengthening the dimensions that exist in empowerment.

The practice of knowledge sharing is an important behavior to be implemented in a company to develop innovative work behavior. It is important to note that the practice of knowledge sharing is meant to be a comprehensive practice, not only between employees in the same unit or department.

Servant leadership can be considered by a leader to strengthen the influence of empowerment and knowledge sharing in developing employee innovative work behavior. Comprehensive implementation of the attitudes of a servant leader is an important thing to note because it will determine the nature of the influence that occurs.

M. Limitations

The scope of the research only covers the area of Badung Regency, which is an area where the village manages relatively large funds. The results of the study may have differences related to perceptions or levels of interpretation for each respondent in other areas with villages that manage fewer funds and the development of different BUMDes such as those in the Badung Regency.

This research is only limited to studying empowerment, knowledge sharing, innovative work behavior, and servant leadership, so it cannot examine in-depth factors outside these variables.

This research is carried out only at a certain point in time or is cross-sectional, while environmental and economic conditions tend to be dynamic. This condition makes it important for this research to be carried out again in the future.

V. CONCLUSION AND RECOMMENDATIONS

A. Conclusion

Empowerment has a positive and significant effect on the innovative work behavior of BUMDes employees in the Badung Regency area. This indicates that the higher

the practice of empowerment, the better the innovative work behavior of employees.

Knowledge sharing has a negative and significant effect on the innovative work behavior of BUMDes employees in the Badung Regency area. This indicates that the higher the practice of knowledge sharing, the worse the innovative work behavior of employees.

Servant leadership has a role in moderating the effect of empowerment on innovative work behavior in a negative and significant way for BUMDes employees in the Badung Regency area. This indicates that the practice of servant leadership actually weakens the influence of empowerment on employee innovative work behavior.

Servant leadership has a role in moderating the influence of knowledge sharing on innovative work behavior in a positive and significant way for BUMDes employees in the Badung Regency area. This indicates that the practice of servant leadership strengthens the influence of empowerment on the innovative work behavior of employees.

B. Recommendations

The practice of employee flexibility in doing work and the influence of what employees do in the company on empowerment needs to be evaluated, and the practices in the company further improved in order to further develop employee innovative work behavior.

Knowledge-sharing practices should be re-evaluated, especially among employees between different units or departments, so that it is carried out thoroughly on all elements within the company, not only between employees in the same unit or department. Evaluation and improvement of these matters will improve the quality of the relationship that occurs on innovative work behavior, especially in the idea championing and idea implementation phases.

A leader in implementing servant leadership should re-evaluate the rights that give employees to question the actions taken by superiors, increase employee competence in terms of actions related to morality, and the ability to generate meaning from everyday life in the workplace because the implementation of these indicators still needs to be improved again for a better application of the concept of servant leadership in encouraging the development of innovative work behavior.

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