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Unpacking the Servant Leadership–Employee Creativity Pathway Through Psychological Empowerment

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Abstract: *Employee creativity is increasingly vital for organizational innovation and adaptability. While servant leadership has been linked to various positive employee outcomes, its role in fostering creativity requires further investigation. This study examines the influence of servant leadership on employee creativity through the mediating effect of psychological empowerment and the moderating effect of perceived organizational support. Using a quantitative design, survey data were collected from 224 working university students in Batam, Indonesia, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that servant leadership positively affects psychological empowerment and employee creativity, while psychological empowerment also enhances employee creativity. In addition, psychological empowerment partially mediates the relationship between servant leadership and employee creativity. However, perceived organizational support does not significantly moderate the relationships examined. These findings underscore the importance of psychological empowerment in translating leadership practices into creative outcomes and offer practical implications for organizations seeking to strengthen workplace creativity.*

INTRODUCTION

Organizations increasingly operate in environments characterized by rapid technological change, shifting workforce expectations, and sustained pressure to innovate. Under such conditions, organizational success depends not only on achieving performance targets but also on cultivating work environments that support employee development and well-being. Within this context, servant leadership has attracted growing scholarly attention because of its capacity to balance organizational objectives with employee-centered values. Empirical evidence indicates that servant leadership contributes to organizational profitability by strengthening employees' sense

of obligation and enhances organizational performance through the development of human capital (Alipio et al., 2023). Research has further associated servant leadership with higher levels of employee engagement, innovative work behavior, psychological safety, and workplace well-being, while reducing knowledge hoarding (Cai et al., 2024; Ekmekcioglu & Öner, 2024; Jonker & Dube, 2025; S. Zada et al., 2022). These findings suggest that leadership approaches emphasizing service and employee growth have become increasingly relevant for organizations seeking sustainable competitiveness.

The importance of such leadership practices becomes even more apparent as Generation Z occupies a larger proportion of the contemporary workforce. Although this cohort demonstrates considerable adaptability in navigating digital technologies and dynamic work environments, it also encounters challenges related to accessibility, social expectations, and uncertainty arising from emerging technologies such as generative artificial intelligence (Jaya et al., 2026). These circumstances increase the need for leadership approaches capable of fostering support, inclusion, and developmental opportunities. Existing evidence indicates that servant leadership strengthens work engagement, organizational commitment, and job satisfaction, while also serving as a mechanism through which cultural intelligence contributes to employee engagement (Hossain et al., 2026; Vakira et al., 2026). Nevertheless, limited empirical attention has been directed toward understanding how servant leadership addresses the distinctive characteristics and workplace experiences of younger employees, particularly in relation to outcomes that are increasingly critical for organizational sustainability.

Among these outcomes, employee creativity has emerged as a strategic capability that enables organizations to adapt, innovate, and maintain competitive advantage in turbulent environments. Prior studies suggest that creativity contributes to organizational resilience, long-term survival, and the generation of value through novel ideas and solutions (Fu et al., 2022; Żywiołek et al., 2022). Conversely, insufficient creativity may constrain an organization's ability to respond effectively to changing market demands and technological developments. Existing research consistently demonstrates that servant leadership contributes to employee creativity through mechanisms such as psychological safety, employee well-being, knowledge sharing, and organizational citizenship behavior (Wang et al., 2022). However, the relevance of these mechanisms may vary across workforce groups. This issue is particularly important because Generation Z exhibits distinctive motivational patterns, with creative performance influenced by extrinsic rewards and the perceived moral significance of work to a greater extent than previous generations (Krishna & Agrawal, 2025). As a result, questions remain regarding whether existing explanations sufficiently capture the processes through which servant leadership fosters creativity within emerging workforce contexts.

A growing body of evidence supports the positive relationship between servant leadership and employee creativity. Studies conducted across diverse organizational settings consistently report that employees working under servant-oriented leaders demonstrate higher levels of creative performance (Chen et al., 2022; Hanaysha et al., 2022; Wang et al., 2022; S. Zada et al., 2023). Moreover, this relationship appears to operate through a range of psychological and behavioral pathways. Knowledge sharing has been identified as a partial mediator, organizational citizenship behavior has been shown to fully explain part of the relationship, and psychological safety together with employee well-being has been found to facilitate the emergence of creative

behaviors (Wang et al., 2022). While these findings have substantially advanced understanding of the servant leadership–creativity linkage, they also indicate that creativity is shaped by complex internal and organizational processes rather than by leadership behavior alone. Consequently, further investigation is needed to identify additional mechanisms that may explain how servant leadership translates into creative outcomes.

