The Effect of Servant Leadership and Organizational Culture on Team Performance Innovation Mediated by Self-Efficacy and Moderated by Innovative Work Behavior

Jamil[1], Dedy Takdir Syaifuddin[2], Sudirman Zaid[3],
Laode Asfahyadin Aliddin[4]

[1]Doctoral Program, Halu Oleo University, Kendari, Indonesia,

[2,3,4] Department of Management, Halu Oleo University, Kendari, Indonesia

Corresponding Author: **Sudirman Zaid**

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Abstract:

In accordance with the research objective, namely to determine the influenceServant Leadership, Mediated Organizational CultureSelf-Efficacy and Innovative Work Behavior Moderated to Team Performance Innovation. This study uses quantitative research approach in testing the hypothesis. The subjects of this study were Regional Police personnel in Southeast Sulawesi Province, Indonesia..The population and respondents in this study wereSoutheast Sulawesi Regional Police personnelis 127 people,considering that the population is relatively affordable, the entire population will then be used as respondents in this study. Data Analysis Techniques using SmartPLS 4. Research Resultswhich states thatServant leadershiphas a significant influence on self-efficacy; Organizational culture has a significant effect on self-efficacy; Self-efficacy has a significant effect on performance innovation; Servant leadership has a significant effect on performance innovation;Organizational culture has no significant influence onperformance innovation; Servant Leadership has a significant effect on Team Performance Innovation mediated by Self Efficacy; Organizational Culture has a significant effect on Performance Innovation mediated by Self Efficacy;Innovative work behavior plays a moderating role in the influence of servant leadership on performance innovation;Innovative work behavior plays a moderating role in the influence of organizational culture on performance innovation;Innovative work behavior plays a moderating role in the influence of self-efficacy on performance innovation.

Keywords: Servant Leadership; Organizational Culture; Self-Efficacy; Innovative Work Behavior; Team Performance Innovation.

Introduction

Human resources are human potential as a driving force for an organization in realizing its existence (Buil et al., 2019). Likewise, an organization or government agency emphasizes that human resources, in this

case employees, play an important role in providing services to the community. Servant leadership has been shown to have an impact on employee performance and their satisfaction with work-family balance (Rofcanin et al, 2022).Servant leaders strive to create a supportive environment where members feel valued and more motivated to carry out their duties. In organizations that are often rigid and hierarchical, servant leadership can be a breath of fresh air to boost morale and a sense of responsibility at all levels.Other researchers state that the cultural perspective and suggest that servant leadership is not equally effective across cultures (Smith, Montagno, & Kuzmenko, 2004; van Dierendonck, 2011). In different organizations, of course, the influence of the servant leader is not the same and needs to be adjusted so that it does not become a weakness of oneself that causes employees not to listen to instructions from the leader himself, that humility can be considered a weakness of the leader if the leader does not have an adequate power base (Wang et al. 2018). This means that there needs to be firmness in leading subordinates.

Organizational culture is one of the antecedents that has been shown to influence various organizational behaviors and is an important factor that drives performance in innovative actions (Gregory et al., 2009; Schein, 2010). Organizational culture in police tends to emphasize discipline, hierarchy, and compliance with rules. However, to support innovation and servant leadership style, there needs to be a more adaptive cultural change. An organizational culture that is open to change, collaborative, and supports individual development will help the police become more responsive and efficient. A rigid and authoritarian culture often inhibits creativity and innovation, which are essential in facing the complexity of modern policing tasks. Police organizational culture as a variable of novelty can focus on how the police adopt innovation and changes in behavior, policies, and structures to meet modern challenges. This could include:Digital transformation in law enforcement.Previous studies from various business sectors, both business organizations and non-profit organizations in developed and developing countries, the majority of researchers have proven that improving employee work performance or performance is largely determined or supported by organizational culture. The results of studies by Artha Riana et al. (2017), Wahda (2017), Sukanto et al. (2017), Rosli Ibrahim, et al. (2017), Alireza Nazarian et al. (2017), Arief Yudho et al. (2018), Kusdi Raharjo et al. (2018), Bayan and Dababneh (2018), Oluwafemi et al. (2018), Amoako and Felix (2018), Al-Musadieq et al. (2018), Idris Muhammad (2018), Bassem and Adel Saheb (2018), Navik Puryantini et. al (2018), Dwi Sudaryati and Sucahyo (2019), There are still gaps in the research findings of Ronaldo and Ferryal

(2022), Dian and Lenny (2021), Hailin Zhao et al. (2018), Suharno et al. (2017) found that organizational culture had no significant effect on employee performance. Then Saharuddin et al. (2022), Juliana and Jermias (2021), found that Ekayanti (2022) organizational culture had a significant negative effect on employee performance.

