

THE ROLE OF ORGANIZATIONAL JUSTICE IN MODERATION OF SERVANT LEADERSHIP AND INNOVATIVE WORK BEHAVIOR ON CIVIL SERVANT PERFORMANCE

Rahmat Sabuhari¹, Abd. Wahab Hasyim^{1*}, Abdullah W. Jabid¹, Briyan
Cadalora Putra²

¹Universitas Khairun, Indonesia

²Universitas Bhayangkara Surabaya, Indonesia

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ABSTRACT: This study examines the effects of servant leadership, innovative work behavior, and organizational justice on civil servant performance in the North Maluku Provincial Government, Indonesia. Using a quantitative design, data were collected from 315 respondents, with 303 valid responses analyzed using PLS-SEM. The findings show that servant leadership has a significant negative effect on civil servant performance, while innovative work behavior has a significant positive effect. Organizational justice has no significant direct effect on performance and does not moderate the effects of servant leadership or innovative work behavior. These results indicate that leadership effectiveness is highly context-dependent within bureaucratic organizations, whereas innovative behavior plays a stronger role in improving employee performance. The study suggests that public institutions should foster innovative work environments and reconsider the application of servant leadership within rigid administrative structures. Future research should examine additional mechanisms and employ longitudinal designs.

Keywords: Servant Leadership; Innovative Work Behavior; Civil Servant Performances; Organizational Justice

*Corresponding Author: abd.wahabhasyim@unkhair.ac.id

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INTRODUCTION

In recent years, the innovation performance of local governments in Indonesia has drawn increasing concern, particularly in underperforming regions. North Maluku Province, for instance, was classified as having low innovation capability in 2021 with an innovation index score of 24.44 and remained in the "less innovative" category in 2022 with a score of 33.11, as reported by the Ministry of Home Affairs through the Innovative Government Award (Kemendagri, 2022). These indicators highlight persistent challenges in the organizational performance of regional government bodies, especially in aligning with national innovation and governance standards.

Organizational performance in the public sector reflects the extent to which governmental objectives, derived from strategic visions and missions, are effectively achieved. It serves not only as a benchmark for institutional success or failure but also as a mechanism for public accountability in decentralized governance frameworks (BPPK Depkeu, 2014; Silalahi, 2017). To enhance organizational performance, especially in the context of public institutions, it is crucial to adopt leadership models that encourage active engagement and innovation among civil servants.

Servant leadership has emerged as a compelling model for public sector transformation. Rooted in the ethos of prioritizing others' needs before one's own, servant leadership emphasizes ethical behavior, humility, and empowerment (Spears, 2002; Sendjaya & Sarros, 2002). Previous studies have established its positive effect on organizational performance across various contexts (Peterson et al., 2012; Al-Alafeshat & Aboud, 2019; Ludwikowska & Tworek, 2022). However, its application in public administration, particularly within local government institutions, remains underexplored, suggesting a gap in empirical validation across different governance systems.

This study aims to address this research gap by introducing organizational justice as a moderating variable in the relationship between servant leadership, innovative work behavior, and civil servant performance. Organizational justice refers to employees' perceptions of fairness in organizational decision-making, procedural consistency, and interpersonal treatment (Coetzee, 2005). It also reflects moral evaluations of leadership behavior and plays a critical role in shaping organizational commitment and motivation (Cropanzano et al., 2007). Although several studies have examined the link between organizational justice and job satisfaction, its relationship with employee performance, especially in the public sector, requires further investigation (Imamoglu et al., 2019; Lansart et al., 2019). Additionally, innovative work behavior (IWB) has gained traction as a critical determinant of public sector performance, especially in navigating rapidly changing external environments (Shanker et al., 2017). IWB refers to the cognitive, emotional, and behavioral energy employees invest in generating, promoting, and realizing novel ideas (Shuck et al., 2017).