Although prior research has consistently reported a positive relationship between servant leadership and employee creativity, the available evidence remains concentrated within a limited number of national and organizational contexts, particularly in China, the United Kingdom, and Turkey (Chen et al., 2022; Ekmekcioglu & Öner, 2024; Wang et al., 2022). However, the findings in Shaleh et al. (2024) research actually show that Servant Leadership does not influence Employee Creativity. In addition, much of the existing literature has focused on specific sectors, including healthcare, hospitality, and small and medium-sized enterprises, leaving other organizational contexts comparatively underexplored. This concentration raises concerns regarding the broader applicability of current findings across diverse cultural and institutional settings. At the same time, emerging perspectives such as green servant leadership remain relatively underexamined, suggesting that the theoretical development of servant leadership research is still evolving (Shaleh et al., 2024). Given the growing importance of creativity as a source of organizational adaptability and innovation, a more comprehensive understanding of the conditions and mechanisms through which servant leadership promotes creative behavior remains necessary.

Accordingly, this study seeks to analyze the influence of servant leadership on employee creativity by examining the roles of psychological empowerment and organizational support as mechanisms that may help explain how leadership behaviors centered on serving and developing employees contribute to creative performance in organizational settings.

LITERATURE REVIEW

Self-Determination Theory

Understanding the factors that drive human behavior remains a central concern across studies of motivation, well-being, and individual functioning. Within this domain, Self-Determination Theory (SDT) has emerged as one of the most widely applied empirical frameworks for explaining how individuals initiate, regulate, and sustain their actions (Kessler, 2013). The theory emphasizes the role of inherent developmental tendencies and psychological needs in shaping personality and motivational processes, which has led scholars to regard SDT as one of the leading theoretical perspectives for understanding human motivation (Ryan & Deci, 2000; Zhao & Wu, 2021).

A central proposition of SDT is that human motivation can be broadly categorized into intrinsic and extrinsic forms. Intrinsic motivation refers to engagement in activities driven by inherent enjoyment, interest, or satisfaction, without reliance on external rewards or threats. Conversely, extrinsic motivation reflects behavior that is energized by anticipated outcomes or consequences that are distinct from the activity itself (Ryan & Deci, 2000; Zhao & Wu, 2021). Through this distinction, SDT provides a comprehensive explanation of why individuals may pursue similar behaviors while being guided by fundamentally different motivational forces.

The theory further argues that the quality and strength of motivation are rooted in the fulfillment of three basic psychological needs. These include autonomy, which reflects an individual's desire to exercise choice and self-direction in action; competence, which represents the need to perform effectively and develop one's capabilities under optimal conditions; and relatedness, which concerns the need to establish meaningful connections and maintain valued social relationships (Park, 2021). According to SDT, the satisfaction of these psychological needs plays a critical role in shaping behavioral outcomes and fostering psychological well-being.

Servant Leadership

Servant leadership is widely recognized as a leadership approach that prioritizes the growth, well-being, and development of followers while simultaneously advancing organizational objectives. Theoretically, it is distinguished by a strong other-oriented orientation, emphasizing leaders' commitment to serving employees through altruistic concern, humility, empathy, and genuine care for others (McGhee, 2023; Robinson & Magnusen, 2024). The conceptual clarity of servant leadership has been reinforced by extensive scholarly inquiry across diverse settings. Evidence from a systematic literature review synthesizing more than 138 citations and a healthcare-focused review encompassing 55 studies demonstrates substantial consistency in how the construct is defined and applied, supporting its conceptual robustness and relevance for understanding employee outcomes in contemporary organizations (Canavesi & Minelli, 2022; Demeke et al., 2024).