Personnelat the Directorate of Vital Object Security of the Southeast Sulawesi Regional Policewhich has high service quality needs to be supported by self-efficacy. Referring to the conservation of resources (COR theory) and social cognitive theory hypothesized by Bandura (Herscovitch and Meyer, 2002) explains that self-efficacy acts as a resource during organizational change, which in turn increases supportive changes in attitudes and behaviors.Innovative work behavior of employees is very important in determining the competitive advantage of an organization (Hu & Zhao, 2016). Zhao, 2016; Shaw & Ogilvie, 2010; Wang et al.) Innovative work behavior includes developing new ideas and new business procedures in a particular work area to improve individual and organizational performance. Innovative workpersonnelat the Directorate of Vital Object Security of the Southeast Sulawesi Regional Policestarts with the creation of ideas with a willingness to pay attention to new issues and an interest in improving things in the workplace.Innovation in policing includes the development of new methods, technologies, or strategies to improve performance and public service.

In this context,personnelat the Directorate of Vital Object Security of the Southeast Sulawesi Regional Policecan help improve performanceorganizations by using their abilities to generate ideas thatinnovative and use them as building blocks to improve products, servicesand better work processes (JP De Jong & Den Hartog, 2007). In 3 decadesLastly, organizational consultants and practitioners are very concerned about innovative work behavior.employees. This is believed to support the success of the organization (J. De Jong & DenHartog, 2010). Therefore, organizations always try to grow anddevelop innovative work behavior of employees to achieve competitive advantagesustainable (Afsar & Badir, 2017).Complex work innovation requires a variety of cognitive and affective efforts fromemployees to generate new, interesting ideas and implement them in their work.their work (Janssen, Van de Vliert, & West, 2004). To achieve this,then employees need to spend their time, thoughts and energy beyond workformal and also has person-job fit and person-organization fit (Afsar & Badir, 2016).This is thought to be able to produce higher levels of innovative work behavior.

Literature Review
Human Resource Management Practices

Consistent with the opinion of Malthis and Jackson (2011:5) HR management can be interpreted as the science and art of regulating the relationship and role of the workforce to be effective and efficient in the use of human capabilities in order to achieve goals in each company. HR management has a meaning that is closely related to the management of HR or employees in an organization, so that HR can also be referred to as personnel, labor, workers, employees, human potential as a driver of the organization in realizing its existence, or potential that is an asset and functions as non-material capital in public or business organizations, which can be realized into real potential physically and non-physically in the realization of existence in the organization (Nawawi, 2011:4).

Servant Leadership

Leadership is the use of noncoercive influence to shape group or organizational goals, motivate behavior toward achieving those goals, and help define the culture of the group or organization (Griffin, 2004).According to Spears (2002:255) said that a servant leader is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and to prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement in leading others. This difference is evident from the attitude carried by the servant, first is feeling confident that the highest needs of others are met. The main goal of a servant leader is to serve and meet the needs of others, which optimally should be the main motivation for leadership (Russell & Stone, 2002:11).

Organizational culture

Organizational culture represents the types of activities that naturally occur in organizations. Empirical evidence shows that organizational culture significantly influences consumer-oriented behavior, attitudes, markets, employee performance, organizational effectiveness and innovative climate (Gregory et al., 2009 and Palm et al., 2016). Therefore, organizational culture greatly influences employee behavior outside the formal control system, procedures and authority that influence managerial decisions in an effort to achieve desired organizational results.

Organizational culture can be defined as a combination of values emphasized by an organization (Cho et al., 2013). Thus, Schein (2010) considers organizational culture as a pattern of basic assumptions discovered or developed by a particular group as it learns to cope with problems of external

adaptation and internal integration. This pattern, which has various variations, has shown remarkable results so that new members consider it as a valuable and appropriate solution to deal with various types of problems.

Self Efficacy

*Self-efficacy*defined as an individual's judgment about how well one can perform the actions required to deal with prospective situations (Bandura, 1982:122). This condition is one of the few cognitive determinants of behavior whose existence has received sufficient and consistent empirical support in various settings such as educational, public organization, corporate and clinical contexts (Yoon et al., 2018). Self-efficacy influences individual motivation that determines what activities to do or avoid, how much money to spend, how much effort to exert and how long to persist in difficult situations (Bandura, 1982; Beck and Schmidt, 2018).

