



DOI: <https://doi.org/10.38035/dijemss.v6i6>
<https://creativecommons.org/licenses/by/4.0/>

The Role of Psychological Empowerment: The Relationship Between Servant Leadership and Sustainable Performance of Community Institutions

R Joko Sugiharjo¹, Rr Niken Purbasari², Abdul Rahmat³, Paijan Paijan⁴

¹Faculty of Economics and Business, Universitas Mercu Buana, Jakarta, Indonesia, r.joko@mercubuana.ac.id

²Department of Management, Sekolah Tinggi Ilmu Ekonomi Trisakti, Jakarta, Indonesia, npurbasari@stietrisakti.ac.id

³Faculty of Economics and Business, Universitas Mercu Buana, Jakarta, Indonesia, abdul.rahmat@mercubuana.ac.id

⁴Faculty of Economics and Business, Universitas Mercu Buana, Jakarta, Indonesia, paijan@mercubuana.ac.id

Corresponding Author: r.joko@mercubuana.ac.id¹

Abstract: This study investigates how servant leadership influences sustainable performance in community institutions in Meruya Selatan Village, with psychological empowerment as a mediating variable. Centered on Social Exchange Theory the relationship between these factors is an important consideration for the sustainability of community institutions. The approach that will be used to complete this study is quantitative with SEM data analysis methods. Sample selection through a random sampling technique approach that has been collected based on the distribution of questionnaires, including: field officers, Community Early Warning Forum, Handling of Public Infrastructure and Facilities, Village Staff, Deliberative Institutions, Entrepreneurs, employees, and laborers with a total sample size of 137. The results of this study reveal that servant leadership produces a negative and insignificant effect in influencing institutional performance, while the direct relationship between servant leadership and psychological empowerment, as well as psychological empowerment with institutional performance is positive and significant. The most important thing as the main focus of the results of this study is the role of psychological empowerment as a mediator is able to provide a positive and significant effect on the relationship between servant leadership and institutional performance. The resulting mediation model is a superior model design or full mediation. This model is an effective institutional model mechanism as a form of contribution to the implementation of strategic decision-making, especially in the context of community institutions.

Keyword: Servant Leadership, Sustainable Performance, Psychological Empowerment, Community Institutions.

INTRODUCTION

Efforts to improve resources and collaborate with community groups in dynamic environments often face a lack of awareness about the importance of internal resources (Aboramadan et al., 2022). Resources that include the role of the apparatus and community groups in improving the sustainable performance of Community Institutions in accordance with their expected duties and functions. Although the performance of Community Institutions has long been discussed by previous studies (Hamdan et al., 2025; Raharja et al., 2024), there is still little research that empirically analyzes what important factors cause increased performance in a Community Institution. Although in terms of regulations every Community Institution has similarities, psychological empowerment and servant leadership styles certainly have strong differences and this is a challenge inherent in every non-profit organization (Brimhall, 2021).

Sustainable performance in community institutions is important. Servant leadership, in essence, functions to provide psychological encouragement (Khan et al., 2022). Although, leadership styles have also been discussed by previous studies (Paijan & Rumaharbo, 2020; Soelton et al., 2024; Sugiharjo et al., 2023, Sugiharjo et al., 2022), several researchers have stated that servant leadership requires further research (Allen et al., 2018; Ngah et al., 2023). On this basis, the focus of this study is to test the performance of Meruya Selatan Village, because based on the list of public information at all times and periodically, aspects related to the report on the performance achievements of Meruya Selatan Village (PPID, 2025b, 2025a), were not found and published. This indicates that the performance of Meruya Selatan Village has not fulfilled its duties and functions as an Information and Documentation Management Officer (PPID). Several important aspects as criteria for assessing the performance of Meruya Selatan Village, for example, a summary of programs and activities being carried out, a performance accountability report, and a summary of financial reports.

The activities of stakeholders in Meruya Selatan Village, require servant leadership to improve the psychology of each device and other group members who participate in achieving the performance of Meruya Selatan Village. This is confirmed by previous research that servant leadership has a strong impact on encouraging the psychology of officers (Brimhall, 2021), and ultimately improves organizational performance (Islam et al., 2023). It seems that the relationship between servant leadership has a strong influence on organizational performance, but the underlying mechanism for the formation of organizational performance is still limited. This is because there is a discussion that leadership style does not have an effect on organizational performance (Purbasari & Septian, 2017).

Therefore, this study recommends that psychological empowerment is an intervention to be considered in order to establish a strong relationship between servant leadership and the performance of the Meruya Selatan Village Community Institution. Leaders who provide support to officers can foster psychological empowerment, which in turn encourages them to produce better performance. Recognition of leadership has been shown to have a significant impact on empowering officers psychologically is a reliable way (Schermuly et al., 2022).

The scarcity of previous research discussing servant leadership and psychological empowerment provides an opportunity for discussion. The researcher acknowledges that previous research has discussed the relationship between psychological empowerment and organizational performance, but studies on the influence of servant leadership on organizational performance mediated by psychological empowerment at the lowest level of institutions are still very few. There is a gap in previous research examining the relationship between servant leadership and organizational performance (Lin et al., 2024; Newman et al., 2017; Ngah et al., 2023). Moreover, exploring the long-term impact of servant leadership on institutional performance, sustainability, and public relations, in particular, is still important to discuss further (Dul et al., 2024).