Employee Creativity

Employee creativity is commonly conceptualized as an individual's capacity to generate novel and useful ideas, solutions, or approaches that contribute to organizational improvement and innovation. Although recent studies primarily emphasize its outcomes rather than its formal conceptual boundaries, a consistent view portrays employee creativity as a valuable performance-related capability rooted in employees' knowledge, experience, and problem-solving abilities (Fu et al., 2022). The construct encompasses varying degrees of novelty, ranging from incremental improvements to more radical forms of innovation, reflecting its multidimensional nature (Halinski et al., 2023). As organizations confront increasingly complex job demands and dynamic market conditions, employee creativity has become an essential mechanism for adaptation and value creation, shaped by the interaction of leadership, organizational contexts, and individual characteristics (Zhang et al., 2022).

Psychological Empowerment

Psychological empowerment is widely regarded as a fundamental motivational construct in organizational behavior that reflects employees' perceptions of their capacity to influence work processes and outcomes. Conceptually, it represents an internal psychological state through which individuals experience greater control, purpose, and efficacy in performing their roles, thereby strengthening motivation and engagement at work. The robustness of this construct is supported by extensive empirical evidence, including a meta-analysis synthesizing findings from 94 studies conducted since 1995, which demonstrated substantial associations between psychological empowerment and critical organizational outcomes such as job satisfaction and organizational commitment (Llorente-Alonso et al., 2023). More recent research continues to validate its relevance within contemporary leadership and organizational frameworks, confirming its strong predictive relationship with employee well-being and work-related attitudes

(Schermuly et al., 2025). These findings underscore the enduring relevance of psychological empowerment in organizational research and practice.

Perceived Organizational Support

Perceived Organizational Support (POS) is broadly understood as employees' overall perception that the organization values their contributions and provides the resources, recognition, and support necessary for effective work performance. Although recent studies have emphasized its practical manifestations rather than offering explicit definitional statements, the construct is consistently portrayed as encompassing managerial assistance, organizational recognition, and supportive structural arrangements that facilitate employee functioning and development (Gadolin et al., 2022; Li et al., 2022). Evidence accumulated across diverse organizational contexts—including healthcare institutions, public agencies, sports organizations, and innovation-oriented workplaces—indicates that POS operates as a multidimensional organizational resource that strengthens employees' sense of being supported, acknowledged, and professionally valued. This conceptual consistency across contemporary studies underscores POS as a theoretically robust construct with enduring relevance for understanding employee attitudes and workplace behaviors (Gadolin et al., 2022; Li et al., 2022).

Servant Leadership and Psychological Empowerment

Servant leadership is widely recognized as a leadership approach that strengthens employees' psychological resources by emphasizing personal growth, support, and follower development. Such leadership behaviors create conditions in which employees perceive greater meaning in their work, stronger confidence in their abilities, and a higher sense of influence over organizational outcomes. Empirical evidence demonstrates that servant leadership significantly enhances the dimensions of meaning, competence, and impact that constitute psychological empowerment (Zorlu et al., 2021). This relationship is particularly important because psychological empowerment has been identified as a powerful motivational mechanism associated with higher job satisfaction and organizational commitment (Llorente-Alonso et al., 2023). Furthermore, empowerment has been shown to serve as a key pathway through which servant leadership promotes positive employee outcomes and organizational effectiveness (Canavesi & Minelli, 2022).

H1: Servant Leadership is expected to positively influence Psychological Empowerment

Psychological Empowerment and Employee Creativity

Psychological empowerment has been widely regarded as an important psychological condition that encourages employees to contribute beyond routine job requirements by strengthening perceptions of meaning, competence, autonomy, and personal impact. These attributes provide the motivational foundation needed for individuals to explore new ideas and engage in creative problem solving. Empirical evidence suggests that empowered employees are more likely to demonstrate creativity, particularly when empowerment reinforces positive workplace experiences and engagement (Alif & Nastiti, 2022). Although some studies report that psychological empowerment influences creativity indirectly through affective commitment rather than through a direct pathway (Hasanein & Elrayah, 2025), its broader contribution to favorable organizational outcomes remains well established (Llorente-Alonso et al., 2023).