Innovative Work Behavior

According to (Isa & Muafi, 2022), innovative behavior is the overall behavior of individuals that is directed at producing, introducing and implementing new things that are useful at various levels of the company. Innovation can be created because of new ideas and certain goals that a company wants to achieve. Currently, innovative employees are a very important asset that a company must have and are a factor that explains the success of a business. From an individual perspective, several studies have studied the role of employee innovative work behavior in companies. After conducting several studies, the results are that employee innovative work behavior has a positive impact on the progress of a company. Innovative work practices can be used in various organizations and companies involved in various business operations (Windiarsih & Etikarena, 2017). Because staff members play a vital role in realizing innovation, many businesses around the world encourage innovative behavior in their workforce (González-González & García-Almeida, 2021). In order for companies to compete effectively with other companies, they need to consistently improve their skills and knowledge. Because true innovation is something different that has an impact.

Team Performance Innovation

Several experts have tried to explain the basic concept of innovation. One explanation of the concept of innovation is given by Ackoff who states that innovation is the antithesis of machine-like behavior (Ackoff, 2017:199). Ackoff's statement suggests that innovation is the courage to show behavior that is out of the same old habits. In other words, innovation can be

understood as a behavior that is oriented towards novelty. In this context, what we need to note is that Ackoff emphasizes innovation as a display of behavior. In other writings, the concept of innovation is understood more complexly as conveyed by (Kline & Rosenberg 2018:200). Teamwork is one of the main elements. Because each individual in the company has limited abilities, it requires the intervention of others. The value of teamwork is a very important value in efforts to improve the internal conditions of the company. Teamwork teaches members in the company, both superiors and subordinates, not to win themselves (Rusdinal & Afriansyah, 2019). Teamwork in a company can occur between superiors and subordinates, or subordinates with subordinates, in formal or non-formal situations. In the implementation of teamwork, it must be mutually beneficial, the implementation of teamwork can only be achieved if benefits are obtained jointly for all parties involved. If one party is disadvantaged in the teamwork process, then teamwork is no longer fulfilled. In an effort to achieve profit or mutual benefit from teamwork, good communication is needed between all parties and a common understanding as a common goal of the team.

Figure 1 Conceptual Framework
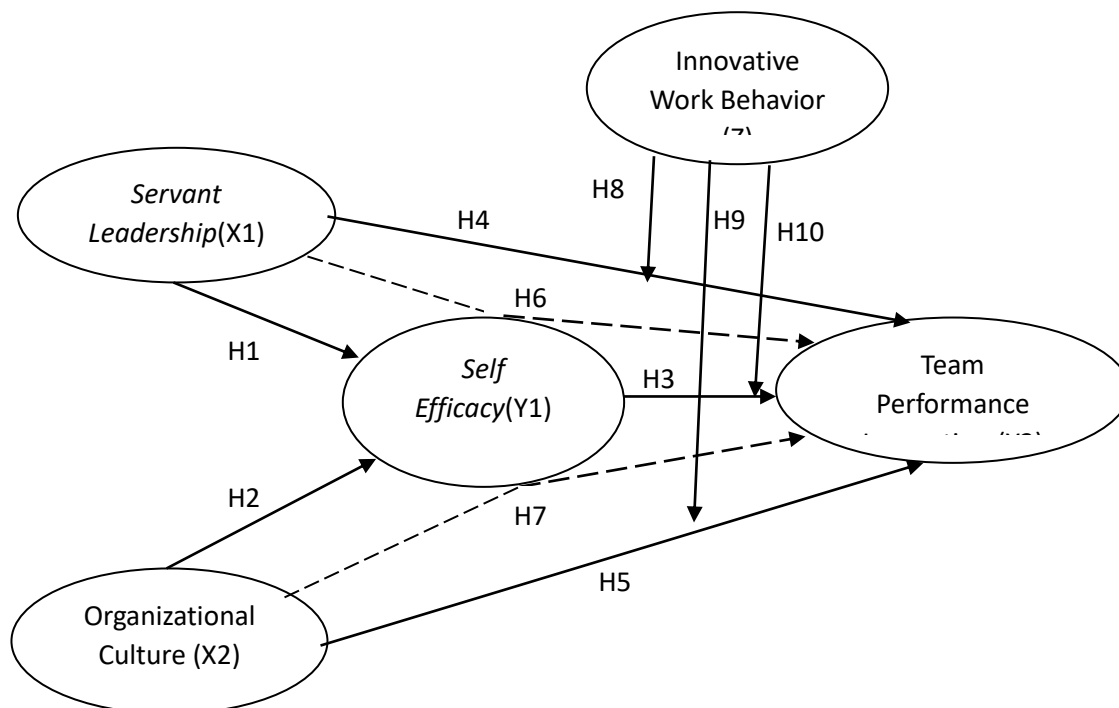
Research Hypothesis

H1: *Servant leadership* influential significant to self efficacy.