Therefore, this study, in addition to trying to examine the influence of servant leadership on the performance of Community Institutions. However, what is considered most important as the focus of this study is to examine the role of psychological empowerment as a mediator between servant leadership and the sustainable performance of Community Institutions. In addition, the contribution of this study lies in servant leadership in exploring aspects at the individual level that are dominant in achieving the success of lower-level Community Institutions. Finally, this study also contributes to how psychological empowerment, which acts as a mediator, becomes a comprehensive mechanism for its relationship with servant leadership in achieving sustainable performance of Community Institutions.

Based on the discussion that has been discussed about the influence of servant leadership on the performance of the Meruya Selatan Village Community Institution mediated by psychological empowerment, there are several research formulations as solutions in solving this research problem, namely:

- a. Does servant leadership affect the sustainable performance of the institution?
- b. Does servant leadership affect psychological empowerment?
- c. Does psychological empowerment affect the sustainable performance of the institution?
- d. Does psychological empowerment act as a mediator between servant leadership and the sustainable performance of the institution?

Based on the formulation of this research problem, we provide an explanatory description of each relationship in the model built according to previous literature to build and develop hypotheses in this study.

Servant leadership and sustainable institutional performance

In the theory of servant leadership, it is revealed that servant leaders propose a change in role where leaders act as servants to those they lead, rather than the traditional dynamic where leaders are served by their followers (Greenleaf, 1979). Servant leadership reflects a willingness to sacrifice for officers, show concern and respect, and put their interests first. This series of supportive actions forms a work culture that is based on ethics and encourages officers to maintain a positive environment. In response to the selfless attitude of servant leaders, officers tend to participate in sustainable positive behaviors, such as going beyond their primary responsibilities (Aboramadan et al., 2022; Newman et al., 2017).

The understanding that servant leadership can improve performance in various organizational contexts has been confirmed (Kumar & Chauhan, 2024; Wang & Chen, 2024). Affirming this, that servant leadership improves the development of institutional performance and is able to adapt to every cultural environment (Dul et al., 2024). Research conducted in a banking organization revealed a positive impact between servant leadership and officer satisfaction, loyalty to the organization, and overall performance (Rashid & Ilkhanizadeh, 2022). From this discussion, the hypothesis in this study is: H1, Servant leadership positively and significantly affects the sustainable performance of the institution.

Servant leadership and psychological empowerment

Psychological empowerment is defined as a type of intrinsic motivation that reflects a feeling of having control over work, which is reflected in four cognitive aspects, such as: meaning, competence, autonomy, and impact (Spreitzer, 1995). Meaning refers to the alignment between personal values and beliefs with work goals, while competence refers to officers' beliefs about the knowledge and skills they have to complete their professional tasks (Grošelj et al., 2021). Officers who have a level of autonomy and control in initiating, managing, and maintaining their work behavior aim to be self-determined (Ryan & Deci, 2017). Impact refers to the extent to which officers view their work as part of contributing to the achievement of work goals and organizational objectives (Schermuly et al., 2022).

Servant leaders demonstrate high dedication in meeting the needs of officers, by emphasizing that the interests of officers are prioritized over their personal interests (Khan et al., 2022). Prioritizing the needs, concerns, and perspectives of officers is in line with the main elements of psychological empowerment. Therefore, leaders play a role in improving the competence of officers by ensuring that they have the knowledge and skills needed to complete tasks and achieve their work goals (Kamil et al., 2025). Research confirms that servant leadership has a strong influence on psychological empowerment (Schermuly et al., 2022). Confirming these results, several previous studies revealed that servant leadership positively and significantly affects psychological empowerment (Ghalavi & Nastiezaie, 2020; Khan et al., 2022; Sathyamoorthi et al., 2024; van der Hoven et al., 2021). On this basis there are indications that: H2, servant leadership positively and significantly affects psychological empowerment.

Psychological empowerment and sustainable performance of the institution

Psychological empowerment practices aim to encourage officers to demonstrate proactive behavior by working beyond their primary responsibilities (Turnipseed & VandeWaa, 2020). Officers who feel empowered tend to actively participate in the organization, be proactive in solving work problems, and provide valuable input for organizational progress. When officers have autonomy in managing tasks and making decisions (self-determination), they tend to exceed job expectations. The belief that their actions have an impact on the organization and coworkers encourages them to contribute more, increasing OCB. In addition, a sense of meaningfulness in work is a strong motivation for officers to demonstrate positive behavior for the progress of the organization (Singh & Singh, 2019).

A deep sense of meaning in work becomes a strong motivation that drives officers to demonstrate voluntary behavior for the benefit of the organization (Singh & Singh, 2019). Thus, the higher the level of psychological empowerment in an organization, the higher the level of organizational performance (Sarwar et al., 2023). In addition, the presence of psychological empowerment in work activities can increase their involvement, which has an impact on higher task performance results (Juyumaya, 2022). However, psychological empowerment in the context of the insurance sector does not have a significant impact on financial performance. However, several studies in various organizational contexts consistently show a significant positive effect of psychological empowerment on officer performance (Akkoç et al., 2022; Liu & Ren, 2022; Mahmoud et al., 2022). This discussion suggests that: H3, psychological empowerment positively and significantly affects the sustainable performance of the institution.

