



Factors influencing innovative work behavior among local government employees in Labuhan Batu

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ABSTRACT

Government employees are vital for delivering services to people, particularly within the Labuhan Batu Local Government. There's a strong need for workers who display innovative behavior to foster public trust. Stakeholders must be deeply committed to improving the quality of employees' work. This study aims to understand how innovative work behavior is affected by factors like professional identity, leadership humility, work ethic, strategies for managing human resources, and job satisfaction. Research on how job satisfaction influences innovative work behavior, considering professional identity, leadership humility, work ethic, and human resource strategies, is scarce. The main purpose of this research is to see how job satisfaction can boost innovative work behavior among employees in the Labuhan Batu Local Government. It uses a Structural Equation Modeling (SEM) approach with Partial Least Squares (PLS) to analyze the data. Data was collected through surveys from 372 permanent staff members in Labuhan Batu. Findings show that job satisfaction is crucial, both directly and indirectly, in linking leadership humility, work ethic, and human resources strategies with innovative work behavior. However, professional identity doesn't significantly affect job satisfaction or innovative work behavior. The study's limitation is its narrow focus on government employees. Future studies should broaden the participant pool and include private sector workers to better understand the impact of professional identity on job satisfaction and innovation at work.

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1. Introduction

Public trust in employees' work behavior is essential in creating a positive image baik (Nasib, 2023). Employees working in companies typically have different objectives from the company's goals (Sudibjo and Prameswari, 2021). Executives expect employees to prioritize achieving the company's goals (Bilal et al., 2021). Professional employees are needed to support these activities (Volery and Tarabashkina, 2021). This condition enables companies to innovate products or services for their consumers efficiently (Rafique et al., 2022).

Innovative work behavior is defined as employees' behavior in generating and implementing ideas to enhance the resolution of job

challenges (González-González and García-Almeida, 2021). An organization can encourage and support creativity through various means, such as culture and compensation, or it can dampen individual desires or incentives to innovate similarly (Karimi et al., 2023). Employees with good innovative work behavior are likely to adapt easily to changes in the work environment (Haque and Yamoah, 2021). Furthermore, companies with innovative employees can compete effectively with others (Işık et al., 2021). This encourages management's ability to streamline operational costs (Jia et al., 2022). Not only will the company benefit from this, but innovative employees will also play a crucial role in advancing their careers, particularly within the company (Jankelová et al., 2021).

One crucial factor believed to influence innovative work behavior is job satisfaction perceived by an employee (Siegel et al., 2022). Satisfied employees tend to think creatively and innovatively (Goetz and Wald, 2022). They feel more comfortable bringing forth fresh ideas because they do not fear rejection or criticism (Bakotić and Bulog,

2021). Job-satisfied employees are more likely to collaborate with colleagues (Ahmad et al., 2021). They are more likely to participate in beneficial collaboration, allowing the flow of ideas that can stimulate creativity. Employees with high job satisfaction are also more likely to invest more time in self-development (Yu and Wu, 2021), acquiring new skills needed for workplace innovation. Employees who are satisfied with their workplace are more likely to collaborate effectively with colleagues (Casu et al., 2021). Open communication and teamwork can foster the exchange of new ideas. One research indicates that job satisfaction significantly influences innovative work behavior (Purwanto et al., 2022). However, according to Nan et al. (2021), job satisfaction does not always consistently enhance innovative work behavior, as employee satisfaction often changes over time.

Furthermore, professional identity also plays a significant role in enhancing innovative work behavior (Sun et al., 2022). An employee's professional identity is related to the knowledge and skills they possess in their job (Skinner et al., 2021). Professional identity further compels employees to work with a sense of responsibility. It is also associated with the specialized capabilities that an employee possesses compared to others (Elstad and Jansson, 2020). Employees with a robust professional identity are more likely to creatively apply these skills to generate new solutions (Lee, 2021). Professional identity linked to recognition from colleagues or the industry can motivate individuals to continue developing (Pham, 2020). Employees may feel compelled to continually contribute to their profession to be recognized for innovation or distinct achievements. Research by Chen et al. (2020) stated that professional identity significantly influences innovative work behavior. On the other hand, some argue that professional identity does not always effectively enhance work innovation (Akram et al., 2020).

Leader humility is another factor influencing innovative work behavior (Yao and Hao, 2023). Humble leadership fosters an environment that encourages free dialogue and new ideas from team members (Tuan et al., 2021). Humble leaders create an environment where colleagues feel more comfortable sharing ideas without fear of harsh rejection or criticism (Ali et al., 2021).