Recent findings confirm that IWB significantly enhances civil servant performance in bureaucratic settings (Kamis et al., 2023), yet studies rarely integrate this variable in conjunction with leadership and justice frameworks as this study aims to contribute. OJ functions as a boundary condition that determines when positive leadership and innovative behavior are more effectively translated into CSP. This integrative framework addresses theoretical fragmentation in prior research by combining leadership, innovation, and justice perspectives into a unified empirical model. Furthermore, the study offers both theoretical and practical contributions for improving public sector performance in Indonesia.

THEORETICAL REVIEW

Servant Leadership and Civil Servants' Performance

Social Exchange Theory (SET) serves as the primary theoretical foundation for this study, explaining the relationship between SL, IWB, OJ, and CSP through the principle of reciprocity, which is the tendency for employees to respond to positive treatment and resources received from leaders and organizations with positive work behavior and performance. Within the SET framework, SL represents positive treatment from leaders, and IWB reflects employees' proactive contributions. OJ serves as a boundary condition that determines the extent to which social exchange translates into increased CSP. Thus, SET provides a coherent theoretical framework to explain not only the direct influence of SL and IWB on CSP but also why the strength of the relationship can change depending on the level of OJ perceived by employees.

Employee performance is a fundamental indicator of organizational success, particularly in the public sector where accountability and transparency are crucial. In the Indonesian context, civil servants hold strategic roles as planners, implementers, and supervisors of public administration and national development. Their performance reflects the extent to which governmental objectives are realized, both at central and regional levels (Robbins & Judge, 2008; Pasalong, 2022). Effective performance measurement includes indicators such as service quality, productivity, responsiveness, responsibility, and accountability.

Servant leadership, as introduced by Greenleaf (1973), emphasizes the leader's moral imperative to serve first before leading. This approach cultivates trust, empowerment, and ethical behavior, which are essential for nurturing performance-driven environments in the public sector. Spears (2010) delineated ten core characteristics of servant leadership including listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and community building.

Empirical studies confirm the positive impact of servant leadership on employee performance and engagement (Bass, 2000; García-Morales et al., 2008). Leaders who embody service-oriented values create learning environments that encourage civil servants to enhance their competencies and commitment (Donkor, 2021; Apriana et al., 2023). Moreover, recent evidence from Jordanian ministries highlights how servant leadership fosters organizational loyalty and ethical conduct among public employees (Al-Khasawneh & Nusair, 2025).

H1: Servant leadership has a significant positive effect on civil servant performance.

Innovative Work Behavior and Civil Servants' Performance

Innovative Work Behavior (IWB) is characterized by proactive engagement, cognitive resilience, and emotional investment in generating and implementing novel ideas. This behavior is linked to IWB dimensions such as idea exploration, idea generation, idea idea championing, and idea realization (Janssen, 2000; De Jong & Den Hartog, 2010). Employees who exhibit high levels of IWB are more adaptable and better positioned to meet organizational challenges, thus contributing to enhanced job performance (Hakanen et al., 2008). Research indicates a strong correlation between IWB and individual performance, particularly in dynamic public sector settings where innovation is crucial (Pham et al., 2024). A recent study in Korea also revealed that IWB acts as a key mechanism linking work autonomy and performance outcomes in public organizations (Ji & Lee, 2025).

H2: Innovative work behavior has a significant positive effect on civil servant performance.

Organizational Justice and Civil Servants' Performance

Organizational justice refers to employees' perceptions of fairness in decision-making, procedural consistency, and interpersonal treatment within an organization (Coetsee, 2005). It encompasses distributive, procedural, and interactional justice dimensions, all of which shape employee trust, satisfaction, and performance (Colquitt, 2001; Greenberg, 1990).

Several studies demonstrate that perceived fairness significantly influences employee engagement, motivation, and organizational outcomes (Lyu, 2016; Pakpahan et al., 2020). In the public sector, where rules, transparency, and integrity are paramount, justice perceptions have been shown to enhance performance and reduce resistance to organizational change (Hussain et al., 2012; Banerjee & Banerjee, 2013). Recent research by Sasongko and Mansyur (2025) emphasizes the moderating role of organizational justice in shaping employee citizenship behavior and performance in high-pressure environments.

