



The Effect of Leadership Empowering Behavior and Personal Development Support on Employee Innovation Behavior: The Effect of Self Efficacy Moderation – A Conceptual Analysis

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Abstract. This study aims to examine the influence of Leadership Empowering Behavior (LEB) and Personal Development Support (PDS) on Employee Innovation Behavior (EIB) by considering the role of moderation of Self-Efficacy (SE). In a dynamic organizational context, employees' ability to innovate is heavily influenced by empowering leadership as well as support for personal development. The, which includes granting autonomy and participation in decision-making, is expected to improve PDS and EIB. Personal development support can strengthen innovation by increasing employee competence and confidence. Meanwhile, SE, as an individual's belief in one's ability to achieve goals, functions as a mediator and moderator that strengthens the influence of and PDS on EIB. This study proposes that high self-efficacy will amplify the positive effects of empowering leadership and personal development support on innovation behaviors. The results of this study are expected to provide practical insights for organizations to develop more effective leadership strategies and support employee development holistically.

Keywords: Leadership Empowering Behavior, Personal Development Support, Employee Innovation Behavior, Self-Efficacy, Empowering Leadership, Employee Innovation

1 Introduction

In an era of rapid and dynamic organizational change, the company's ability to adapt and innovate is a key factor in maintaining competitiveness. Organizations are required to create an environment that not only supports productivity but also encourages employee engagement in innovation [1]. This is especially true in an environment where employees are struggling to adapt to a demanding work environment. Based on empirical evidences, personal development support, low self-efficacy and unempowering leadership are identified as the significant barriers of enhancing employee innovation behavior [2]. This epitomizes the call for a more comprehensive orientation, in order to establish working conditions that stimulate innovation. The primary objection to this study is that much fewer employees

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participate in corporate innovation [3]. Most organisations don't realise the significance of providing the right help for employee personal development. Employees are left feeling less inspired to make meaningful contributions, particularly when the leadership style available doesn't lend itself to empowerment. In addition, leaders who are unable to create confidence in employees actually exacerbate this situation. This issue has become increasingly complex with a lack of focus on building employee self-efficacy, which can actually be an important catalyst in driving innovation behavior. Thus, this study attempts to explore approaches that can increase employee innovation through a conceptual framework that integrates various important factors, such as personal development support, self-efficacy, and empowering leadership [4].

Solutions to this problem can be found in various previous studies that have provided an in-depth understanding of the factors that influence innovation behavior. Previous research has revealed that Leadership Empowering Behavior plays a crucial role in creating a work environment that supports innovation. For example, research by Kim and Beehr (2021) shows that empowering leadership behaviors can increase employee engagement in innovation by providing confidence and motivation. In addition, personal development support or Personal Development Support has also been identified as a key factor in improving employee competence. [5] Self-Determination Theory hypothesizes that the need for competence, autonomy, and relatedness exerts pressure on human behaviour. Personal development support An employee's chance for learning, training, skill and self-improvement tends to promote innovative behaviors [6] in this sense.

One issue not widely recognized in the existing literature is the impact of self-efficacy as a mediator between empowering leadership and innovation behavior [7]. [8] claims that self-efficacy, which is the confidence of someone in one's capacity to orchestrate elements for a desired future outcome has become an important factor in performance and motivation. This study aims to bridge the gap of previous research by examining the role of self-efficacy mediation within the framework of the relationship between personal development support, empowering leadership, and employee innovation behavior. This approach provides a new perspective in understanding how these factors interact with each other to drive innovation in the organization.

The current study is based on the fundamental tenets of Self-Determination Theory by [9]. This theory points out the significance of satisfying the basic human needs, e.g. competence, autonomy and relatedness in motivating an individual's behavior. In this study, the theory offers a theoretical basis by which supportive personal development and leadership empowerment influence employee self-efficacy, and subsequently innovation behavior [10]. Furthermore, this perspective is interesting to determine what an employee requires to achieve in order to generate an innovative work climate. Based on this theory as a backdrop, we take a holistic look at the factors relations.

The novelty offered by this research lies in the integration of various factors in one comprehensive conceptual model. Unlike previous studies that tended to focus on the influence of each factor separately, this study combined Leadership Empowering Behavior, Personal Development Support, and Self-Efficacy as mediating variables to understand how these factors affect employee innovation behavior. In addition, this study makes a significant empirical contribution by examining the model in the context

of organizations in Indonesia, which is still relatively rarely explored in the academic literature.

Thus, this research is expected to provide new insights for practitioners and academics in understanding the factors that drive employee innovation. In addition, the results of this research can also be used as a basis for designing more effective interventions in supporting personal development, improving self-efficacy, and creating an empowering leadership style. With a structured approach and based on strong theory, this research not only makes an academic contribution but also offers practical solutions for organizations that want to improve competitiveness through innovation.