H2: Psychological Empowerment is expected to positively influence Employee Creativity

Servant Leadership and Employee Creativity

Servant leadership has been widely recognized as a leadership approach that cultivates workplace conditions conducive to employee creativity by prioritizing employee development, trust, and support. Existing evidence consistently indicates that servant leadership promotes creative behavior through various mechanisms, including psychological safety, employee well-being, knowledge sharing, and organizational citizenship behavior, across different industries and national contexts(Chen et al., 2022; Hanaysha et al., 2022; Liu et al., 2022; Wang et al., 2022; S. Zada et al., 2022, 2023). These findings suggest that employees are more likely to generate and implement novel ideas when leaders create an environment that encourages learning, collaboration, and constructive risk-taking. Nevertheless, contrasting evidence reported by Shaleh et al., (2024) found no significant relationship between servant leadership and employee creativity, indicating that the relationship may vary across contexts and warrants further investigation.

H3: Servant Leadership is proposed to positively influence Employee Creativity

The Mediating Role of Psychological Empowerment

Servant leadership is increasingly viewed as a catalyst for employee creativity because its influence extends beyond direct leader–employee interactions to employees' internal psychological experiences. By fostering trust, support, autonomy, and personal development, servant leaders create conditions that strengthen employees' sense of empowerment, encouraging them to take initiative and explore novel solutions. Empirical evidence indicates that psychological empowerment mediates the relationship between servant leadership and innovative work behavior, suggesting that employees become more creative when they feel valued, capable, and trusted in their roles (Hikmah et al., 2024). Similar findings have shown that psychological empowerment serves as an important mechanism through which servant leadership enhances employee outcomes (M. Zada et al., 2022), while servant leadership itself has been consistently associated with higher levels of employee creativity across organizational contexts (Chen et al., 2022; S. Zada et al., 2023).

H4: Psychological Empowerment is expected to mediate the relationship between Servant Leadership and Employee Creativity

The Moderating Role of Perceived Organizational Support

Servant leadership creates favorable psychological conditions that encourage employee development and creativity. Previous studies have shown that servant leadership promotes creative outcomes through psychological safety, employee well-being, knowledge sharing, and organizational citizenship behavior (Hanaysha et al., 2022; Wang et al., 2022; S. Zada et al., 2023). Meanwhile, perceived organizational support reflects the extent to which employees believe that the organization values their contributions and cares about their well-being. Such perceptions may reinforce the effectiveness of leadership practices by providing additional social and organizational resources. Empirical evidence further suggests that perceived organizational support plays an important role in strengthening positive work outcomes associated with servant leadership (Ekmekcioglu & Öner, 2024). Although limited research has examined its moderating role in the servant leadership–psychological empowerment–employee creativity framework, employees who perceive stronger organizational support may be more responsive to leadership influences and more likely to translate psychological empowerment into creative behavior.

H5: Perceived Organizational Support is expected to strengthen the relationships between Servant Leadership and Psychological Empowerment

H6: Perceived Organizational Support is expected to strengthen the relationships between Psychological Empowerment and Employee Creativity