H3: Organizational justice has a significant positive effect on civil servant performance.

Moderating Role of Organizational Justice

Organizational justice not only contributes directly to employee outcomes but also moderates leadership and behavioral dynamics. According to Cropanzano et al. (2007), fair treatment enhances the effectiveness of leadership behaviors by aligning employee values and expectations. In servant leadership contexts, fairness perceptions reinforce trust and legitimacy,

amplifying the leader's influence on performance. Similarly, organizational justice can strengthen the impact of IWB by validating employee efforts and ensuring their contributions are acknowledged. When civil servants perceive fairness, they are more likely to engage in innovative behaviors that lead to performance improvements. The hypotheses are presented, and the framework is depicted in Figure 1.

H4: Organizational justice positively moderates the relationship between servant leadership and civil servant performance.

H5: Organizational justice positively moderates the relationship between innovative work behavior and civil servant performance.

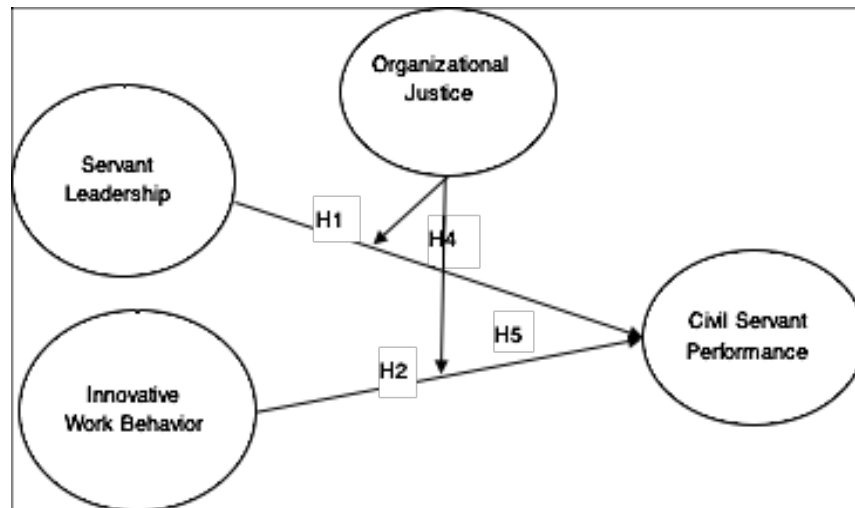


Figure 1. Conceptual Framework

RESEARCH METHOD

This study employed a quantitative explanatory design to test the direct and moderating relationships among servant leadership, innovative work behavior, organizational justice, and civil servant performance. An explanatory approach was selected because the study seeks to evaluate theoretically specified relationships among constructs and determine the magnitude and statistical significance of their effects (Creswell, 2014). The research was conducted within the Provincial Government of North Maluku, Indonesia, with civil servants employed across Local Government Work Units (SKPD) serving as the unit of analysis.

The study population comprised civil servants working in various SKPD within the North Maluku Provincial Government. Respondents were selected using purposive sampling to ensure that participants had sufficient organizational experience to evaluate leadership practices, workplace innovation, organizational justice, and individual performance. Eligible respondents were required to have at least two years of work experience and to hold either a structural or functional position. A total of 315 questionnaires were distributed to eligible civil servants. Of these, 303 questionnaires were returned in usable condition and included in the final analysis, yielding a response rate of 96.19%. Only complete responses that met the predetermined eligibility criteria were retained for analysis.

Data were collected using a structured, self-administered questionnaire consisting of closed-ended items adapted from established measures in the literature. All items were assessed on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Servant leadership was operationalized based on the leadership characteristics proposed by Spears (2010), covering listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and community building. Innovative work behavior was measured using indicators adapted from Janssen (2000) and De Jong and Den Hartog (2010), capturing the generation, promotion, and realization of new ideas in the workplace. Organizational justice was measured based on Colquitt (2001) through four dimensions: distributive, procedural, interpersonal, and informational justice. Civil servant

performance was assessed using indicators adapted from Robbins and Judge (2008) and Pasalong (2022), encompassing service quality, productivity, responsiveness, responsibility, and accountability. The use of established measurement sources was intended to strengthen construct validity while adapting the indicators to the institutional context of Indonesian public administration.