H2: Organizational culture is influentialsignificant to self-efficacy.

H3: *Self efficacy*has a significant impact on team performance innovation.

H4: *Servant leadership* influential significant towards team performance innovation.

H5: Organizational culture has a significant influence onteam performance innovation.

H6: Self-efficacy plays a mediating role in the influence of servant leadership onteam performance innovation.

H7: *Self efficacy*plays a role in mediating the influence of organizational culture onteam performance innovation.

H8: Innovative work behavior plays a moderating role in the influence of servant leadership on team performance innovation..

H9: Innovative work behavior plays a moderating rolethe influence of organizational culture on team performance innovation.

H10: Innovative work behavior plays a moderating role in the influence of self-efficacy on team performance innovation.

Research Methods

The research location was conducted at the Regional Police in Southeast Sulawesi Province, Indonesia. PThis research was conducted for three months for data collection, tabulation and data analysis for two months, and discussion of research results for two months. The research respondents wereRegional Police personnelSoutheast Sulawesi as many as 127 respondents were determined by census.
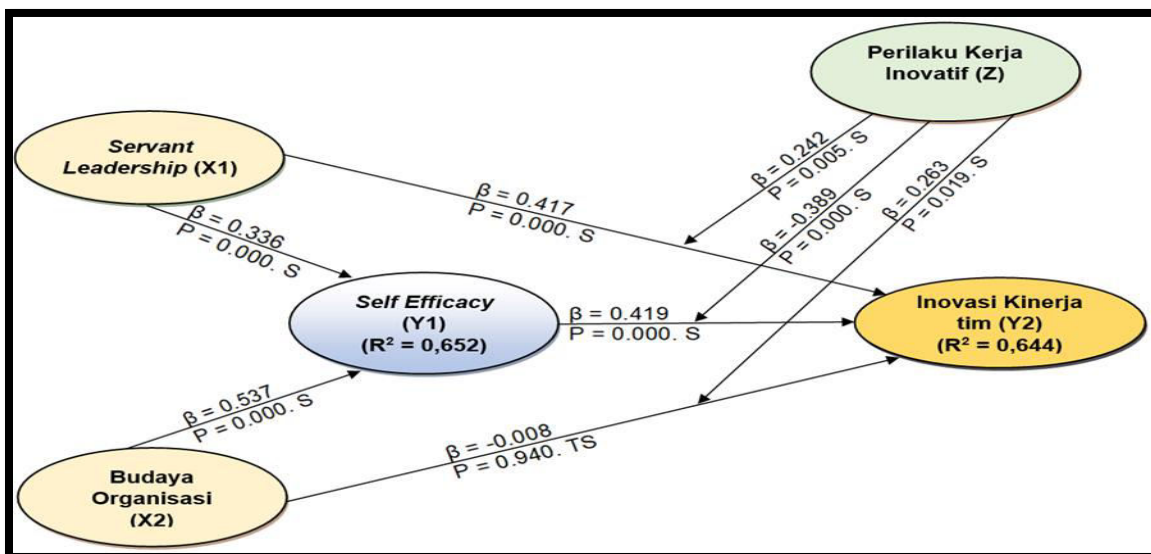
Research Result
PLS SEM Analysis Results

Figure 2 PLS 4.0 Bootstrapping Results

Q-Square Value

Testing on the structural model is evaluated by considering the percentage of explained variance, namely by looking at the R2 value for the dependent latent variable. The closer the value is to 1, the better the model. Likewise, if it is below 0 (zero), it indicates that the model has less predictive relevance. The results of the analysis are presented in the following table:

Table 3. R Square

Information	R Square
Team performance innovation (Y2)	0.644
Self efficacy (Y1)	0.652

Source: Data processing results via Smart PLS 4.0, 2025

Q^2= 1 – (1-R12) * (1-R22)

The calculation of Q-square using the R-square data in the three models above can be done as follows:

$Q2$ =1 – (1 - 0.652) * (1 - 0.644)

Q^2= 0.876 or 87.60%

The results of the Q2 value calculation show that the Q2 value for the endogenous variable of self-efficacy is 0.65. This value indicates that the variables of servant leadership and organizational culture are considered quite good in predicting the self-efficacy variable. Meanwhile, the Q2 value for the endogenous variable of team performance innovation is 0.876 or 87.60% indicating that the exogenous variables of servant leadership, organizational culture, and self-efficacy are considered quite good in predicting the endogenous variable of team performance innovation.