Additionally, humble leaders are more inclined to motivate staff to go above and beyond and seek creative solutions (Liu et al., 2023). A humble approach can reduce hierarchical barriers, enabling more open and collaborative communication and fostering innovative ideas at all levels of the organization (Wu et al., 2022). Research conducted by Bharanitharan et al. (2021) indicated that leader humility directly and significantly influences innovative work behavior. However, other research suggests that leader humility is not considered significant in terms of innovative work behavior (Liborius and Kiewitz, 2022).

Work ethics are a mandatory requirement for employees seeking employment in companies. Work ethics are considered crucial in building a solid team. Individuals with a strong work ethic are more likely to focus on achieving maximum work results. This can motivate employees to seek innovations that enhance the quality of products or services (Zúñiga et al., 2022). Good work ethics can facilitate acknowledging creativity and innovation (Singh and Misra, 2021). Employees are more inclined to develop and contribute creatively in an environment that values work ethics. Research conducted by Nguyen et al. (2021) stated that work ethics significantly influence innovative work behavior. This result highlights the demand for strict and professional management actions toward any employee found to violate the work ethics within the company.

Furthermore, human capital strategy fosters innovative work behavior (Alqudah et al., 2022). Investments in employee training and development enhancing skills and competencies are part of a solid human resources strategy (Kutieshat and Farmanesh, 2022). Thus, management will succeed in ensuring that employees are placed according to their strengths and the company's demands (Alfawaire and Atan, 2021). The human capital strategy then supports policies that help employees balance their professional and personal lives, enhancing employee well-being and, consequently, performance (Wen et al., 2021). Previous research results show that human capital strategy significantly influences innovative work behavior (Haldorai et al., 2022).

The Labuhan Batu Local Government is an official government institution that is an extension of the provincial and central governments. Every employee must continually improve the quality and quantity of their work to the maximum extent. Based on the survey results conducted by the researcher at the Labuhan Batu Local Government, it is known that the number of employees in the year 2022 is shown in Table 1.

Table 1: Number of employees in Labuhan Batu local government in 2022

Position	Male	Female	Total
Certain functional position	877	2543	3420
General/staff function	515	574	1089
Structural			
Echelon V	-	-	0
Echelon IV	272	265	537
Echelon III	127	51	178
Echelon II	24	4	28
Echelon I	-	-	-
Total	1815	3437	5252

Based on Table 1, it is clear that the Labuhan Batu Local Government faces significant challenges in managing its employees to provide optimal services to the community. Since 2019, the COVID-19 pandemic has impacted Indonesia, leading all regions to implement the Work from Home (WFH) model. WFH offers a high level of flexibility, helping

employees balance their work and personal lives effectively.

Furthermore, as an employee, having skills and competence is crucial in supporting one's tasks and responsibilities. However, innovative work behavior is also highly needed to deliver community services. Complaints and concerns from the public have arisen due to many employees not displaying innovative work behavior to the maximum extent in their tasks and responsibilities.

The impact of WFH compels every employee to provide services or carry out their tasks to the maximum extent, according to the guidance of the leadership. This situation undoubtedly requires each employee to be innovative in handling their assigned tasks. Employees with good innovative work behavior will see WFH as a challenge and an opportunity to demonstrate their capabilities. Therefore, the existing challenges become opportunities for every employee to present their ideas or proposals to expedite or simplify their work-related issues.

Innovative work behavior is influenced by an employee's job satisfaction. The impact of WFH poses a significant challenge for employees who have been accustomed to working in the office. The workload received by employees leads to stress and confusion about which tasks to prioritize. This condition also makes coordination among employees difficult, especially when tasks involve multiple departments.

Innovative work behavior and job satisfaction are affected by the lack of professionalism in an employee's role. Professional identity allows employees to meet changing environmental demands and adapt quickly. Without professional identity, employees may lack a sense of responsibility. However, WFH does not reduce their dedication to the tasks assigned by their superiors.

Furthermore, leader humility contributes to suboptimal innovative work behavior and job satisfaction. According to the researcher's survey, not all leaders at this departmental level demonstrate sensitivity to the concerns of their subordinates. Factors such as age and the inability to use information technology often lead leaders to adopt authoritative behavior, compelling every employee to perform their tasks. Not all employees, especially those nearing retirement age, may be ready to carry out their duties during such times.

Another factor influencing innovative work behavior and job satisfaction is the employees' work ethic. In the public eye, civil servants (Pegawai Negeri Sipil - PNS) are often perceived as working leisurely, believing that the public should serve them rather than vice versa. They expect incentives for every task and so forth. This perception creates a comfort zone for employees regarding income and salary, given the status as PNS, leading them not to seriously provide optimal services to the public.