The empirical model was analyzed using partial least squares structural equation modeling (PLS-SEM). This approach enabled the simultaneous assessment of the measurement and structural models and was suitable for examining multiple direct relationships and interaction effects within a single analytical framework. The analysis first evaluated the adequacy of the measurement model to establish the reliability and validity of the constructs. The structural model was then examined to test the hypothesized relationships among servant leadership, innovative work behavior, organizational justice, and civil servant performance. Organizational justice was specified both as a direct predictor of performance and as a moderator of the relationships between servant leadership and performance and between innovative work behavior and performance. This analytical procedure allowed the study to distinguish the independent contribution of each predictor from the conditional effects associated with organizational justice.

RESULTS

Data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS version 3. This method was selected due to its suitability for analyzing complex structural models with moderating variables and its robustness in handling non-normal data and medium sample sizes (Hair et al., 2019). The measurement model (outer model) was evaluated through factor loadings (>0.70), average variance extracted (AVE >0.50), and composite reliability (>0.70). The structural model (inner model) was assessed using path coefficients, R^2 values, and significance testing via bootstrapping. Content validity was ensured through expert judgment involving three scholars in human resource management and public policy. Instrument reliability was assessed by calculating Cronbach's Alpha and Composite Reliability, all of which met the minimum threshold of >0.70 , indicating strong internal consistency of the measurement scales (Hair et al., 2019). The test results can be seen in Appendix 1. Table of outer loadings of civil servant performance indicators, SL, OJ, and IWB.

The results of the first-stage convergent validity analysis for reflective indicators, based on the outer loading scores, identified several indicators with values below 0.70: SL15 and SL 20 (0.676 and 0.655), CSP 05 (0.698), IWB 01 (0.462), IWB 07 (0.654), and OJ 04 (0.657). These indicators are considered inadequate in measuring their respective constructs. Overall, the elimination of the seven indicators was carried out through a combination of empirical and conceptual considerations, not solely based on the mechanical application of outer loading thresholds. Indicators with low outer loadings were evaluated based on their suitability to the construct domain, the characteristics of the bureaucratic environment, the level of observability of the behavior by respondents, potential ambiguity of meaning, and possible overlap with other constructs.

Consequently, a second-stage calculation was conducted by removing all indicators with outer loading values below 0.70. As a result, all remaining indicators met the criteria for convergent validity. The next analysis was a discriminant validity and reliability test. The test results showed that SL, IWB, OJ, and CSP met the validity and reliability criteria. The discriminant and convergent validity, as well as the reliability, are shown in the Table 1, 2, and 3.

Table 1. Validity and Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE	VIF
CSP	0.944	0.954	0.678	0
OJ	0.925	0.936	0.572	2.764
SL	0.951	0.955	0.532	2.241
IWB	0.902	0.920	0.562	2.160

Source: SmartPLS 3 Calculation Result Output (2026)

Table 2. Discriminant Validity Tests

Constructs	CSP	IWB	OJ	SL
Fornell-Larcker				
CSP	0.823			
IWB	0.749	0.750		
OJ	0.661	0.690	0.756	
SL	0.544	0.634	0.716	0.729
Heterotrait-Monotrait Ratio (HTMT)				
Constructs	CSP	IWB	OJ	
IWB	0.816			
OJ	0.702	0.748		
SL	0.564	0.679	0.764	

Source: SmartPLS 3.2.9 Calculation Result Output (2026)

The potential for common method bias was evaluated using a full collinearity assessment approach as in Table 1. Referring to Kock (2015), a VIF value of 3.3 was used as a conservative threshold to identify potential common method bias. The test results showed that all full collinearity VIF values were below 3.3. Thus, there was no indication that common method bias was a serious problem in the research model.