2 Literature Review

2.1 Self-Determination

According to Self-Determination Theory, human motivation can be understood in terms of the satisfaction of three fundamental psychological needs: autonomy, competence and relatedness. It is the theory of Edward L. Deci and Richard M. Ryan, who state that these needs are crucial forms of support for personal psychological health and well-being, as they activate the self's resources toward growth, healing, and integration.

In an organizational setting, leader's use of Self-Determination Theory can enhance employee motivation and lead to beneficial outcomes in terms of commitment, well-being, and engagement. The study conducted by [11] prove that the leaders who fulfill their employees' basic psychological needs can gain a more motivating environment at work. They name management processes that bolster the need for autonomy, competence and relatedness in work.

Furthermore, the self-determination theory has been used in different life settings like education, health and technology design. For instance, in educational settings, Self-Determination Theory is employed to explore how social contexts promote the development of students' social and emotional competencies. This hints towards the multiple domains where application of SDT can provide insights to understand and enhance various aspects of human motivation [12].

Thus, Self-Determination Theory provides important insights into how basic psychological needs affect individual motivation and well-being, as well as how their application can increase positive outcomes in a variety of life contexts.

2.2 Leadership Empowering Behavior

Leadership Empowering Behavior is a leadership approach that emphasizes employee empowerment through delegating authority, participation in decision-making, and support for personal development [13]. The objective of the IFW is to promote employees' task motivation and performance, by satisfying basic psychological needs for autonomy, competence, and relatedness derived from Self-Determination Theory. With the impact of Leadership Empowering Behaviour by leaders at an organizational level, employees' motivation and positive consequences (e.g., commitment, well-being and engagement) can be enhanced. [14] Shows that

empowering leaders are able to shape more motivating workcontext and to increase organisational civic behaviour. Further, Leadership Empowering Behavior has a significant influence on basic psychological needs satisfaction in employees [15]. Delegating responsibility and involving in decision-making provides autonomy. Support for skill development and feedback also enhances feelings of competence. Meanwhile, open communication and social support from leaders reinforce a sense of connectedness. The fulfillment of these three needs encourages intrinsic motivation, which in turn improves employee performance and well-being.

2.3 Personal Development Support

Personal Development Support is a critical aspect of empowering leadership behavior, which involves providing support for the personal and professional growth and development of employees [16]. This method does not just mean creating training materials and resources, but enabling employees to develop themselves. In their published research [17], discovered that empowering leadership, such as support for personal development, can positively influence employees' psychological well-being. "Managers who can do this for their employees help them feel valued and supported in the workplace, and—by doing so—can have a big impact on job satisfaction and well-being," Steinhardt adds. Also, past research by [18] points out that enabling leadership behaviors such as personal development support, are associated with fostering innovative behavior among knowledge workers. This kind of support helps employees to gain new skills and knowledge that are necessary in this dynamic, knowledge based world of work. Moreover, a research of [19] found that empowering leadership in the aspect of personal development support enhances employees' psychological safety and knowledge sharing behaviors. When people are encouraged to personally develop themselves, they will pass knowledge and experience on to others in the company, increasing organizational collaboration and learning..

2.4 Employee Innovation Behavior

Employee Innovation Behavior is a multi-dimensional construct which represents the degree of organization member's participation in generating, advocating allocated new ideas to improve organizational performance and competitive position [20]. This behavior not only includes the ability to generate creative ideas, but also involves an active effort in convincing others of the value of the idea as well as realizing it in daily work practice.

In the context of dynamic and competitive modern organizations, the innovative behavior of employees is key to driving positive change and adaptation to the ever-changing business environment. Recent research by Islam et al. (2024) highlights the importance of empowering leadership in facilitating employees' innovative behavior. Empowering leadership provides autonomy, support, and trust to employees, which in turn increases their intrinsic motivation and engagement in the innovation process. The study found that the dimensions of innovative behavior, such as idea generation, idea promotion, and idea implementation, were significantly influenced by the level of empowerment felt by employees in their work environment.

2.5 Self-Efficacy

Self-Efficacy is a psychological concept that refers to an individual's belief in his or her ability to organize and execute the actions necessary to achieve a certain outcome [21]. Introduced by Albert Bandura in 1977, this theory emphasizes that a person's perception of their own abilities influences the way they face challenges, set goals, and maintain effort in the face of adversity. Individuals with high self-efficacy tend to view difficult tasks as challenges to overcome, rather than as threats, and are more likely to survive failure and attribute those failures to lack of effort rather than personal incompetence [22].