Servant leadership, psychological empowerment and sustainable performance of the institution

Extra-role behaviors are crucial for nonprofit organizations to efficiently manage limited resources, create a stress-free and empowering work environment. Servant leaders can enhance team empowerment by providing autonomy, trust in decision-making, and emphasizing loyalty. This approach strengthens psychological safety, builds trust among employees, and encourages active engagement (Khan et al., 2022). Servant leadership can foster positive behavior and creativity among employees. Furthermore, employee psychological empowerment plays a crucial role in linking servant leadership to beneficial outcomes. Overall, implementing servant leadership in nonprofit organizations is key to enhancing employee motivation and creativity, strengthening service performance, and supporting sustainable organizational success (Kamil et al., 2025). Previous research has shown that a leader's confidence in performance is determined by high levels of psychological

empowerment among officials (Saleem et al., 2022). Servant leadership is certain to positively impact official performance when the competencies gained from empowerment are optimal (Tripathi et al., 2021). This discussion suggests that: H4, the role of psychological empowerment as a mediator between servant leadership and the sustainable performance of the institution.

METHOD

This study uses a quantitative approach, following procedures based on respondents’ perspectives measured through validated instruments of the respondent’s perspective which is measured through several instruments that have been validated and developed according to the research context. Thus, this approach requires a data analysis method by utilizing the SEM approach through the SmartPLS program. Development of relevant instruments through back-translation techniques with the aim of following language according to respondents’ understanding to avoid research bias.

Since the population has been confirmed to exist and its amount, this study uses a probability technique with a random sample approach. The number of informants in Meruya Selatan Village as a sample size is 137 people. Previously, it was determined that the data analysis used in this study was the SEM data analysis method. SEM data analysis involves several stages, the first is the analysis of the measurement model which aims to determine the extent to which each indicator or item can reflect its construct according to the established procedures, such as convergent validity test, discriminant validity, and reliability test (Hair Jr et al., 2021). The second stage is the analysis of the structural model, where the assessment involves reflective model test, effect size test, and hypothesis test (Hair et al., 2017).

RESULTS AND DISCUSSION

Respondent Profile

The collected data based on the results of respondents’ responses has been screened to ensure that there is no missing data. Based on the collection of data that can be validated in producing information with a high level of confidence, 137 samples were obtained and this has met the predetermined sample rules. In this study, it is first necessary to explain the profile of respondents as informants who provide factual information, because they have knowledge of the social institutions of Meruya Selatan Village. The following describes several profiles of respondents in this study.

Table 1. Respondent Profile

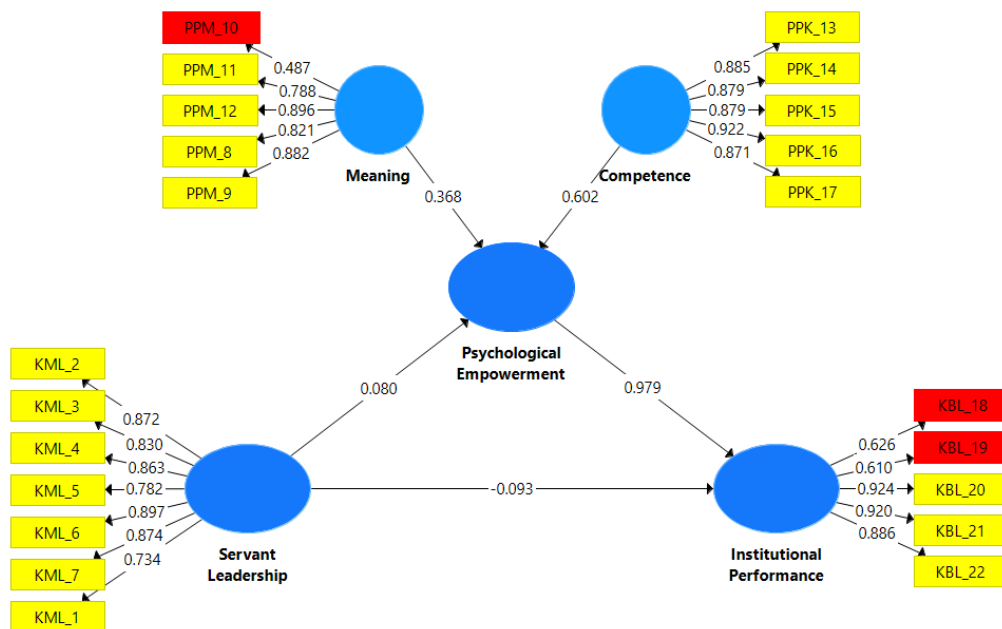
Respondent Profile		Amount	Total
Gender	Male	79	137
	Female	58	
Age	20 to 30 years	22	137
	31 to 40 years	60	
	≥ 41 year	55	
Student	High School	61	137
	Diploma	34	
	Bachelor	42	
	Postgraduate	1	
	Doctorate	0	
Position/Title	Field Implementation Officer	18	137
	Community Early Warning Forum	9	
	Handling of Public Infrastructure and Facilities	21	
	RPTRA Manager	34	
	Staff	13	
	Self-Employed	15	
	Employee	20	
	Laborer	7	

Sources: Excel Data Processing (2025)

PLS data analysis is evaluated through the outer model and inner model. In the evaluation of the outer model, it will be assessed through validity tests (factor loadings) and reliability (Cronbach’s Alpha, Composite Reliability, and AVE). Meanwhile, the evaluation of the inner model is carried out through the assessment of f^2 , Q^2 and path coefficients. The following is a description of the evaluation of the measurement model with each assessment.

