

# Pengaruh Servant Leadership dan Employees' Paradox Mindset terhadap Perilaku Inovatif: Studi Empiris pada Karyawan Perbankan = The Impact of Servant Leadership and Employees' Paradox Mindset on Innovative Behavior: An Empirical Study of Bank Employees

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## Abstrak

Inovasi merupakan hal yang sangat dibutuhkan untuk memperkuat posisi kompetitif sebuah bank. Tuntutan bagi bank untuk berinovasi semakin meningkat. Innovative behavior atau perilaku inovatif karyawan merupakan faktor kunci bagi kinerja organisasi, termasuk bank, karena perilaku ini merupakan sumber dari inovasi organisasi. Penelitian ini bertujuan untuk menganalisis hubungan antara innovative behavior, servant leadership, employees' paradox mindset, thriving at work, dan psychological safety. Penelitian ini menggunakan metode survei yang melibatkan 369 karyawan perbankan. Analisis data menggunakan teknik partial least squares structural equation modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa servant leadership dan employees' paradox mindset berpengaruh positif dan signifikan terhadap innovative behavior. Thriving at work dan psychological safety secara parsial memediasi pengaruh servant leadership terhadap innovative behavior. Selain itu, thriving at work juga memediasi secara parsial pengaruh employees' paradox mindset terhadap innovative behavior. Dengan demikian, studi ini memberi masukan kepada para pembuat kebijakan di organisasi, khususnya yang bekerja di sektor perbankan, yaitu agar penerapan kepemimpinan yang bersifat melayani dan pola pikir yang bersifat paradoks dapat meningkatkan perilaku inovatif maka organisasi perlu mendorong suasana kerja yang membangkitkan kemauan untuk belajar dan bekerja penuh semangat serta menciptakan rasa aman agar pegawai bersemangat untuk memberikan pendapatnya.

.....Innovation is an important thing needed to strengthen a bank's competitiveness. The demand for banks to innovate is increasing. Employee's innovative behavior is a key factor for organization's performance, including bank, because this behavior is a source of organizational innovation. This study aims to analyze the relationship between innovative behavior, servant leadership, employees' paradox mindset, thriving at work, and psychological safety. This study uses a survey method involving 369 banking employees. Data analysis used the partial least squares structural equation modeling (PLS-SEM) technique. The results show that servant leadership and employees' paradox mindset have a positive and significant effect on innovative behavior. Thriving at work and psychological safety partially mediate the influence of servant leadership on innovative behavior. In addition, thriving at work also partially mediates the effect of employees' paradox mindset on innovative behavior. Thus, this study provides input to policymakers in organizations, particularly those in the banking industry, by showing how the use of servant leadership and a paradox mindset can increase innovative behavior. As a result, the company must develop a working environment that fosters a desire to learn and work with enthusiasm as well as a sense of security so that workers are eager to share their thoughts.