Direct Effect Hypothesis Testing

Based on the results of the bootstrapping process, the value of the direct path coefficient (direct effect) in this research model is obtained. A summary of the results of the path analysis calculations in this study can be presented through the table below:

Table 4 Summary of Results of Direct Influence Path Analysis

Influence Between Variables	Path Coefficient	t –test	P-VALUE	KET
Organizational culture (X2) -> Team performance innovation (Y2)	-0.008	0.075	0.940	Not Significant
Organizational culture (X2) -> Self efficacy (Y1)	0.537	6.152	0.000	Significant
Self efficacy (Y1) -> Team performance innovation (Y2)	0.419	4.032	0.000	Significant
Servant Leadership (X1) -> Team performance innovation (Y2)	0.417	3.965	0.000	Significant
Servant Leadership (X1) -> Self efficacy (Y1)	0.336	3.52	0.000	Significant
Innovative work behavior Z) x Self efficacy (Y1) -> Team performance innovation (Y2)	-0.389	3,504	0.000	Significant
Innovative work behavior Z) x Servant Leadership (X1) -> Team performance innovation (Y2)	0.242	2,828	0.005	Significant
Innovative work behavior Z) x Organizational culture (X2) -> Team performance innovation (Y2)	0.263	2.354	0.019	Significant

Source: Data processing results via Smart PLS 4.0, 2025

Indirect Effect Hypothesis Testing

This study, in addition to analyzing the direct influence of exogenous variables on endogenous variables, also analyzes the indirect influence through the role of mediation. Table 5 below will illustrate the indirect influence

between research variables, to prove whether the indirect influence or mediation has a role or not, the results of the analysis can be seen in the Smart PLS 4.1 output results in the following Indirect Effects table:

Table 5 Results of Indirect Influence Analysis (Mediation)

Independent Variables	Dependent Variable	Intervening Variables	Path Coefficient	P-Value	Caption
Servant Leadership (X1)	Team performance innovation (Y2)	Self efficacy (Y1)	2,839	0.005	Significant
Organizational culture (X2)	Team performance innovation (Y2)	Self efficacy (Y1)	2,994	0.003	Significant

Source: Data processing results via Smart PLS 4.0, 2025

Discussion

1. The Influence of Servant Leadership on Self-Efficacy

Hypothesis testing 1 states that there is an influencepositiveThe significant effect of Servant Leadership on the self-efficacy of Regional Police personnel in Southeast Sulawesi Province is accepted.These results indicate that the better the servant leadership, the better the*self efficacy*Regional Police personnel in Southeast Sulawesi Provincesincreasingly increasing. Servant leadership is a leadership behaviorat the Regional Police in Southeast Sulawesi Provincewho provide service with good examples of speech, attitude and behavior in providing service first to his subordinates. This means that increasing servant leadership reflected through emotional improvement, creating value for society, conceptual skills, empowerment, helping subordinates grow and succeed, prioritizing subordinates and behaving ethically has a significant contribution to increasing self-efficacy reflected through the ability to solve difficult problems, being able to find ways to solve problems if there are obstacles to goals, ease in achieving goals, confidence in acting well in unexpected situations, the ability to face unexpected situations, the ability to solve various problems seriously, being calm when facing

difficulties, when faced with a problem, having many ideas to overcome it, when in a difficult situation, being able to think of a way out of the difficulty, whatever happens, being able to overcome it well.

Fransiskus et al. (2020) found that servant leadership has a significant influence on self-efficacy, indicating that servant leadership strengthens team members' self-confidence through emotional support, empowerment, and individual development. As a result, members' self-efficacy increases with support from leaders. This study also found that servant leadership in the Regional Police is able to facilitate increased personnel self-efficacy through a more inclusive leadership approach, which emphasizes the importance of serving and supporting team members. Regional Police personnel feel more confident in making quick and bold decisions in the field. Research by Neubert et al. (2020) shows that servant leadership affects self-efficacy through increased social and emotional support provided by leaders. Leaders who listen and care about the welfare of personnel help them feel more competent and confident in carrying out their duties.