Outer Model Evaluation

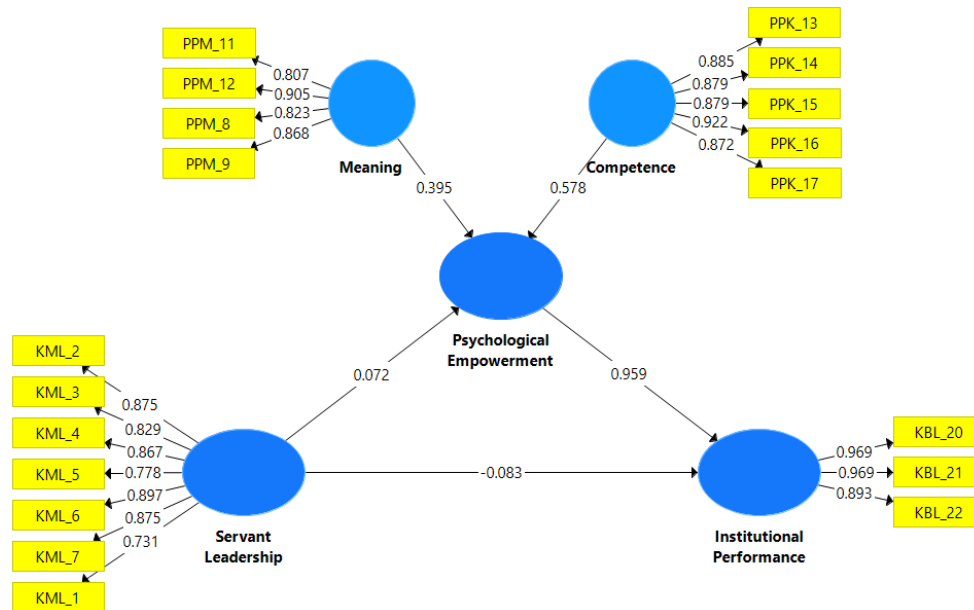
The evaluation of the outer model which is assessed through validity testing refers to the criteria of (Hait et al., 2017), that each item that has Outer Loadings ($OL > 0.70$) can be said to have a valid and satisfactory level of validity. Conversely, items that produce an OL value < 0.70 must be removed from the model, until the model is at a good assessment criteria level. The results of the first OL carried out in this study are shown in Figure 3, where items PPM_10, KBL_18 and KBL_19, according to the rules must be removed from the model, because they have $OL < 0.70$.



Sources: SmartPLS Data Processing (2025)

Figure 1. Overall Model

While the results of validity modification (OL) shown in Figure 1, that all items of each construct have met the validity assessment, because the items of the servant leadership construct, psychological empowerment and institutional performance are > 0.70 . The results of this research measurement model can be said to have met the good assessment criteria level.



Sources: SmartPLS Data Processing (2025)
Figure 2. Model Modification

After obtaining a good level of validity according to the PLS procedure. Furthermore, reliability testing is carried out to ensure the level of reliability of each construct item. Reliability is assessed using Cronbach’s Alpha > 0.70 and Composite Reliability > 0.70 if you want more satisfactory results, because it will affect the Average Variance Extracted (AVE) value which must meet the criteria level above 0.50 (Hair et al., 2017). The results of Reliability and AVE are presented in Table 2 below.

Table 2. Reliability and Validity Results

Konstruk	Cronbach’s Alpha	Composite Reliability	AVE
Servant Leadership	0.929	0.943	0.702
Psychological Empowerment	0.947	0.956	0.654
Institutional Performance	0.938	0.961	0.891

Sources: SmartPLS Data Processing (2025)

The results of reliability testing through Cronbach’s Alpha, Composite Reliability, and AVE assessments are that all construct items are reliable and have diversity in measuring their constructs. This is because the Cronbach’s Alpha and Composite Reliability values of all constructs are above 0.70 and AVE > 0.50, and are in accordance with the procedures used by (Hair et al., 2017). After the evaluation of the outer model has been met according to the criteria and procedures used, an evaluation of the inner model can be carried out.

Inner Model Evaluation

The evaluation of the inner model is carried out through the assessment of f^2 , Q^2 , and path coefficients. Q^2 functions to determine whether the model has good predictions and f^2 aims to what extent the strength of each endogenous variable influences the exogenous variable (Sarstedt et al., 2017). The results of the f^2 and Q^2 tests are presented in the table below.