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Lastly, the human capital strategy is considered to influence innovative work behavior and job satisfaction. The researcher found that, in the Labuhan Batu Regency Government, the development of employees' potential has not been well-programmed. The assessment for position placement primarily prioritizes rank and class without considering the experience and achievements of the employees. Consequently, this affects the employees' capability to fill positions and meet the requirements for practical managerial skills.

This research has high novelty value as there has been no comprehensive study on innovative work behavior, especially among civil servants in Indonesia, with a deeper analysis, particularly on leader humility and human capital strategy. The results of this research are expected to be considered, especially by the Batu Bara Regency Government, to enhance innovative work behavior.

2. Literature review

2.1. Innovative work behavior

Employees who exhibit innovative behavior are likelier to find new ways to perform tasks more efficiently (Syaifuddin et al., 2022). Employees can improve productivity by developing better solutions (Gkontelos et al., 2022). Workplace quality can be improved through innovation. When people implement new ideas into employees' actions, the resulting work becomes outstanding, high-quality, and solution-oriented (Lu et al., 2019). Employees are often involved in continuous learning processes through innovative work behavior (Miao et al., 2020). They can acquire new skills, broaden their insights, and enhance their problem-solving talents, all of which contribute to better work performance (Lu et al., 2019). Creative employees are more prepared to face changes. They can quickly adapt to changes in the environment, technology, or new job requirements, enhancing flexibility and employee performance (Kör et al., 2021). Employees can reap significant benefits from innovation as a source of incentive (Mahendri et al., 2022). When employees' ideas are acknowledged and implemented, they feel more ownership and engagement (Abid et al., 2023).

2.2. Professional identity

Professional identity can be defined as the representation or image produced by the combination of an individual's values, knowledge, skills, experience, and behavior in the context of a

specific job or profession (Wang et al., 2020). A balanced professional identity can help better balance personal and company needs (Akram et al., 2020). When individuals feel more aligned with their profession's values and life goals, it can reduce stress and increase job satisfaction (Chen et al., 2020). Additionally, having a distinct professional identity allows employees to plan and build a more meaningful career (Skinner et al., 2021). This helps individuals choose a career path aligned with their goals, enhancing job satisfaction as employees feel personal and professional growth (Elstad and Jansson, 2020). A study conducted by Lu et al. (2019) states that professional identity directly has a significant influence on innovative work behavior. Furthermore, Zhang et al. (2021) echoed the argumentation, emphasizing that job satisfaction is crucial to enhancing professional identity toward innovative work behavior.

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H1: Professional identity significantly influences job satisfaction.

H2: Professional identity significantly affects innovative work behavior.

H3: Professional identity greatly influences innovative work behavior through job

2.3. Leader humility

The role of a leader in building a team is inseparable from achieving the company's goals (Wu et al., 2022). A leader's ability to coordinate tasks with subordinates and ensure the completion of those tasks is crucial (Liu et al., 2023). Leaders must respond quickly to their subordinates' complaints (Qian et al., 2020). Empathy towards employees significantly influences job satisfaction (Bharanitharan et al., 2021). A fundamental characteristic of humble leadership is

acknowledging subordinates that not all problems in the company can be solved by the leader alone (Tuan et al., 2021). Leaders also desire to continue learning problem-solving from their associates (Yao and Hao, 2023).

Furthermore, leadership involves recognizing and appreciating employees who are deemed to make significant contributions to enhancing the company's competitiveness (Liborius and Kiewitz, 2022). Ultimately, a leader's humble attitude enables them to listen to advice from others (Ye et al., 2020). Liborius and Kiewitz (2022) stated that leader humility has a significant influence on fostering job satisfaction. Moreover, Ali et al. (2021) identified that a significant mistake companies make that hinders quick competition is leaders being less active in approaching their subordinates, resulting in a decline in the company's performance.

H4: Leader humility significantly influences job satisfaction.

H5: Leader humility significantly influences innovative work behavior.

H6: Leader humility significantly influences innovative work behavior through job satisfaction.