2. The Influence of Organizational Culture on Self-Efficacy

Hypothesis testing 2 states that there is a significant positive influence of organizational culture on self-efficacy.Regional Police personnel in Southeast Sulawesi Provinceis accepted.Organizational culture in the Regional Police reflects the values, norms, and work practices that shape the behavior of members on duty. Self-efficacy of institutional members is an individual's belief in their ability to complete tasks effectively, including decision-making in the field. The influence of organizational culture on the self-efficacy of Regional Police personnel is a topic that highlights how members' self-confidence is influenced by the values, norms, and practices that apply in the organization. A healthy organizational culture can strengthen self-efficacy, while a rigid or negative culture can reduce it. In the context of the Regional Police, self-efficacy is very important because the tasks faced are often high-risk and require strong self-confidence and competence. Organizational culture is a collection of values, beliefs, norms, and practices that guide the behavior of organizational members. Putra, AR, & Wijaya, A. (2021) found that a collaborative and transparent work culture increases police self-efficacy in operational tasks. Hidayat, T. (2020), found that organizational support and appreciation within the Regional Police have a direct effect on self-efficacy, especially in making quick decisions in the field. Kusuma, D. & Pramudito, A. (2018) found that organizational culture that emphasizes the values of responsibility, solidarity, and recognition of hard work contributes significantly to building self-efficacy, especially when facing pressure. Yuliani & Handayani

(2019) Organizational culture that is adaptive to change influences members' self-efficacy in accepting new technology and digital public service systems.

3. The Influence of Self-Efficacy on Team Performance Innovation

Hypothesis testing 3 states that there is a significant positive influence of self-efficacy on team performance innovation.Regional Police personnel in Southeast Sulawesi Provinceis accepted. This result indicates that the higher the self-efficacyRegional Police personnel in Southeast Sulawesi Provincethen it really increases team performance innovationRegional Police personnel in Southeast Sulawesi Province.Self-efficacy is described as the belief of individual institutional members in deploying all their abilities, potentials, and tendencies to be combined into a certain action in controlling or overcoming situations, both those that occur now and in the future, which have a real or significant contribution to increasing team performance innovation.Regional Police personnel in Southeast Sulawesi Provincewhich is reflected by (1) common goals; (2) enthusiasm; (3) clear roles and responsibilities; (4) effective communication; (5) conflict resolution; (6) share power; (7) expertise possessed by group members. Research by Farrukh et al. (2020) found that self-efficacy is associated with team creativity and innovation in the workplace. The findings indicate that self-efficacy not only improves individual performance but also influences team collaboration in creating innovation. When team members are confident in their abilities, they are more likely to share ideas, overcome differences, and work together to find innovative solutions. Research by Malhotra et al. (2020) shows that the relationship between self-efficacy and innovation in a dynamic organizational context. Institutional members with high levels of self-efficacy show better innovative performance because they are more adaptable to change and more optimistic about the success of new ideas being implemented.

4. The Influence of Servant Leadership on Team Performance Innovation

Hypothesis testing 4 states that there is a significant positive influence of Servant leadership on team performance innovation.Regional Police personnel in Southeast Sulawesi Provinceis accepted.Servant leadership is a service-oriented leadership style, where leaders prioritize the needs of team members, encourage personal growth, and foster a sense of ownership and involvement (Greenleaf, 1970). Research by Eva et al. (2021) found that servant leadership and innovation in organizations can improve team performance innovation by increasing trust, team collaboration, and empowering institutional members. Leaders who focus on service create an environment conducive to innovation, because team members feel more supported and free to experiment without

fear of failure. Research by Harwiki (2021) found that servant leadership improves team performance innovation by giving team members more trust and autonomy. In the context of the Regional Police, leaders who apply this leadership style encourage personnel to think creatively in solving problems in the field. Thus, team performance innovation increases because members feel they have space to innovate and are supported by their leaders.

5. The Influence of Organizational Culture on Team Performance Innovation

Hypothesis testing 5 states that there is a non-significant negative influence of organizational culture on team performance innovation.Regional Police personnel in Southeast Sulawesi Provinceis rejected.The results of this study show that organizational culture has a negative and insignificant effect on team performance innovation. This means that changes in organizational culture that are reflected through innovation and risk taking, task detail, result orientation, people orientation, team orientation, aggressiveness and stability do not have a significant contribution to increasing team performance innovation.Regional Police personnel in Southeast Sulawesi Province.Organizational cultures that overemphasize structure, rules, and bureaucracy tend to stifle individual or team creativity and initiative. If the organizational culture emphasizes punishment for mistakes, then team members will be reluctant to take risks or try new things (innovation). A culture that focuses more on pleasing leaders than serving the community will erode the team's intrinsic motivation to innovate.The results of this study support Dessler's research (2019:68) that an important key to getting a good culture is helping employees actualize themselves to achieve their performance. The results of this study are consistent and supported by the findings of research conducted by Ronaldo and Ferryal (2022), Dian and Lenny (2021), Hailin Zhao et al. (2018), Suharno et al. (2017) found that organizational culture had no significant effect on performance. The results of previous studies still have differences or contradictions by Bassem and Adel Saheb (2018), Navik Puryantini et. al (2018), Dwi Sudaryati and Sucahyo (2019), Tri Yudha and Tajuddin (2019), Aldisa et al. (2019), Boon-Seng (2019), Al Suwaidi and Rahman (2019).