Table 3. f^2 , dan Q^2 Results

Constructs	f^2		Q^2
	Psychological Empowerment	Institutional Performance	
Servant Leadership	0.278	0.008	0.546
Psychological Empowerment		1.082	0.528
Institutional Performance			0.715

Sources: SmartPLS Data Processing (2025)

The results of the f^2 and Q^2 tests shown in Table 3 reveal that the f^2 value results of the relationship between the servant leadership variable and the psychological empowerment variable are moderate, and the relationship between the servant leadership variable and the institutional performance variable is no relationship, while the relationship between the psychological empowerment variable and the institutional performance variable is strong. In addition, this model has the ability to predict good models, because all construct models have values above 0. The last is the path coefficient test presented in Table 4 below.

Table 4. Structural Model Results

Relationships	β	p	Accepted?
Servant Leadership -> Institutional Performance	-0.083	0.610	H1, No
Servant Leadership -> Psychological Empowerment	0.072	0.003	H2, Yes
Psychological Empowerment -> Institutional Performance	0.959	0.000	H3, Yes
Servant Leadership -> Psychological Empowerment -> Institutional Performance	0.069	0.012	H4, Yes

Sources: SmartPLS Data Processing (2025)

The results of the structural model of this study indicate that servant leadership has a negative and insignificant effect on institutional performance ($\beta = -0.083$; $p = 0.610 > 0.05$), H1 is not accepted, while the effect of servant leadership on psychological empowerment ($\beta = 0.072$; $p = 0.003 < 0.05$), H2 is accepted, and the results of H3 are also accepted ($\beta = 0.959$; $p = 0.000 < 0.05$) because psychological empowerment has a positive and significant effect on institutional performance. Finally, the mediation model is the most important test in this study to obtain the results of “complementary mediation” ($\beta = 0.069$; $p = 0.012 < 0.05$), because the mediation of psychological empowerment between servant leadership and institutional performance is positive and significant, so H4 is accepted.

The first model confirms that servant leadership does not influence institutional performance, thus rejecting the initial assumption. This means that the first model in this study contributes and adds to knowledge, which confirms that servant leadership does not necessarily have a positive and real impact on every institutional practice in achieving better performance. This result is in line with previous research (Pratiwi & Nawangsari, 2021), that servant leadership does not significantly affect organizational performance, but several previous studies contradict this finding (Dul et al., 2024; Rashid & Ilkhanizadeh, 2022), which revealed that servant leadership can improve organizational performance.

Nevertheless, the role of each of its aspects that function as measuring instruments is very effective in building servant leadership. Aspects of servant leadership include: (a) ethical principles, (b) handling situations, (c) prioritizing the interests of subordinates, (d) the importance of giving back, (e) providing assistance to subordinates, (f) providing career development, and (g) always knowing the problems that occur. Thus, this study confirms the aspects used by previous studies (Aboramadan et al., 2022; Khan et al., 2022; Ngah et al., 2023), in measuring servant leadership. Furthermore, the aspects that contribute significantly to building institutional performance are aspects of work planning, productive and timely, and work achievement, while the other two aspects have not been proven to be important aspects in building institutional performance. The aspects accepted in this study are different from the

aspects developed by previous studies (Liu & Ren, 2022). This difference is certainly influenced by various factors, for example the form of the institution or organizational culture. However, the first model in this study can be accepted as a strategic institutional policy-making model in the future.

The second model in this study proved to support previous research (Ghalavi & Nastiezaie, 2020; Khan et al., 2022; Sathyamoorthi et al., 2024; van der Hoven et al., 2021), where the results of this study reveal that servant leadership has an influence on psychological empowerment. This means that the application of servant leadership if implemented in the context of community institutions is very necessary, which will guarantee better psychological empowerment. The higher the quality of servant leadership, the higher the level of psychological empowerment felt by both village officials and other stakeholders. Servant leaders have the ability to carry out ethical principles, handle situations, prioritize the interests of subordinates, provide return services, provide assistance to subordinates, provide career development, and always know the problems that occur.

A leader who serves with personal abilities and beliefs is able to provide a meaningful dimension for his subordinates, such as: meaningful work, self-confidence, ease in the workplace, and independence. In addition, the impact that arises is the dimension of competence, which is related to how to decide on work, how to do work, having autonomy, and skills and abilities. So, this study defines the relationship between servant leadership and institutional performance reflected in the real actions of leaders who prioritize service to team members and how it impacts the results of the organization's work.

The results of the third model in this study also add to knowledge about psychological empowerment which influences institutional performance. This means that when subordinates have a way to decide on work, how to do work, have autonomy, and skills and abilities, employees usually tend to plan their next work, be more productive and timely, and improve work performance. In other words, when individuals in an organization feel meaningful in their work, are confident in their competence, have autonomy, and feel that their contribution has an impact, they tend to show higher performance. The results of this study are also proven by previous studies, which revealed that psychological empowerment has a positive and significant impact on organizational performance (Akkoç et al., 2022; Liu & Ren, 2022; Mahmoud et al., 2022). Conceptually, this study defines the relationship between psychological empowerment and institutional performance as when subordinates are more psychologically empowered, their performance tends to increase.