2.4. Work ethic

Companies require work ethics as guidelines that every employee must follow (Naeem and Rashid, 2023). Work ethics are expected to become a habit of good working practices to avoid work errors and conflicts (Udin et al., 2022). Companies must build a competitive advantage by implementing professional work ethics. Responsibility for the workload is essential in applying work ethics (Aini et al., 2022). Diligent employees who produce innovative work are an asset to the company (Zúñiga et al., 2022). Work ethics also instill trust in leaders in their subordinates. Companies will significantly benefit from the proper application of ethics to the independence and creativity of employees' work. Ultimately, work ethics make an employee committed to maintaining the quality and responsibility of their work. Research results from Singh and Misra (2021) showed that work ethics significantly influences innovative work behavior. However, Zúñiga et al. (2022) expressed a different perspective, stating that work ethics are not considered crucial in improving job satisfaction and employee work behavior.

H7: Work ethic significantly influences job satisfaction.

H8: Work ethic significantly influences innovative work behavior.

H9: Work ethic significantly influences innovative work behavior through job satisfaction.

2.5. Human capital strategy

Human capital strategy is the foundation for companies to expand their market (Wen et al., 2021).

With human capital strategy, companies have a reference for planning competent human resources (Jia et al., 2022). Furthermore, the human capital strategy consists of training programs to enhance employees' skills, knowledge, and talents to develop according to the organization's needs (Hassanein and Özgit, 2022).

Human capital strategy is also used for talent management, enabling professional career development for employees (Freire and Pieta, 2022). The biggest mistake in human resource development management has a significant impact on employees' intentions to switch jobs (Cahyadi et al., 2022). Previous research results indicate that human capital strategy significantly influences job satisfaction (Alsafadi and Altahat, 2021). Furthermore, job satisfaction indirectly impacts the quality and quantity of employees' work. Research by Alqudah et al. (2022) suggests that human capital strategy directly and significantly affects job satisfaction. Additionally, Haldorai et al. (2022) emphasized that human capital strategy directly impacts innovative work behavior. Moreover, Kutieshat and Farmanesh (2022) provided insight into how a company's ability to manage human resources contributes to job satisfaction and makes employees more skilled, leading to innovative work and achieving company goals.

H10: Human capital strategy significantly influences job satisfaction.

H11: Human capital strategy significantly influences innovative work behavior.

H12: Human capital strategy significantly influences innovative work behavior through job satisfaction.

2.6. Job Satisfaction

Job satisfaction is significant for companies in realizing strategies to compete with other companies (Saleh and Atan, 2021). Job satisfaction makes the work environment more conducive (Gadomska-Lila and Rogozińska-Pawelczyk, 2022). Job satisfaction can be observed through the absence of conflicts among employees. For a satisfied employee, there is a good balance between personal life and work (Kosec et al., 2022). Companies are obliged to appreciate employees with positive work behavior (Thielmann et al., 2022). Job satisfaction can be provided through opportunities for promotion to higher positions (Yu and Wu, 2021). Thus, the creativity and innovation possessed by employees will be channeled to accelerate the achievement of the company's targets (Casu et al., 2021). Consequently, employees can collaborate to share ideas and suggestions, building the company's competitive advantage. Freire and Pieta (2022) stated that job satisfaction directly and significantly influences innovative work behavior.

H13: Job satisfaction directly and significantly influences innovative work behavior.

3. Research methods

This research employs the Structural Equation Modeling (SEM). The study was conducted by the Labuhan Batu Regional Government. The population under investigation consists of all Labuhan Batu Regional Government employees, totaling 5252 individuals. The sampling technique used in this research is random sampling, where the researcher selects 372 employees with more than 10 years of work experience. The selection of employees with over 10 years of work experience is based on their experience and work expectations related to job satisfaction and work innovation. Data collection in this study is carried out using a questionnaire with a Likert scale. The measurement scale of variables in the research can be seen in Table 2.

Table 2: Measurement scale of research variables

Variable	Code	Job dedication
Professional identity (X1)	PI1	Professional responsibility
	PI2	Personal needs
	PI3	Trust in self-regulation
	PI4	Employee association
	PI5	Humility reported by colleagues
Leader humility (X2)	LH1	Self-reported humility
	LH2	Subordinates reporting humility
	LH3	The leader admits when they don't know how to do something.
	LH4	The leader shows a willingness to learn from others
	LH5	The leader often praises others for employees' strengths
Work ethic (X3)	LH6	Job dedication
	WE1	Work is a blessing
	WE2	Work is a trust.
	WE3	Work is a calling
	WE4	Work is actualization
	WE5	Work is a religious service
	WE6	Work is art
	WE7	Work is an honor
WE8	Work is service	
Human capital strategy (X4)	HC1	Company's seriousness in employee selection
	HC2	Priority of positions with candidate qualifications
	HC3	Candidate's ability to fill the job position
	HC4	Establishment of a career path for new employees
	HC5	Candidate's experience
	HC6	Potential for the development of candidate's skills
Job satisfaction (Y1)	JS1	Field of work
	JS2	Wages
	JS3	Promotions
	JS4	Supervisors
	JS5	Colleagues
Innovative work behavior (Y2)	IB1	Observing opportunities
	IB2	Generating ideas
	IB3	Advocating
	IB4	Application