The structural model assessment (inner model) involves evaluating the relationships among latent variables based on substantive theory. The testing was conducted using the Goodness of Fit (GoF) model to determine the extent to which endogenous variables are influenced by exogenous variables. The GoF of the model is measured using the R-squared (R^2) value of the endogenous variable. The R^2 value obtained was 0.908, indicating that 90.8% of the variance in CSP is explained by SL, OJ, and IWB within the model, while the remaining 9.2% is explained by other variables outside the model. SL, IWB, and OJ represent leadership factors, individual behavior, and the organizational environment that complementarily contribute to CSP. SL reflects the support and empowerment of leaders, IWB describes proactive behavior in generating and implementing improvements, while OJ reflects the perception of fairness within the organization. The integration of these three constructs provides a comprehensive explanation of variations in CSP. This is reflected in the R^2 value of 0.908, which indicates that the structural model has very strong explanatory power in explaining CSP.

The next step in model evaluation involves incorporating the moderate variable. The analysis results show that the path coefficient of SL to CSP is negative, the path coefficient of IWB to CSP is positive, and the path coefficient of OJ to CSP is also positive. The specific path coefficient values can be seen in Table 3 below. Hypothesis testing aims to determine whether the proposed hypothesis is supported or not supported with a critical point; $p\text{-value} \leq 0.05$ ($\alpha = 0.05$) for each direct influence path and moderating role. The results of the analysis can be seen in Table 5.

Table 3. Path Coefficients, T-Statistic, and P-Values

Hypothesis	Path Coefficients	<i>t</i> -value	<i>p</i> -value	Decision
H1. SL -> CSP	-0.133	4.580	0.000	Not supported
H2. IWB -> CSP	0.957	45.246	0.000	Supported
H3. OJ -> CSP	0.050	1.519	0.129	Not supported
H4. SL x OJ -> CSP	-0.003	0.110	0.912	Not supported
H5. IWB x OJ -> CSP	-0.028	1.148	0.251	Not supported

Source: SmartPLS 3.2.9 Calculation Result Output (2026)

DISCUSSION

The findings reveal a clear but uneven pattern in the determinants of civil servant performance. Servant leadership (SL) has a significant negative effect on civil servant performance (CSP), whereas innovative work behavior (IWB) has a significant positive effect. Organizational justice (OJ) neither directly affects CSP nor moderates the effects of SL and IWB. These results suggest that performance within the North Maluku bureaucracy depends less on

supportive leadership and perceived fairness alone and more on employees' capacity to convert ideas into improved work practices. The findings also expose an important contextual boundary: leadership practices that are effective in relational settings may not produce the same outcomes in highly regulated public organizations.

The negative effect of SL is particularly important because it challenges the dominant assumption that servant-oriented leadership consistently improves employee performance. Previous studies have reported positive effects of SL on civil servant performance, trust, motivation, and job satisfaction (Ramma et al., 2022; Apriana et al., 2023). Servant leaders may also strengthen organizational learning by developing employees and creating conditions for capability growth (García-Morales et al., 2008; Pasalong, 2022; Apriana et al., 2023). The present finding, however, is consistent with Buchori et al. (2023), who reported a negative relationship between SL and performance in public audit institutions. Li et al. (2023) further showed that SL may increase role ambiguity and weaken task performance when organizational systems fail to provide clear expectations. Fakhri (2024) similarly identified potential overload effects that can make SL counterproductive under certain organizational conditions. These findings indicate that the benefits of servant leadership are conditional rather than universal.

This result is especially relevant in bureaucratic organizations characterized by hierarchy, standardized procedures, formal accountability, and explicit performance targets. Excessive emphasis on employee support and service may weaken performance when it is not accompanied by clear direction, role clarity, supervision, and performance discipline. The finding therefore extends Social Exchange Theory (SET). Positive leader–employee exchanges may create supportive relationships, but reciprocity does not automatically appear as higher task performance. Employees still require organizational structures that allow social resources to be converted into measurable work outcomes. This helps explain why the present result differs from much of the Indonesian literature, including Apriana et al. (2023): the effectiveness of SL depends on how relational leadership interacts with the structural demands of the organization.