6. The Influence of the Mediating Role of Self Efficacy Between Servant Leadership and Team Performance Innovation

Hypothesis 6 testing shows that the indirect effect ofThe Mediating Role of Self Efficacy between Servant Leadership and Team Performance InnovationRegional Police personnel in Southeast Sulawesi Provincehas a path

coefficient value of 2.839 and a p-value of 0.005 which is smaller than α=0.05 which means that*Servant Leadership*has a positive and significant influence on*Team Performance Innovation*mediated*Self Efficacy.* Thus the sixth hypothesis is accepted. Based on these results, it can be said that the increase*Servant Leadership*impact on increasing*Team Performance Innovation*through*Self Efficacy.*

*Self-efficacy*has an important role as a mediator between servant leadership and team performance innovation, including in the context of*Regional Police* personnel in Southeast Sulawesi Province. Self-efficacy enhances the relationship between servant leadership and performance innovation, because personnel's self-confidence to achieve goals is greatly influenced by a leadership style that focuses on service. Social Cognitive Theory (Bandura, 1977) explains that self-efficacy, or a person's belief in their abilities, plays an important role in directing behavior and goal achievement. In the context of innovation, self-efficacy is a key factor that mediates the positive impact of servant leadership on team performance. Supportive and serving leaders strengthen team members' beliefs.Regional Police personnel in Southeast Sulawesi Provincethat they are able to generate new ideas and solve challenges in innovative ways.

7. The Influence of the Mediating Role of Self-Efficacy Between Organizational Culture and Team Performance Innovation

Hypothesis 7 testing shows that the indirect effect ofThe mediating role of Self Efficacy between organizational culture and Team Performance InnovationRegional Police personnel in Southeast Sulawesi Provincehas a path coefficient value of 2,994 and a p-value of 0.003 which is smaller than α=0.05 which means thatorganizational culturehas a positive and significant influence on*Team Performance Innovation*mediated*Self Efficacy.* Thus the seventh hypothesis is accepted. Based on the results of the full mediation, it can be said that the increaseorganizational cultureimpact on increasingTeam Performance Innovationthrough*Self Efficacy.*

Organizational culture plays a significant role in influencing team performance innovation, especially in organizations.Regional Police in Southeast Sulawesi Province. An organizational culture that supports innovation, collaboration, and learning creates an environment conducive to innovative performance. Theory of Organizational Culture and Innovation (Schein, 1992): Organizational culture is a key factor that shapes how members of an organization work and innovate. In this theory, a culture that supports learning and collaboration facilitates the development of new ideas

and improves team performance. When the culture supports innovation, teams are more likely to be open to change and seek new solutions.

The results of this study support the Componential Theory of Innovation (Amabile, 1988). This theory suggests that a culture that encourages creativity and experimentation will result in greater innovation. An innovative culture supportsRegional Police personnel in Southeast Sulawesi Provinceto take risks, share ideas, and work together to achieve innovative results, helps clarify or strengthen the relationship between organizational culture and team performance innovation. This factor helps explain how organizational culture indirectly influences innovation. Research by Kim et al. (2022) found that an innovative organizational culture significantly influences innovation performance in teams through increased self-efficacy. In the context of the Regional Police, a culture that supports creativity and empowerment helps increase personnel self-confidence, which ultimately increases innovation in their team performance.

8. The Role of Innovative Work Behavior in Moderating Servant Leadership on Team Performance Innovation.

Hypothesis 8 testing found that the moderating role of innovative work behavior is a moderating role between servant leadership and team performance innovation.Regional Police personnel in Southeast Sulawesi Province.This is proven by the path coefficient value of 0.242 with a significance level of 0.005.Innovative work behavior is a key factor in moderating the relationship between servant leadership and team performance innovation in various organizations, including the police. Innovative work behavior refers to the ability and tendency of individuals or teams to proactively find new solutions, develop creative ideas, and implement them in practice. When innovative work behavior is high, the impact of servant leadership on team performance innovation can be more optimal.

The results of this study support the Servant Leadership Theory (Greenleaf, 1970) which focuses on how service-oriented leaders can empower team members through individual development and moral support. Leaders who adopt servant leadership create an environment where team members feel supported to innovate, which directly improves team performance. Innovative Work Behavior (IWB) Theory (Janssen, 2000): This theory highlights that innovative work behavior involves three main phases: idea generation, idea promotion, and idea implementation. Individuals who exhibit innovative work behavior actively participate in the innovation process. In the context of servant leadership, this behavior becomes important as a moderator that strengthens the relationship between servant leadership style and team ability to innovate.