4. Results and discussion

The distribution of respondents based on gender is illustrated in Table 3, consisting of 372 participants. Based on Table 3, it is revealed that most employees are male, totaling 183 individuals (49%), while females account for 189 individuals (51%). Furthermore, in terms of age, the respondents in the Labuhan Batu District Government, as part of this study, are distributed as follows: below 30 years old, there are 119

individuals (32%); 30-39 years old, there are 106 individuals (28%); 40-50 years old, there are 84 individuals (23%); and above 50 years old, there are 63 individuals (17%), or no respondents in this category.

Table 3: Respondent based on gender

Gender	Number	Percentage
Male	183	49%
Female	189	51%
<30 Years	119	32%
30-39 Years	106	28%
40-50 Years	84	23%
> 50 Years	63	17%

Analysis of the measurement model (Outer model) convergent validity test results in this study are described in Table 4. Based on Table 4, all indicators in the model are above 0.7, so it can be concluded that they are reliable for measuring research variables. Therefore, they can be used in further analysis. Data Analysis indicates that the average variance extracted (AVE) score can be shown in the preceding Table 5. According to Table 5, the suggested AVE value is above 0.5. Notably, all AVE values are more significant than 0.5, indicating that they meet the validity criteria based on AVE.

The data processing results suggest that the construct reliability values are presented in Table 6. Table 6 shows that the average values are above 0.5. Furthermore, the composite reliability values are above 0.7, indicating that the indicators in this study can be measured well. Measurement model analysis (Inner model) coefficient of determination (R²) results are shown in Table 7. Based on the data from Table 7, it is known that the Adjusted R Square value for the job satisfaction variable is 0.533 or 53.3%, while the remaining 46.7% is influenced by other variables not included in this study. Furthermore, the Adjusted R Square value is 0.597 or 59.7% for the innovative work behavior performance variable, with the remaining 40.3% influenced by other variables not included in this study.

4.1. Hypothesis test

The results of hypothesis testing in this study can be presented in Table 8. Based on Table 8 and the results of hypothesis testing, both directly and indirectly, it is stated that:

- H1 explores the relationship between professional identity and job satisfaction. Table 8 indicates that professional identity is not significant for job satisfaction. This is evident from a significance value of 0.491, more effective than 0.05, and the t-value is smaller than the critical t-value (0.690 < 1.98). Furthermore, the original sample value of 0.034 suggests a positive direction in the relationship between professional identity and job satisfaction. Therefore, it can be concluded that the first hypothesis is rejected.
- H2 examines the relationship between leader humility and job satisfaction. According to Table 8,

leader humility significantly influences job satisfaction. This is evident from a significance value of 0.000, which is smaller than 0.05, and the t-value is greater than the critical t-value (5.045 > 1.98). Additionally, the original sample value of 0.255 indicates a positive relationship between leader humility and job satisfaction. Thus, it can be concluded that the second hypothesis is accepted.

- Table 8 supports H3, the relationship between work ethic and job satisfaction, which indicates that work ethic significantly influences job satisfaction. This is evident from the significance value of 0.000, which is smaller than 0.05, and the t-value is greater than the critical t-value (4.505 > 1.98). Furthermore, the original sample value of 0.287 indicates that the direction of the relationship between work ethic and job satisfaction is positive. Thus, the third hypothesis is accepted.
- H4 is supported by Table 8, indicating that human capital strategy significantly influences job satisfaction. This is evident from the significance value of 0.000, which is smaller than 0.05, and the t-value is greater than the critical t-value (5.338 > 1.98). Furthermore, the original sample value of 0.324 indicates that the direction of the relationship between human capital strategy and job satisfaction is positive. Therefore, the fourth hypothesis is accepted.
- H5 is supported by Table 8, indicating that professional identity significantly influences innovative work behavior. This is evident from the significance value of 0.000, which is smaller than 0.05, and the t-value is greater than the critical t-value (3.387 > 1.98). Furthermore, the original sample value of 0.019 indicates that the direction of the relationship between professional identity and innovative work behavior is positive. Thus, the fifth hypothesis is accepted.
- H6 is supported by Table 8, indicating that leader humility significantly influences innovative work behavior. This is evident from the significance value of 0.000, which is smaller than 0.05, and the t-value is greater than the critical t-value (4.872 > 1.98). Furthermore, the original sample value of -0.194 indicates that the direction of the relationship between leader humility and innovative work behavior is positive. Therefore, the sixth hypothesis is accepted.
- H7 is supported by Table 8, indicating that work ethic significantly influences innovative work behavior. This is evident from the significance value of 0.000, which is smaller than 0.05, and the t-value is greater than the critical t-value (4.059 > 1.98). Furthermore, the original sample value of 0.221 indicates that the direction of the relationship between work ethic and innovative work behavior is positive. Thus, the seventh hypothesis is accepted.
- H8 is supported by Table 8, indicating that human capital strategy positively and significantly impacts innovative work behavior. This is evident from the significance value of 0.000, which is