In contrast, IWB emerges as a more consistent performance driver. Civil servants who explore, generate, promote, and implement new ideas are better positioned to solve administrative problems, improve work processes, and respond to changing public needs. This finding supports Tico et al. (2023), who demonstrated that innovative behavior improves employee effectiveness through idea exploration, generation, advocacy, and implementation. Related evidence from Indonesian public organizations also shows that transformational leadership, creative self-efficacy, and psychological empowerment can stimulate IWB and subsequently improve civil servant performance (Sinaga & Sianipar, 2023; Fransiskus, 2023). Comparable findings from Vietnam and Uganda further demonstrate that innovative behavior and innovation-supportive organizational climates strengthen productivity and effectiveness in local government institutions (Vuong, 2022; Musenze et al., 2024). IWB therefore represents more than employee creativity. It functions as a behavioral mechanism through which civil servants translate new ideas into concrete performance improvements, making it particularly relevant to digital transformation and results-oriented public administration.

The role of OJ is more limited. Although its path toward CSP is positive, the relationship is not statistically significant. This suggests that fairness in resource allocation, procedures, interpersonal treatment, and organizational information may create favorable working conditions without directly increasing individual performance. The result differs from Ashadi et al. (2022), who found that organizational justice significantly influenced civil servant performance through work stress, but is consistent with evidence showing that procedural and interactional justice do not always translate directly into performance outcomes (Colquitt et al., 2015). One interpretation is that justice operates as a hygiene condition: its presence supports a stable and acceptable work environment, but performance gains require stronger motivational or behavioral mechanisms such as public service motivation, effective leadership, technological support, or innovative work behavior.

The insignificant moderating effects reinforce this interpretation. OJ does not strengthen or weaken the effects of SL or IWB on CSP. This finding contrasts with Ashadi et al. (2022), who identified an important role for justice in the relationship between organizational conditions and civil servant performance, but it is compatible with Colquitt et al. (2015), who emphasized that justice often influences employee outcomes through trust, satisfaction, and organizational

commitment. The theoretical implication is significant. OJ may be better understood as a mechanism through which employees interpret and respond to organizational treatment rather than as a universal boundary condition that amplifies leadership or behavioral effects. From a SET perspective, fairness may first generate trust, attachment, or commitment before producing reciprocal performance responses. The insignificant moderation therefore shifts the theoretical question from whether justice strengthens performance relationships to how justice is transmitted into employee outcomes.

These findings carry a clear managerial implication for local government. Public institutions should not assume that more servant-oriented leadership or greater perceived fairness will automatically improve civil servant performance. Servant leadership should be balanced with role clarity, performance expectations, accountability, and decisive supervision. At the same time, government agencies should create systems that reward idea generation, provide channels for proposing improvements, support experimentation, and facilitate the implementation of useful innovations. Organizational justice remains essential as an ethical and psychological foundation, but IWB appears to provide the more direct route to performance improvement. The central challenge for public-sector management is therefore not simply to create supportive workplaces, but to build administrative systems that convert support, fairness, and employee initiative into measurable public-service outcomes.

CONCLUSION AND FURTHER STUDY

This study provides empirical insights into the complex relationships between servant leadership, innovative work behavior, organizational justice, and civil servant performance in the local government context of North Maluku Province. The findings reveal that while servant leadership shows a significant negative impact on performance, innovative work behavior demonstrates a strong positive influence. Meanwhile, organizational justice neither significantly influences performance nor moderates the relationship between leadership or innovation and employee outcomes. These results highlight the contextual limitations of servant leadership in rigid bureaucratic structures where ambiguous roles and underdeveloped human resource systems may diminish its effectiveness. In contrast, innovative work emerges as a key driver of performance, reinforcing the need for public institutions to foster environments that encourage creativity, initiative, and solution-oriented thinking. The findings also indicate that organizational justice, although valued by employees, functions more as a hygiene factor, essential for maintaining morale but insufficient to directly enhance performance or interact meaningfully with other variables.

