

# Pengaruh Servant Leadership terhadap Work Engagement dan Innovative Work Behavior Karyawan Milenial dengan Mediasi Job Crafting = The Influence of Servant Leadership on Work Engagement and Innovative Work Behavior of Millennial Employees Mediated by Job Crafting

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## Abstrak

Topik generasi milenial di tempat kerja telah menarik perhatian karena pekerja dari generasi ini mengalami peningkatan jumlah di dalam organisasi. Karena jumlah pekerja milenial yang signifikan di masa depan, mereka diharapkan dapat berkontribusi pada kesuksesan organisasi. Studi telah mengakui peran penting innovative work behavior dalam menciptakan inovasi di organisasi. Perilaku ini juga dipengaruhi oleh pengaturan organisasi, seperti gaya kepemimpinan. Dibandingkan dengan gaya kepemimpinan tradisional, servant leadership berfokus pada pengelolaan karyawan melalui tindakan penuh perhatian dan kepedulian. Diketahui pula job crafting telah terbukti memainkan peran penting dalam kesuksesan karier individu. Penelitian ini mengusulkan dan menguji pengaruh servant leadership terhadap work engagement dan innovative work behavior. Penelitian ini juga mengkaji peran dari mediasi job crafting. Penelitian ini menggunakan desain kuantitatif dengan menggunakan survei terhadap 204 responden milenial dari berbagai sektor pekerjaan di Indonesia. Hasil penelitian menunjukkan bahwa servant leadership berpengaruh positif dan signifikan terhadap dan innovative work behavior dan work engagement. Temuan lebih lanjut menunjukkan bahwa job crafting memiliki efek mediasi pada hubungan servant leadership terhadap work engagement dan tidak memiliki efek mediasi pada servant leadership dan innovative work behavior karyawan.

.....The topic of the millennial generation in the workplace has driven attention as members of this cohort have formed a growing increase in organisations. Due to the significant number of millennial workers in the future, they are also expected to contribute to organization success. Studies have acknowledged the important role of employee innovative work behavior in facilitating innovations at organizations. This behavior is also influenced by organizational settings, such as the leadership style. Compared to the traditional leadership styles, servant leadership is expected to change the hierarchical perspective by focusing on managing employees through considerate action and caring. It is also known that job crafting has been shown to play an important role in individual career success. This study proposes and examines the effect of servant leadership on work engagement and innovative work behavior. The study employed a quantitative design using surveys to 204 millennial respondents from various work sectors in Indonesia. The results show that servant leadership will have a positive and significant effect on innovative behavior. Further findings indicate that job crafting has a mediating effect on the relationship of servant leadership to work engagement and no mediaton effect between servant leadership and employee's innovative work behavior.