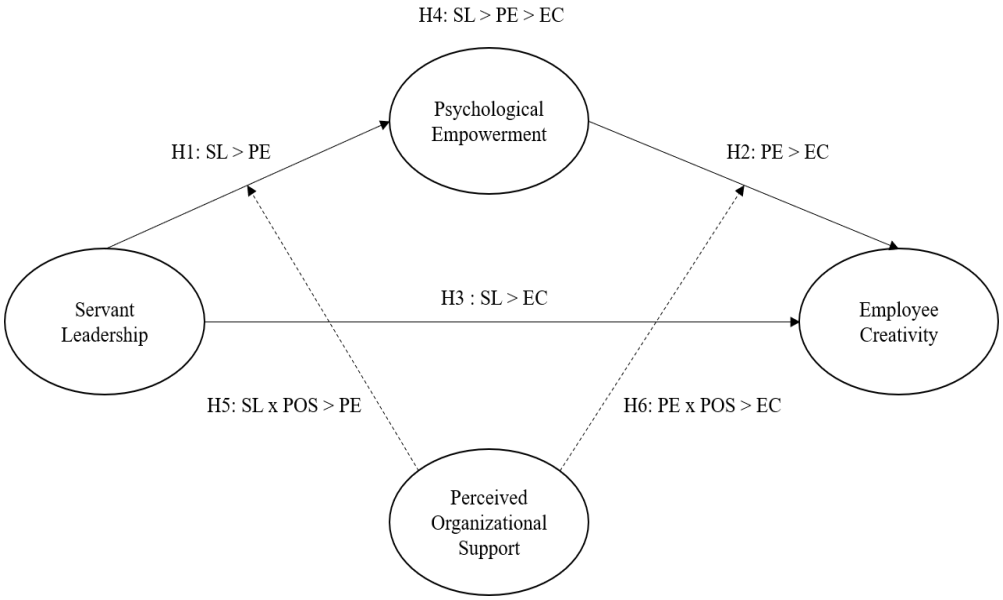


Figure 1. Conceptual Framework

METHOD

This study adopted a positivist paradigm emphasizing objective investigation through empirical observation, measurement, and hypothesis testing. A quantitative approach was used to analyze relationships among variables. The study was conducted in Batam, Indonesia. Participants were selected using purposive sampling and were required to meet the following inclusion criteria: (1) being born between 1997 and 2012 (Generation Z), (2) being actively enrolled in a higher education institution in Batam, and (3) being employed while pursuing their studies. The minimum sample size followed the ten-times rule in PLS-SEM, resulting in 220 respondents (Joseph F. Hair et al., 2022). Data were collected via an online questionnaire using Google Forms and analyzed with SmartPLS 3.0. The analysis followed a two-stage PLS-SEM procedure, consisting of measurement model evaluation for reliability and validity, and structural model assessment for explanatory and predictive power using path coefficients and R^2. Hypothesis testing was conducted using bootstrapping to determine the significance of direct and indirect effects.

RESULT AND DISCUSSION

Table 1 shows the demographic profile of 224 respondents, with a majority female (64.73%) and male respondents accounting for 35.27%. Most participants have 6–12 months of work experience (33.04%), followed by those with 1–2 years and more than 2 years (each 26.79%), while the smallest group has less than 6 months (13.40%). Overall, the sample is dominated by employees with at least six months of experience, indicating adequate workplace exposure.

Table 1. Respondents Profile

Category	Description	Quantity	Percentage

Category	Description	Quantity	Percentage
Gender	Male	79	35,27%
	Female	145	64,73%
Work Experience	< 6 month	30	13,40%
	> 6 – 12 month	74	33,04%
	> 1-2 year	60	26,79%
	> 2 year	60	26,79%

Source: Primary data processed (2026)

Table 2 presents the outer loading values obtained from the initial assessment of the measurement model. The results indicate that most indicators demonstrate satisfactory loadings, exceeding the recommended threshold of 0.70 and thereby supporting convergent validity (Joseph F. Hair et al., 2022). However, several indicators, namely POS3 (0.632), SL1 (0.422), SL3 (0.594), SL5 (0.645), and SL7 (0.580), exhibit loading values below the recommended criterion, indicating insufficient contributions to their respective constructs. Following the guidelines, these indicators were excluded from subsequent analyses. Overall, the remaining indicators show adequate convergent validity and were retained for further evaluation of the measurement model.

Table 2. Outer Loading

	Employee Creativity	Perceived Organizational Support	Psychological Empowerment	Servant Leadership
EC1	0.850			
EC2	0.850			
EC3	0.889			
EC4	0.864			
POS1		0.810		
POS2		0.828		
POS3		0.632		
POS4		0.838		
POS5		0.869		
POS6		0.870		
POS7		0.839		
POS8		0.856		
PE1			0.861	
PE2			0.835	
PE3			0.863	
SL1				0.422
SL2				0.788
SL3				0.594
SL4				0.768
SL5				0.645
SL6				0.743
SL7				0.580

Source: Primary data processed (2026)

Table 3 reports the assessment of construct reliability and convergent validity. All constructs satisfy the recommended reliability criteria, with Cronbach's alpha, rho_A, and composite reliability values exceeding the threshold of 0.70 (Joseph F. Hair et al., 2022). In addition, the AVE values for EC, POS, PE, and SL are above 0.50, indicating that each construct explains more than half of the variance of its indicators. Therefore, the measurement model demonstrates adequate internal consistency and convergent validity, supporting the suitability of the constructs for further structural model analysis.