Future research could examine the alternative mechanism of servant leadership -> organizational justice -> work engagement/organizational trust/organizational commitment -> civil servant performance. This model is more consistent with the reciprocity logic of SET because servant leader behavior first shapes employees' assessments of organizational fairness, and then fairness generates trust, engagement, or commitment that encourages employees to invest greater effort in their work.

For practitioners, this study underscores the importance of aligning leadership approaches with organizational culture and of embedding innovation into public sector performance systems. Local governments should invest in leadership development tailored to bureaucratic realities and cultivate innovation-friendly climates through policy and structural reform.

ETHICAL DISCLOSURE

All authors provided written informed consent prior to participation. They were informed of the purpose of the study, their voluntary participation, their willingness to pay any costs associated with the research and publication, and their commitment to maintain the confidentiality of their responses.

CONFLICT OF INTERESTS

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Appendix 1. Survey Instruments and Loading Factor

Variable	Dimension	Items	Indicator	Loading Factor
Servant Leadership (SL)	Listening	SL 01	My leader listens to feedback.	0.740
		SL 02	My leader values my opinion.	0.727
	Empathy	SL 03	My leader understands my feelings.	0.724
		SL 04	My leader shows genuine compassion	0.796
	Healing	SL 05	My leader helps resolve conflicts.	0.713
		SL 06	My leader supports emotional recovery.	0.781
	Awareness	SL 07	My leader is self-aware.	0.746

	Persuasion	SL 08	My leader understands team dynamics.	0.815
		SL 09	My leader persuades, not commands.	0.725
		SL 10	My leader encourages open dialogue.	0.775
	Conceptualization	SL 11	My leader thinks long-term.	0.750
		SL 12	My leader sees the big picture.	0.744
	Foresight	SL 13	My leader anticipates future needs.	0.719
		SL 14	My leader learns from past events.	0.812
	Stewardship	SL 15	My leader uses resources responsibly.	0.676
		SL 16	My leader puts team first.	0.862
	Commitment to the growth of people	SL 17	My leader encourages skill development.	0.731
		SL 18	My leader supports my learning goals.	0.747
	Community building.	SL 19	My leader fosters team spirit.	0.724
		SL 20	My leader builds workplace unity.	0.655
Civil Servant Performance (CSP)	Service Quality	CSP 01	I deliver high-quality services.	0.428
		CSP 02	My work meets quality standards.	0.707
	Work Quantity	CSP 03	I complete tasks on time.	0.922
		CSP 04	I meet daily work targets.	0.881
	Responsiveness	CSP 05	I will respond quickly to requests.	0.698
		CSP 06	I solve problems without delay.	0.729
	Responsibility	CSP 07	I take ownership of tasks.	0.783
		CSP 08	I fulfill my job duties.	0.736
	Accountability	CSP 09	I will report results transparently.	0.919
		CSP 10	I follow work rules strictly.	0.916
Innovative Work Behavior (IWB)	Idea Generation	IWB 01	I create new work ideas.	0.462
		IWB 02	I think of better solutions.	0.713
		IWB 03	I brainstorm for fresh approaches.	0.799
	Idea Promotion	IWB 04	I share ideas with coworkers.	0.789
		IWB 05	I convince others about innovations.	0.763
		IWB 06	I will explain benefits of new ideas.	0.799
	Idea Realization	IWB 07	I apply ideas to my work.	0.654
		IWB 08	I turn ideas into action.	0.791
		IWB 09	I test new methods independently.	0.726
Organizational Justice (OJ)	Distributive Justice	OJ 01	My rewards match my efforts.	0.815
		OJ 02	Outcomes I receive feel fair.	0.776
	Procedural Justice	OJ 03	Procedures are applied consistently here.	0.721
		OJ 04	I can voice concerns fairly.	0.657
	Interpersonal Justice	OJ 05	I am treated with respect.	0.792
		OJ 06	My leader is polite to me.	0.799

Informational Justice	OJ 07	Explanations given to me are clear.	0.707
	OJ 08	I get honest work-related information.	0.775

Note: The loading is obtained using the SmartPLS 3.2.9

Source: Authors' Compilation and Adaptation (2026)