Finally, the mediation model is the primary focus of this study's findings. It demonstrated the relationship between psychological empowerment, acting as a mediator, and servant leadership, which influences institutional performance. This means that while servant leadership does not directly impact institutional performance, through an indirect mechanism, servant leadership can improve institutional performance by enhancing employee psychological empowerment. The results of this study are similar to the results of previous studies, namely that servant leadership produces a positive effect on performance when employees feel empowered (Tripathi et al., 2021). However, what makes the difference is the context of empowerment in this study using psychological empowerment.

This is a finding that is still rare in the context of community institutions. Conceptually, this model gives meaning that a servant leader will listen to his team's ideas, provide space for independent decisions, and provide training, so that his subordinates feel that their work is more meaningful, feel ease, independence, ability to decide and do work, autonomy, skills and abilities, which ultimately subordinates are more mature in planning work, more productive and timely, and improve work performance.

CONCLUSION

This study found that servant leadership has a negative and insignificant effect on institutional performance. This means that this leadership style has not been able to directly improve performance in the context studied. This can be caused by the incompatibility between the service-focused leadership approach and the needs of the organization which may emphasize efficiency, results, or different structures. Therefore, it is important for organizations to adjust their leadership style to the characteristics and goals of the institution. Meanwhile, this means that the higher the application of servant leadership, which emphasizes empathy, support, and concern for subordinates, the higher the level of psychological empowerment felt by individuals in the organization. This leadership style is able to increase self-confidence, work meaning, autonomy, and a sense of belonging to an important role, all of which contribute to strengthening employee psychology in carrying out their duties.

In addition, the results of this study also highlight that psychological empowerment has a positive and significant effect on institutional performance. This means that when individuals in the organization feel more confident, have control over their work, feel that their work is meaningful, and are confident in their own capacity, this encourages an increase in the overall performance of the institution. Psychological empowerment is able to strengthen internal motivation, initiative, and individual responsibility, which ultimately has an impact on the effectiveness and productivity of the organization. Finally, the most valuable finding in this study is that psychological empowerment acts as a positive and significant mediator in the relationship between servant leadership and organizational performance. This means that servant leadership does not directly improve performance, but it can do so through increasing psychological empowerment. When leaders implement a servant leadership style by providing support, trust, and concern for subordinates, this strengthens employees' positive psychological conditions, such as self-confidence, work meaning, and autonomy, which in turn encourages increased organizational performance.

Theoretical Implications and Research Limitations

These results support and extend the psychological empowerment theory which states that when individuals feel meaningful in their work, competent, have choices (self-determination), and influence over work outcomes, they will demonstrate more productive and responsible work behavior. Theoretically, these findings confirm that psychological empowerment is not just a motivational aspect, but a strategic factor in improving organizational performance. In addition, psychological empowerment is not only the result of the organizational system or formal incentives, but is also greatly influenced by the leadership approach applied. Thus, this study expands the theoretical understanding of the internal mechanisms that link leadership to individual dynamics in organizations. These findings strengthen the view that ethical and service-oriented leadership plays a strategic role in shaping employee motivation and psychological potential. Furthermore, the implications of the mediation model of the influence of servant leadership are not direct, but depend on the internal psychological conditions of individuals in the organization. Therefore, an effective leadership model needs to consider the role of psychological variables as a link between leadership style and organizational outcomes. These findings also expand the understanding of the internal dynamics that influence leadership effectiveness and can be the basis for developing a more comprehensive conceptual model in the future. Of course, this study has limitations in terms of individual perspectives as respondents about servant leadership obtained from various circles, so it is necessary to consider one institutional model. In addition, sample limitations require longitudinal research.