Table 3. Cronbach's Alpha, composite Reliability, Rho A, AVE

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Creativity	0.886	0.889	0.921	0.745
Perceived Organizational Support	0.935	0.938	0.947	0.718
Psychological Empowerment	0.813	0.816	0.889	0.727
Servant Leadership	0.745	0.745	0.854	0.662

Source: Primary data processed (2026)

Table 4 shows that the square root of AVE for each construct is higher than its correlations with other constructs, satisfying the Fornell-Larcker criterion (Joseph F. Hair et al., 2022). Therefore, the discriminant validity of the measurement model is established, indicating that the constructs are empirically distinct from one another.

Table 4. Discriminant Validity (Fornell-Larcker Criterion)

	Employee Creativity	Perceived Organizational Support	Psychological Empowerment	Servant Leadership
Employee Creativity	0.863			
Perceived Organizational Support	0.680	0.848		
Psychological Empowerment	0.690	0.709	0.853	
Servant Leadership	0.699	0.729	0.697	0.813

Source: Primary data processed (2026)

Table 5 shows that the endogenous constructs achieve R^2 adjusted values of 0.645 for EC and 0.567 for PE. These findings indicate that the proposed model explains a considerable proportion of the variance in both constructs. Based on the criteria suggested by Joseph F. Hair et al., (2022), the model demonstrates satisfactory explanatory power and provides adequate support for subsequent structural model evaluation.

Table 5. R Square

	R Square	R Square Adjusted
Employee Creativity	0.652	0.645
Psychological Empowerment	0.573	0.567

Source: Primary data processed (2026)

Table 6 reports the model fit indices of the estimated model. The SRMR value of 0.065 satisfies the recommended threshold of 0.08, while the NFI value of 0.834 exceeds the minimum acceptable level of 0.80. These findings indicate that the proposed model achieves an adequate goodness-of-fit and is appropriate for evaluating the structural relationships among the constructs.

Table 6. SRMR

	Estimated Model
SRMR	0.065
d_ULS	0.637
d_G	0.341
Chi-Square	463.632
NFI	0.834

Source: Primary data processed (2026)

Table 7 indicate that servant leadership has a significant effect on psychological empowerment (β = 0.377, t = 4.107, p < 0.001), which implies that stronger servant leadership enhances employees' psychological empowerment. Psychological empowerment also shows a significant positive effect on employee creativity (β = 0.470, t = 4.277, p < 0.001), suggesting that empowered employees tend to demonstrate higher levels of creativity. In addition, servant leadership has a significant direct effect on employee creativity (β = 0.289, t = 3.886, p < 0.001), indicating partial direct influence. The mediation test confirms that psychological empowerment significantly mediates the relationship between servant leadership and employee creativity (β = 0.177, t = 2.766, p = 0.006). However, perceived organizational support does not significantly moderate the servant leadership – psychological empowerment relationship (β = -0.030, p = 0.539), while its moderating effect on the psychological empowerment – employee creativity relationship is marginal and not statistically robust (β = 0.194, p = 0.051). The findings indicate that employee creativity is influenced more strongly by leadership and psychological empowerment than by organizational support as a moderating factor.

Table 7. Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Results
H1: SL > PE	0.377	0.375	0.092	4.107	0.000	Significant
H2: PE > EC	0.470	0.443	0.110	4.277	0.000	Significant
H3: SL > EC	0.289	0.296	0.074	3.886	0.000	Significant
H4: SL > PE > EC	0.177	0.168	0.064	2.766	0.006	Significant
H5: SL x POS > PE	-0.030	-0.018	0.049	0.614	0.539	Not Significant
H6: PE x POS > EC	0.194	0.162	0.100	1.949	0.051	Not Significant

Source: Primary data processed (2026)

This study examined how servant leadership influences employee creativity through psychological empowerment and whether perceived organizational support strengthens this

relationship. The findings provide evidence that servant leadership contributes to employee creativity both directly and indirectly through psychological empowerment. These results extend existing knowledge by demonstrating that the creative benefits of servant leadership are not solely derived from leader behaviors themselves, but also emerge through employees' psychological experiences. In doing so, the study addresses calls for a deeper understanding of the mechanisms linking leadership and creativity, particularly within a workforce increasingly characterized by changing expectations, technological adaptation, and a desire for meaningful work.

