

ABSTRAK

Perilaku kerja inovatif (*innovative work behaviour/IWB*) merupakan kapabilitas kritis bagi organisasi publik, termasuk Badan Kepegawaian Negara (BKN) yang tengah menghadapi lonjakan beban kerja pasca pelimpahan fungsi pengawasan sistem merit dari KASN. Meskipun hubungan antara kepemimpinan dan IWB telah banyak diteliti, mekanisme psikologis yang menjembatannya, khususnya peran *work-life balance* (WLB) sebagai sumber daya personal, masih luput dari perhatian literatur. Penelitian ini menguji pengaruh *servant leadership* terhadap IWB dan peran mediasi WLB pada Aparatur Sipil Negara di BKN. Data dikumpulkan dari 414 responden di seluruh unit kerja BKN dan dianalisis menggunakan PLS-SEM melalui SmartPLS 4.0. Seluruh hipotesis dalam penelitian ini diterima: *servant leadership* berpengaruh positif terhadap IWB, dan WLB terbukti memediasi hubungan tersebut secara parsial. Temuan ini memvalidasi integrasi teori *Job Demands-Resources* (JD-R) dan *Conservation of Resources* (COR) dalam satu model, sekaligus menegaskan WLB sebagai mediator berbasis sumber daya psikologis yang relevan dalam konteks inovasi di sektor publik. Secara praktis, penelitian ini menekankan pentingnya kepemimpinan yang suportif dan kebijakan kesejahteraan pegawai sebagai prasyarat bagi tumbuhnya kapasitas inovatif di organisasi sektor publik.

Kata Kunci: *Servant leadership, Innovative work behaviour, Work-life balance, sektor publik, BKN, JD-R, COR*

ABSTRACT

Innovative work behaviour (IWB) is a critical capability for public organizations, including Indonesia's National Civil Service Agency (BKN), which face a significant surge in workload following the absorption of merit system oversight functions from the dissolved KASN. While the relationship between leadership and IWB is well-documented, the psychological mechanism bridging the two, particularly the role of work-life balance (WLB) as a personal resource, remains underexplored in the literature. This study examines the effect of servant leadership on IWB and the mediating role of WLB among civil servants at BKN. Data were collected from 414 respondents across all BKN work units and analysed using PLS-SEM through SmartPLS 4.0. All hypotheses were supported: servant leadership positively and significantly affects IWB, and WLB partially mediates this relationship. Theoretically, these findings validate the integration of Job Demands-Resources (JD-R) and Conservation of Resources (COR) theories within a single explanatory model, while establishing WLB as a psychologically grounded mediator relevant to innovation in the public sector. Practically, the study underscores the importance of supportive leadership and employee well-being policies as prerequisites for cultivating innovative capacity in public organizations.

Keywords: *Servant leadership, Innovative work behaviour, Work-life balance, Public sector, BKN, JD-R, COR*