9. The Role of Innovative Work Behavior in Moderating Organizational Culture on Team Performance Innovation.

Hypothesis testing 9 moderating role, Innovative work behavior plays a moderating role between organizational culture and team performance innovation.Regional Police personnel in Southeast Sulawesi ProvinceThis is proven by the path coefficient value of 0.263 with a significance level of 0.019.

Innovative work behavior can act as a moderating variable that strengthens the relationship between organizational culture and team performance innovation in police organizations. An organizational culture that supports innovation and collaboration provides an ideal environment for innovative behavior. When personnel have innovative work behavior, they are better able to leverage a supportive organizational culture to generate and implement new ideas that drive innovation in team performance.

The results of this study support the Theory of Organizational Culture and Innovation (Schein, 1992) which states that organizational culture shapes the behavior of organizational members, including their ability to innovate. A culture that supports innovation, collaboration, and learning will encourage teams to find new ways to solve problems and improve performance. The results of this study also support the Innovative Work Behavior (IWB) Theory (Janssen, 2000) which explains that innovative work behavior is the ability of individuals to create, promote, and implement new ideas. Innovative work behavior can strengthen the influence of an organizational culture that supports innovation on team performance, because innovative team members are better able to utilize the resources and support available within the organizational culture.

10. The Role of Innovative Work Behavior in Moderating Sell Efficacy and Team Performance Innovation.

Hypothesis testing 10 moderating roles, Innovative work behavior plays a moderating role between self-efficacy and team performance innovation.Regional Police personnel in Southeast Sulawesi Province. This is evidenced by the negative path coefficient value of -0.839 with a significance level of 0.000.

Innovative work behavior can moderate the relationship between self-efficacy and team performance innovation in the context of institutional members. Self-efficacy refers to an individual's belief in their ability to perform certain tasks, while innovative work behavior is an individual's ability to develop new ideas and take the necessary steps to realize them. When individuals have high self-efficacy, they feel more confident in generating innovation in teams. However, the effectiveness of self-efficacy in driving

innovation can be stronger when individuals also demonstrate innovative work behaviors, such as proactively seeking new solutions, working creatively, and taking risks to implement new ideas.

Self-Efficacy Theory(Bandura, 1977): This theory emphasizes that a person's belief in their abilities (self-efficacy) has a major influence on their actions. Individuals who have high self-efficacy tend to be more courageous in taking on challenges and are confident in developing innovative solutions. Innovative Work Behavior (IWB) Theory (Janssen, 2000): This theory explains that innovative work behavior consists of three stages: idea generation, idea promotion, and idea implementation. In this context, innovative work behavior acts as a moderating variable that can strengthen the relationship between self-efficacy and team performance innovation. Moderation Theory: This theory explains how a moderating variable (in this case innovative work behavior) can strengthen or weaken the influence of an independent variable (self-efficacy) on the dependent variable (team performance innovation).

Research by Zhang et al. (2022) found that self-efficacy significantly affects team performance innovation, especially when innovative work behavior is high. In this study, personnel with high self-efficacy are more likely to dare to take creative steps, but their effectiveness increases when they also have a tendency to exhibit innovative work behavior. Research by Liu & Zhao (2022) shows that innovative work behavior strengthens the relationship between self-efficacy and innovation in teams, especially in highly demanding sectors, such as law enforcement. This study confirms that police personnel with high self-efficacy who are also proactive in finding new solutions are more likely to generate significant performance innovation.

Conclusion

The significant positive influence of servant leadership on self-efficacy is accepted. The significant positive influence of organizational culture on self-efficacyRegional Police personnel in Southeast Sulawesi Provinceis accepted. The significant positive influence of self-efficacy on team performance innovationRegional Police personnel in Southeast Sulawesi Provinceis accepted. The significant positive influence of servant leadership on team performance innovationRegional Police personnel in Southeast Sulawesi Provinceis accepted. Influence of organizational culture is not significant toteam performance innovationRegional Police personnel in Southeast Sulawesi Provinceis rejected. Servant leadership has a positive and significant influence on Team Performance Innovation mediated by Self Efficacy. Organizational culture has a positive and significant influence on Team Performance Innovation mediated by self efficacy.Innovative work behavior plays a

moderating role between servant leadership and team performance innovationRegional Police personnel in Southeast Sulawesi Province.Innovative work behavior plays a moderating role between organizational culture and team performance innovationRegional Police personnel in Southeast Sulawesi Province.Innovative work behavior plays a moderating role between self-efficacy and team performance innovationRegional Police personnel in Southeast Sulawesi Province.

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