In the field of education, self-efficacy affects students' academic achievement. Research by [23] It shows that self-efficacy and environmental literacy have a significant impact on attitudes towards environmentally friendly products, which further influences consumers' purchase intentions. Self-efficacy is also closely related to intrinsic motivation. Individuals who are confident in their abilities are more likely to develop motivation from within themselves, rather than because of external pressure or reward. In addition, the theory has practical implications in the development of psychological interventions, leadership training, employee coaching, and the design of adaptive learning systems.

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [24]. According to [25], a conceptual review makes it possible to detect research gaps and generate templates for empirical studies. Related literature is imbedded to match the purpose of study, providing a broad perspective into key concepts relationships. This results in a theoretical framework that can be tested by empirical studies. The following questions will be critically appraised in this framework: (1) Does Leadership Empowering Behavior have a positive effect on Personal Development Support? (2) Does Leadership Empowering Behavior have a positive effect on Self-Efficacy? (3) Does Personal Development Support have a positive effect on Employee Innovation Behavior? (4) Does Self-Efficacy moderate the influence of Leadership Empowering Behavior on Employee Innovation Behavior? (5) Does Personal Development Support affect Employee Innovation Behavior through Self-Efficacy as a mediating variable?

4. Results & Discussion

4.1 The Effect of Leadership Empowering Behavior on Personal Development Support

Leadership Empowering Behavior is an approach of leading that focuses on giving employees autonomy support and trust to make decisions and develop themselves [26]. This method is a means of establishing an environment in which employees flourish personally and professionally. One of the factor that contributes to empowering leadership is personal development support. Leaders enable their

employees to develop by giving them chances to learn, grow and take ownership. Not only does this enhance individuals' competency, it also better aids the organization's performance. Research by [27] demonstrated that empowering leadership behaviors have a significant positive influence on employee personal development support. The study highlights that when leaders provide support and autonomy, employees feel more motivated to develop themselves, which in turn increases their innovative behavior and contribution to the organization. These findings support the importance of empowering leadership roles in fostering employees' personal development and creating an innovative work culture.

4.2 The Influence of Leadership Empowering Behavior on Self-Efficacy

Leadership Empowering Behavior is a leadership approach that gives autonomy, trust, and support to employees to make decisions and develop their potential [28]. This approach aims to create a work environment that supports employees' personal and professional growth. One major characteristic of empowering leadership is the elevation of employees' self-efficacy or their beliefs in themselves to accomplish work tasks and overcome obstacles. Leaders empower employees by allowing them to learn, grow and take a proactive approach. This is only enhancing the skill of each person but are adding to employees overall as well. The study of [29] indicating that enabling leader behavior has a positive and significant impact on EMS-SE. The study shows that leader support and autonomy make employees more willing to develop themselves, which then enhance innovative behavior and organizational citizenship. These results emphasize the role of enabling leadership positions for employee personal development and innovative work culture.

4.3 The Effect of Personal Development Support on Employee Innovation Behavior

Personal Development Support plays an important role in encouraging employee innovation behavior [30]. When organizations provide adequate resources, training, and development opportunities, employees feel valued and supported in their professional growth. This increases the intrinsic motivation and confidence of employees to explore new ideas as well as take initiative in their work. According to social exchange theory, when employees feel support from the organization, they tend to reciprocate with positive behaviors, including increasing creativity and innovation in their work. Research by [27] shows that personal development support has a positive impact on the innovative behavior of the employees. This research suggests that an employee is more likely to engage in innovation when they are allowed and encouraged to develop themselves, by providing positive support and (reduced) monitoring from their leader. Our results provide evidence for the role of empowering leadership as a favorable condition for employees' personal development and to build an innovative work climate. Also, a supportive work context such as training, constructive feedback and learning opportunities may alleviate the negative effect of personal development support on innovativeness. Have ownership in the development of your culture and work environments When workers believe an organization is investing in them, they're more likely to offer input that's proactive and creative.

Thus, an environment strategy whose focus is on their employees' personal development makes them not only more satisfied with their work than they always bring the spirit to constantly innovate in the organization.

4.4 Self-Efficacy moderates the influence of Leadership Empowering Behavior on Employee Innovation Behavior

Self-efficacy, defined as an individual's belief in their capacity to carry out behaviors necessary to produce certain performance achievements, plays an important role in moderating the relationship between empowering leadership behaviors and employee innovation behaviors [31]. Empowering leadership behaviors involve leaders delegating authority, encouraging autonomy, and fostering a participatory decision-making environment. When employees have high self-efficacy, they tend to be more receptive to the autonomy provided by empowering leaders, translating it into innovative actions and creative problem-solving [32]. Empirical research supports the role of moderation of this self-efficacy. For example, a study by [33] It found that innovation self-efficacy positively moderated the relationship between inclusive leadership and employee innovative behavior, suggesting that employees with higher self-efficacy were more responsive to leadership styles that promoted autonomy and inclusion. This underscores the importance for organizations to not only adopt empowering leadership practices but also invest in developing their employees' self-efficacy to maximize innovative outcomes.