REFERENCE

- Aboramadan, M., Hamid, Z., Kundi, Y. M., & El Hamalawi, E. (2022). The effect of servant leadership on employees' extra-role behaviors in NPOs: The role of work engagement. *Nonprofit Management and Leadership*, 33(1), 109–129. <https://doi.org/10.1002/nml.21505>
- Akkoç, İ., Türe, A., Arun, K., & Okun, O. (2022). Mediator effects of psychological empowerment between ethical climate and innovative culture on performance and innovation in nurses. *Journal of Nursing Management*, 30(7), 2324–2334. <https://doi.org/10.1111/jonm.13849>
- Allen, S., Winston, B. E., Tatone, G. R., & Crowson, H. M. (2018). Exploring a model of servant leadership, empowerment, and commitment in nonprofit organizations. *Nonprofit Management and Leadership*, 29(1), 123–140. <https://doi.org/10.1002/nml.21311>
- Brimhall, K. C. (2021). Are We Innovative? Increasing Perceptions of Nonprofit Innovation Through Leadership, Inclusion, and Commitment. *Review of Public Personnel Administration*, 41(1), 3–24. <https://doi.org/10.1177/0734371X19857455>
- Dul, V., Sam, R., Hak, S., Bou, D., Vy, S., & Kheuy, S. (2024). Servant Leadership Style in High Education Institutions: A Systematic Literature Review. *European Journal of Contemporary Education and E-Learning*, 2(6), 116–139.
- Ghalavi, Z., & Nastiezaie, N. (2020). Relationship of servant leadership and organizational citizenship behavior with mediation of psychological empowerment. *Eurasian Journal of Educational Research*, 2020(89), 241–264. <https://doi.org/10.14689/ejer.2020.89.11>
- Greenleaf, R. K. (1979). Servant leadership: A journey into the nature of legitimate power and greatness. In *Business Horizons* (Vol. 22, Issue 3). Paulist press. [https://doi.org/10.1016/0007-6813\(79\)90092-2](https://doi.org/10.1016/0007-6813(79)90092-2)
- Grošelj, M., Černe, M., Penger, S., & Grah, B. (2021). Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment. *European Journal of Innovation Management*, 24(3), 677–706. <https://doi.org/10.1108/EJIM-10-2019-0294>
- Hair, J., Hult, G. T. ., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). SAGE Publications, Inc: USA. <http://study.sagepub.com/hairprimer2e>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. Springer Nature.
- Hamdan, H., Krisnahadi, T., Komaria, N., Ilhamalimy, R. R., & Raharja, I. (2025). Institutional Innovation Performance of Tourism Villages: What Factors Are Needed?. *Jurnal Kepariwisata Indonesia: Jurnal Penelitian dan Pengembangan Kepariwisata Indonesia*, 19(1), 153-176. <https://doi.org/10.47608/jki.v19i12025.153-176>
- Islam, T., Ahmad, S., & Ahmed, I. (2023). Linking environment specific servant leadership with organizational environmental citizenship behavior: the roles of CSR and attachment anxiety. *Review of Managerial Science*, 17(3), 855–879. <https://doi.org/10.1007/s11846-022-00547-3>
- Juyumaya, J. (2022). How psychological empowerment impacts task performance: The mediation role of work engagement and moderating role of age. *Frontiers in Psychology*, 13, 889936. <https://doi.org/10.3389/fpsyg.2022.889936>
- Kamil, N. L. M., Abukhalifa, A. M. S., Eliyana, A., & Pratama, A. S. (2025). Unlocking organisational citizenship and innovation: a servant leadership approach for psychological empowerment. *Leadership & Organization Development Journal*, 46(1), 23–40. <https://doi.org/10.1108/LODJ-08-2023-0433>

- Khan, M. M., Mubarik, M. S., Islam, T., Rehman, A., Ahmed, S. S., Khan, E., & Sohail, F. (2022). How servant leadership triggers innovative work behavior: exploring the sequential mediating role of psychological empowerment and job crafting. *European Journal of Innovation Management*, 25(4), 1037–1055. <https://doi.org/10.1108/EJIM-09-2020-0367>
- Kumar, A., & Chauhan, V. S. (2024). Exploring the mediating role of big data in the relationship between servant leadership and firm performance: insights from private hospitals in India. *International Journal of Productivity and Performance Management*, 73(8), 2650–2672. <https://doi.org/10.1108/IJPPM-08-2023-0453>
- Lin, Q., Beh, L. S., & Kamil, N. L. M. (2024). Perceived organizational justice and support facilitate employee innovation: A moderated mediation model of work engagement and empowerment. *Social Behavior and Personality*, 52(3), 1–14. <https://doi.org/10.2224/sbp.12961>
- Liu, X., & Ren, X. (2022). Analysis of the Mediating Role of Psychological Empowerment between Perceived Leader Trust and Employee Work Performance. In *International Journal of Environmental Research and Public Health* (Vol. 19, Issue 11). <https://doi.org/10.3390/ijerph19116712>
- Mahmoud, M. A., Ahmad, S., & Poespowidjojo, D. A. L. (2022). Psychological empowerment and individual performance: the mediating effect of intrapreneurial behaviour. *European Journal of Innovation Management*, 25(5), 1388–1408. <https://doi.org/10.1108/EJIM-12-2020-0517>
- Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How Servant Leadership Influences Organizational Citizenship Behavior: The Roles of LMX, Empowerment, and Proactive Personality. *Journal of Business Ethics*, 145(1), 49–62. <https://doi.org/10.1007/s10551-015-2827-6>
- Ngah, N. S., Abdullah, N. L., Mohd Suki, N., & Kasim, M. A. (2023). Does servant leadership affect organisational citizenship behaviour? Mediating role of affective commitment and moderating role of role identity of young volunteers in non-profit organisations. *Leadership and Organization Development Journal*, 44(6), 681–701. <https://doi.org/10.1108/LODJ-11-2022-0484>
- Paijan, P., & Rumaharbo, A. (2020). Pengaruh Pengembangan Karir, Kepemimpinan Transformasional dan Kepuasan Kerja terhadap Keterikatan Karyawan (Studi pada Karyawan Departemen Business Development PT BFI Finance Indonesia Tbk). *Jurnal Ilmiah Manajemen dan Bisnis*, 6(3), 460110. <https://doi.org/10.22441/jimb.v6i3.10291>
- PPID. (2025a). *Daftar Informasi Publik Berkala*. Kelurahan Meruya Selatan. <https://barat.jakarta.go.id/kelurahan/meruya-selatan/ppid?page=daftar-informasi-publik-berkala>
- PPID. (2025b). *Daftar Informasi Publik Setiap Saat*. Kelurahan Meruya Selatan. <https://barat.jakarta.go.id/kelurahan/meruya-selatan/ppid?page=daftar-informasi-publik-setiap-saat>
- Pratiwi, L. A., & Nawangsari, L. C. (2021). Organizational Citizenship Behavior while mediating Self-Efficacy, Servant Leadership and Organization Culture on Employee Performance. *European Journal of Business and Management Research*, 6(1), 225–231. <https://doi.org/10.24018/ejbmr.2021.6.1.713>
- Purbasari, R. N., & Septian, T. A. (2017). Factors influencing on employee performance of production department on the manufacturing food industry in Indonesia. *Polish Journal of management studies*, 16(2), 233–242. <https://doi.org/10.17512/pjms.2017.16.2.20>
- Raharja, I., Hamdan, H., & Kurniawan, D. (2024). Export Market Orientation as Mediation between Entrepreneurial Orientation and Learning Orientation on Export SME Performance. *Dinasti International Journal of Management Science*, 5(5), 1042–1056.