smaller than 0.05, and the t_{value} is greater than the critical t_{value} ($4.127 > 1.98$). Furthermore, the original sample value of 0.267 indicates that the direction of the relationship between human capital strategy and innovative work behavior is positive. Therefore, the eighth hypothesis is accepted.

- H9 is supported by Table 8, indicating that job satisfaction significantly influences innovative work behavior. This is evident from the significance value of 0.000, which is smaller than 0.05, and the t_{value} is greater than the critical t_{value} ($4.629 > 1.98$). Furthermore, the original sample value of 0.240 indicates that the direction of the relationship between job satisfaction and innovative work behavior is positive. Thus, the ninth hypothesis is accepted.
- H10 is supported by Table 8, indicating that professional identity significantly influences innovative work behavior through job satisfaction. This is evident from the significance value of 0.000, which is smaller than 0.05, and the t_{value} is greater than the critical t_{value} ($2.661 > 1.98$). Furthermore, the original sample value of 0.008 indicates that the direction of the relationship between professional identity and innovative work behavior through job satisfaction is positive. Therefore, the tenth hypothesis is accepted.
- H11 is supported by Table 8, indicating that leader humility significantly influences innovative work behavior through job satisfaction. This is evident from the significance value of 0.002, which is smaller than 0.05, and the t_{value} is greater than the critical t_{value} ($3.100 > 1.98$). Furthermore, the original sample value of 0.061 indicates that the direction of the relationship between leader humility and innovative work behavior through job satisfaction is significant. Thus, the eleventh hypothesis is accepted.
- H12 is supported by Table 8, indicating that work ethic positively and significantly impacts innovative work behavior through job satisfaction. This is evident from the significance value of 0.006, which is smaller than 0.05, and the t_{value} is smaller than the critical t_{value} ($2.758 > 1.98$). Furthermore, the original sample value of 0.069 indicates that the direction of the relationship between work ethic and innovative work behavior through job satisfaction is significant. Therefore, the twelfth hypothesis is accepted.
- H13 is supported by Table 8, indicating that human capital strategy significantly influences innovative work behavior through job satisfaction. This is evident from the significance value of 0.001, which is smaller than 0.05, and the t_{value} is greater than the critical t_{value} ($3.355 > 1.98$). Furthermore, the original sample value of 0.078 indicates that the direction of the relationship between human capital strategy and innovative work behavior through job satisfaction is significant. Thus, the thirteenth hypothesis is accepted.

Table 4: Convergent validity test results

Variable	Indicator	Validity
Professional identity (X1)	PI1	0.974
	PI2	0.978
	PI3	0.958
	PI4	0.973
	PI5	0.964
Leader humility (X2)	LH1	0.979
	LH2	0.963
	LH3	0.963
	LH4	0.967
	LH5	0.973
	LH6	0.964
Work ethic (X3)	WE1	0.961
	WE2	0.967
	WE3	0.945
	WE4	0.952
	WE5	0.948
	WE6	0.950
	WE7	0.951
	WE8	0.954
Human capital strategy (X4)	HC1	0.960
	HC2	0.958
	HC3	0.964
	HC4	0.951
	HC5	0.954
	HC6	0.958
Job satisfaction (Y1)	JS1	0.961
	JS2	0.960
	JS3	0.957
	JS4	0.963
	JS5	0.954
Innovative work behavior (Y2)	IB1	0.964
	IB2	0.955
	IB3	0.966
	IB4	0.957

Table 5: AVE

	AVE
Human capital strategy (X4)	0.917
Innovative work behavior (Y2)	0.922
Job satisfaction (Y1)	0.920
Leader humility (X2)	0.937
Professional identity (X1)	0.940
Work ethic (X3)	0.909