4.5 The Effect of Personal Development Support on Employee Innovation Behavior through Self-Efficacy as a Mediation Variable

Personal Development Support is an important form of organizational support in developing individual capacity through training and coaching. This support allows employees to improve their skills and motivation in the face of job challenges so that they are able to contribute to innovative behaviors. Research by [34] found that significantly affects employees' ability to generate new ideas and adapt to change, thus encouraging innovation in the work environment. Self-Efficacy, which is a person's belief in his ability to complete tasks, serves as a mediating variable between PDS and Employee Innovation Behavior. Adequate personal development support increases employees' self-efficacy, making them more confident in taking initiative and solving problems creatively. According to a study by [35], Self-Efficacy plays a key role in mediating the influence of organizational support on employee innovation, so employees with a high level of Self-Efficacy tend to be more proactive in innovating. Thus, the positive influence of Personal Development Support on employee innovation behavior does not run directly, but through increasing Self-Efficacy first. Employees who have high self-efficacy feel able to face risks and implement new ideas, thereby improving the culture of innovation in the organization. Similar findings are also supported by [36] which emphasizes the importance of the role of Self-Efficacy mediation in strengthening the impact of personal development programs on employee innovation in an era of dynamic business competition.

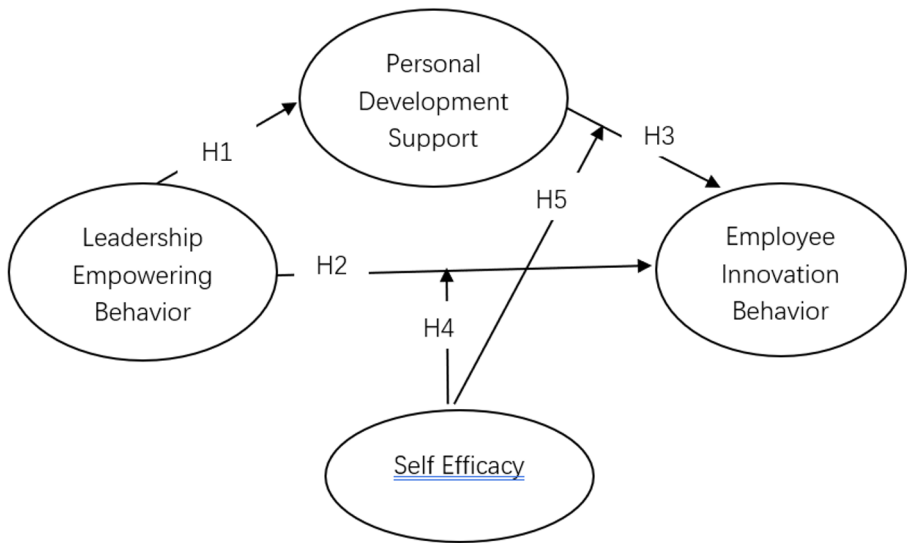


Fig. 1. Conceptual framework

In the context of modern organizations, Leadership Empowering Behavior has become one of the strategic approaches in encouraging employee innovation behavior. This leadership reflects behavior that gives autonomy, authority, and trust to subordinates to make decisions and develop their potential (Xiang et al., 2021). First, leadership that directly empowers can increase personal development support, which reflects employees' perception that the organization or employer provides opportunities for learning, training, and career growth (H1). This support is essential because it creates an environment that allows individuals to feel valued and thrive. Second, empowering leadership behaviors can also directly enhance employees' innovative behavior (H2), as employees feel they have room to experiment, brainstorm, and contribute to change. Furthermore, self-development support has an influence on the innovative behavior of employees (H3). When individuals feel that the organization supports their personal growth, they will be more motivated to take the initiative and come up with new ideas that benefit the organization. Self-efficacy, which is an individual's belief in his or her ability to complete certain tasks, plays an important role in this framework. Individuals with high self-efficacy tend to be more confident in utilizing available self-development support (H4), and in turn, they will exhibit higher levels of innovation in their work (H5).

5 Conclusion

The conclusions of this study show that customer satisfaction, brand loyalty, and collective culture interact with each other in shaping consumer advocacy behavior. Customer satisfaction plays a crucial role in building brand loyalty, which in turn encourages consumers to recommend brands to others. Collective culture serves as a moderator that strengthens or weakens the relationship between customer satisfaction

and consumer advocacy, with social values emphasizing the importance of solidarity and group harmony. These findings underscore the importance of considering the cultural dimension in designing marketing strategies, especially in the context of a collective culture that can strengthen consumer engagement in brand advocacy.

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