The results indicate that servant leadership positively influences psychological empowerment, which subsequently enhances employee creativity. This pattern supports the central premise of Self-Determination Theory that individuals are more likely to exhibit proactive and constructive behaviors when their psychological needs are supported. Leaders who prioritize employee growth, encourage participation, and demonstrate genuine concern for followers appear to create conditions in which employees feel more capable, autonomous, and influential in their work. These psychological experiences become important foundations for creativity because employees are more willing to explore new ideas, challenge established routines, and engage in problem solving when they believe their actions can make a meaningful difference. The findings therefore reinforce previous evidence suggesting that leadership contributes to creativity not only through direct influence but also through the development of positive internal motivational states.

The mediation analysis provides additional insight into how servant leadership translates into creative outcomes. Previous studies have largely emphasized mechanisms such as knowledge sharing, psychological safety, employee well-being, and organizational citizenship behavior. The present findings suggest that psychological empowerment represents another important pathway through which servant leadership stimulates creativity. This contribution is theoretically meaningful because it shifts attention from observable workplace behaviors toward employees' subjective perceptions of competence, autonomy, and influence. Consistent with Self-Determination Theory, the findings imply that leadership becomes more effective when it strengthens employees' intrinsic motivation rather than relying solely on external direction or control. Consequently, creativity appears to emerge not merely because employees are supported by their leaders, but because they develop a stronger belief in their ability to contribute valuable ideas and solutions.

An unexpected finding concerns the non-significant moderating role of perceived organizational support. Although organizational support has frequently been associated with positive employee attitudes and behaviors, its strengthening effect was not evident in the present study. One possible explanation is that employees may distinguish between support received from immediate leaders and support attributed to the organization. In contexts where servant leadership is already highly visible, the influence of direct leader–employee interactions may outweigh broader organizational signals. Another possibility is that creativity is driven primarily by internal motivational processes rather than contextual reinforcement. Under such conditions, psychological empowerment may function as a more proximal determinant of creativity, reducing the additional contribution of organizational support as a boundary condition. These findings suggest that supportive organizational practices alone may not be sufficient to amplify creativity unless employees also experience meaningful psychological empowerment.

From a managerial perspective, the findings highlight the importance of developing leadership practices that encourage employee growth, autonomy, and participation. Organizations seeking to enhance creativity should pay particular attention to cultivating servant leadership behaviors because their influence extends beyond interpersonal relationships and contributes to employees' psychological readiness to generate novel ideas. Leadership development initiatives, coaching programs, and empowerment-oriented management practices may therefore represent practical avenues for strengthening organizational creativity. The findings also indicate that investments in organizational support systems should be accompanied by efforts to ensure that employees genuinely experience empowerment in their day-to-day work.

CONCLUSION

This study demonstrates that servant leadership contributes to employee creativity both directly and indirectly through psychological empowerment. The findings suggest that employees are more likely to exhibit creative behaviors when leadership practices foster a sense of autonomy, competence, and influence in their work. Psychological empowerment therefore serves as an important mechanism through which servant leadership translates into creative outcomes. In contrast, perceived organizational support did not significantly strengthen the relationships examined, indicating that employees' internal psychological conditions may play a more prominent role in shaping creativity than broader perceptions of organizational support. These findings extend the understanding of how servant leadership promotes creativity and reinforce the relevance of Self-Determination Theory in explaining employee behavior within organizational settings. From a practical perspective, organizations should focus on developing leadership approaches that empower employees and encourage active participation in the workplace.

Several limitations should be acknowledged. First, the cross-sectional design restricts the ability to establish causal relationships among the variables. Second, data were collected from a single geographical context, which may limit the generalizability of the findings to other cultural or organizational environments. Third, the study relied on self-reported responses, creating the possibility of common method bias despite the statistical procedures applied. Future research may benefit from longitudinal designs, multi-source data collection, or cross-cultural comparisons to strengthen causal inference and external validity. Further investigation may also explore alternative psychological mechanisms and contextual conditions that explain when and how servant leadership contributes to employee creativity, thereby providing a more comprehensive understanding of creativity development in contemporary organizations.

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