Table 6: Construct reliability

	Composite reliability
Human capital strategy (X4)	0.985
Innovative work behavior (Y2)	0.979
Job satisfaction (y1)	0.983
Leader humility (x2)	0.989
Professional identity (x1)	0.987
Work ethic (x3)	0.988

Table 7: R-squared

	R-squared	R-squared adjusted
Innovative work behavior (Y2)	0.597	0.591
Job satisfaction (Y1)	0.533	0.528

4.2. The influence of professional identity on job satisfaction

Based on the results of the data analysis, it is shown that, directly, professional identity does not significantly impact job satisfaction. This research outcome aligns with the findings of Sabanciogullari and Dogan (2015), who stated that professional identity does not contribute substantially to increasing employee job satisfaction. The study confirms that continuous training programs are essential to shape employees into professionals, providing sufficient time to understand their challenges. Furthermore, the research result from Chen et al. (2020) indicated that professional identity is not significantly related to job satisfaction

in line with this study. The research suggests that management's inability to position its employees' professionalism properly tends to lead to work-

related stress. Careful analysis and thoughtful considerations by management are necessary when placing employees in specific positions.

Table 8: Hypothesis test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Explanation
Human capital strategy (X4) -> innovative work behavior (Y2)	0.267	0.267	0.053	5.042	0.000	Significant
Human capital strategy (X4) -> job satisfaction (Y1)	0.324	0.323	0.061	5.338	0.000	Significant
Job satisfaction (Y1) -> innovative work behavior (Y2)	0.240	0.240	0.052	4.629	0.000	Significant
Leader humility (X2) -> innovative work behavior (Y2)	0.194	0.192	0.040	4.872	0.000	Significant
Leader humility (X2) -> job satisfaction (Y1)	0.255	0.254	0.051	5.045	0.000	Significant
Professional identity (X1) -> innovative work behavior (Y2)	0.019	0.017	0.048	3.387	0.000	Significant
Professional identity (X1) -> job satisfaction (Y1)	0.034	0.032	0.049	0.690	0.491	Not Significant
Work ethic (X3) -> innovative work behavior (Y2)	0.221	0.220	0.054	4.059	0.000	Significant
Work Ethic (X3) -> job satisfaction (Y1)	0.287	0.287	0.064	4.505	0.000	Significant
Human capital strategy (X4) -> job satisfaction (Y1) -> innovative work behavior (Y2)	0.078	0.078	0.023	3.355	0.001	Significant
Leader humility (X2) -> job satisfaction (Y1) -> innovative work behavior (Y2)	0.061	0.061	0.020	3.100	0.002	Significant
Professional identity (X1) -> job satisfaction (Y1) -> innovative work behavior (Y2)	0.008	0.008	0.012	2.661	0.000	Significant
Work ethic (X3) -> job satisfaction (Y1) -> innovative work behavior (Y2)	0.069	0.070	0.025	2.758	0.006	Significant

However, the findings of this research do not support the results of [Jiang et al. \(2019\)](#), which stated that professional identity significantly influences employee satisfaction. This study emphasizes the importance of management making professional identity mandatory for candidates during job promotions. [Wang et al. \(2020\)](#) also stated that professional identity significantly influences employee job satisfaction. This study underscores that professional identity makes employees more loyal to the company, with few having intentions to switch to another company. The implications of the findings in this study indicate that employees in the Labuhan Batu Government have shifted their responsibility towards their workload and duties only to meet the criteria for receiving performance incentives. Previously, employees in the Labuhan Batu Government had a strong sense of responsibility in carrying out their tasks and duties.

4.3. The influence of leader humility on job satisfaction

Based on the results of the data analysis, it is shown that leader humility significantly affects job satisfaction. This research aligns with [Zhou and Wu's \(2018\)](#) finding that leader humility enhances employee job satisfaction. The results confirm that leaders who exhibit a humanistic attitude toward employees tend to motivate them to work enthusiastically, thereby maximizing innovative work. The study also supports [Ye et al.'s \(2020\)](#) finding, indicating that leader humility can enhance comfort in the workplace. It further emphasizes that when a leader is not assertive in providing guidance or warnings to lazy employees, it encourages high-performing employees to follow the same model. Additionally, [Lei et al.'s \(2023\)](#) study also stated that leader humility significantly influences cultivating job satisfaction among employees. The findings in this study prove that the most effective leadership model is assessed based on a leader's ability to treat subordinates like family.