- <https://doi.org/10.31933/dijms.v5i5.2621>
- Rashid, A. M. M., & Ilkhanizadeh, S. (2022). The Effect of Servant Leadership on Job Outcomes: The Mediating Role of Trust in Coworkers. *Frontiers in Communication*, 7, 928066. <https://doi.org/10.3389/fcomm.2022.928066>
- Ryan, R. M., & Deci, E. L. (2017). Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness. In *Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness*. Guilford publications. <https://doi.org/10.1521/978.14625/28806>
- Saleem, S., Tourigny, L., Raziq, M. M., Shaheen, S., & Goher, A. (2022). Servant leadership and performance of public hospitals: Trust in the leader and psychological empowerment of nurses. *Journal of Nursing Management*, 30(5), 1206–1214. <https://doi.org/10.1111/jonm.13622>
- Sarwar, N., Haider, S., Akhtar, M. H., & Bakhsh, K. (2023). Moderated-mediation between ethical leadership and organizational citizenship behavior: the role of psychological empowerment and high performance managerial practices. *Management Research Review*, 46(5), 649–666. <https://doi.org/10.1108/MRR-07-2021-0528>
- Sathyamoorthi, V., Ahamed, S. B. I., Nawaz, N., Hariharasudan, A., & Kandasamy, R. (2024). *Psychological Empowerment and Service Culture: Fostering Sustainable Service Behavior in the Banking Sector BT - Corporate Practices: Policies, Methodologies, and Insights in Organizational Management* (S. Kot, B. Khalid, & A. ul Haque (eds.); pp. 963–984). Springer Nature Singapore.
- Schermuly, C. C., Creon, L., Gerlach, P., Graßmann, C., & Koch, J. (2022). Leadership Styles and Psychological Empowerment: A Meta-Analysis. *Journal of Leadership and Organizational Studies*, 29(1), 73–95. <https://doi.org/10.1177/15480518211067751>
- Singh, S. K., & Singh, A. P. (2019). Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy. *Management Decision*, 57(4), 937–952. <https://doi.org/10.1108/MD-09-2018-0966>
- Soelton, M., Arijanto, A., Ramli, Y., Karyatun, S., & Ali, A. J. (2024). How Organizational Citizenship Behavior Stimulant: Transformational Leadership Identification Model Approaches. *Jurnal Aplikasi Bisnis dan Manajemen (JABM)*, 10(3), 883-883. <https://doi.org/10.17358/jabm.10.3.883>
- Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. *Academy of Management Journal*, 38(5), 1442–1465. <https://doi.org/10.5465/256865>
- Sugiharjo, R. J., Purbasari, R. N., Rahmat, A., & Paijan, P. (2023). The Role of the Work Environment as a Mediation for the Effect of Leadership Style on the Performance of Banking Institution Employees. *Dinasti International Journal of Management Science (DIJMS)*, 4(6).
- Sugiharjo, R. J., Purbasari, R. N., Rahmat, A., & Paijan, P. (2022). The Role of Motivation as Mediating Leadership Style and Work Environment on Employee Morale at Fast Food Restaurant Z in Jakarta. *International Journal of Human Resources Development and Management*, 86(04), 37-47. <https://doi.org/10.7176/JRDM/86-04>
- Tripathi, D., Priyadarshi, P., Kumar, P., & Kumar, S. (2021). Does servant leadership affect work role performance via knowledge sharing and psychological empowerment? *VINE Journal of Information and Knowledge Management Systems*, 51(5), 792–812. <https://doi.org/10.1108/VJIKMS-10-2019-0159>
- Turnipseed, D. L., & VandeWaa, E. A. (2020). The little engine that could: the impact of psychological empowerment on organizational citizenship behavior. *International Journal of Organization Theory & Behavior*, 23(4), 281–296.

<https://doi.org/10.1108/IJOTB-06-2019-0077>

van der Hoven, A. G., Mahembe, B., & Hamman-Fisher, D. (2021). The influence of servant leadership on psychological empowerment and organisational citizenship on a sample of teachers. *SA Journal of Human Resource Management*, 19. <https://doi.org/10.4102/sajhrm.v19i0.1395>

Wang, Z., & Chen, H. (2024). Balancing the performance benefits and health costs of leader high performance expectations: the role of servant leadership. *Employee Relations: The International Journal*, 46(5), 1172–1190. <https://doi.org/10.1108/ER-03-2024-0157>