The implications of the findings in this study indicate that leaders in every department in the Labuhan Batu Government are excellent at providing guidance and positive encouragement to their subordinates to do something good. The current leaders are capable of providing excellent service not only to the public but also to their subordinates. This serves as a real example of employees following the work model of their superiors.

4.4. The influence of work ethics on job satisfaction

Based on the results of data analysis, it is evident that work ethic has a positive and significant direct impact on tourist job

satisfaction in the Labuhan Batu Regional Government. This aligns with [Sapada et al.'s \(2018\)](#) findings, stating that work ethic significantly influences job satisfaction. The research confirms that when cultural values within the organization are integrated into the mandatory work ethic for each employee, it enhances the comfort of working for the employees themselves. Furthermore, the results support [Al-Nashash et al.'s \(2018\)](#) analysis, which stated that work ethic significantly influences job satisfaction. This implies that work ethic is critical to improving employee job satisfaction alongside other organizational outcomes. Managers should know that enhancing employee job satisfaction can increase organizational commitment, lower turnover rates, and improve productivity.

The research results also align with the study conducted by [Sironi \(2019\)](#), which indicated that work ethic significantly influences employee job satisfaction. The findings emphasize that work ethic ensures that employees carry out their work well and ethically, supporting long-term business success. Public perception of the company is shaped by its internal and external reputation. To ensure the smooth implementation of work ethics that are aligned with the company's goals, the company must establish work ethic guidelines that are understood

and implemented by all employees and agreed upon. The implications of the findings in this study suggest that the Labuhan Batu Regional Government has a good work ethic regarding tasks and responsibilities. Employees perceive their work as a form of self-actualization for others, demonstrated through their work results. Work is considered a calling, and employees exhibit a positive attitude in providing services to the public. Employees willingly assist with any community issues, demonstrating a solid commitment to helping fellow employees in need.

4.5. The influence of human capital strategy towards job satisfaction

Based on the data analysis using Smart Partial Least Squares (PLS), it is evident that human capital strategy has a positive and significant direct impact on job satisfaction. This finding aligns with previous research conducted by [Jung and Takeuchi \(2018\)](#), indicating that human capital strategy significantly influences job satisfaction. The study emphasizes the leadership's commitment to determining the organizational structure based on work professionalism. Specifically, the company's owners cannot intervene in the final decision of recruiting employees for specific positions. [Tepayakul and Rinthaisong's \(2018\)](#) research also supported this, stating that human capital strategy can foster a sense of comfort and security among employees. The study confirms that the company owners' emphasis on employee development may negatively impact the work environment and lead to future conflicts.

Furthermore, [Elrehail et al. \(2019\)](#) stated that human capital strategy significantly impacts employee job satisfaction. A clear career development system encourages employees to be more active in their work, striving to give their best based on the leadership's trust. The implications of these findings suggest that the promotion system in place in the Labuhan Batu Regional Government aligns with the needs of each department. Each employee has equal access and opportunities for promotion. Employees have a good understanding of the promotion criteria and

4.6. The influence of professional identity on innovative work behavior

The data analysis indicates that professional identity significantly influences innovative work behavior in the Labuhan Batu Regional Government. This finding aligns with [Li et al.'s \(2022\)](#) research, which stated that professional identity significantly impacts innovative work behavior. The results emphasize that employees with sufficient experience and a recognized professional status tend to showcase their abilities to others. Employees believe that only they can execute tasks as requested by the leadership.

[Kusasti and Usman's \(2022\)](#) research also confirmed that professional identity significantly influences innovative work behavior. The findings

show that when employees are perceived as professionals but lack appreciation from the company, they tend to switch to another company. [Baig et al.'s \(2022\)](#) study echoed similar sentiments, stating that professional identity significantly influences innovative work behavior. The research suggests that companies must select professionally esteemed employees from other companies to fill strategic positions. This is essential for companies to move and compete to increase their market share quickly.

4.7. The influence of leader humility on innovative work behavior

Based on the data analysis, it is evident that leader humility has a significant direct impact on innovative work behavior in the Labuhan Batu Regional Government. This research aligns with [Purwanto et al.'s \(2020\)](#) study, which indicated that leader humility significantly influences innovative work behavior. The study confirms that servant leadership encourages empathy among employees, fostering a sense of responsibility. Furthermore, this research supports [Mahendri et al.'s \(2022\)](#) finding that leader humility directly and significantly influences innovative work behavior. The study emphasizes the importance of a leader not being ashamed to learn from their subordinates. Leaders are expected to be open-minded and accommodate all criticisms and suggestions from their associates.

Additionally, this research aligns with [Achmadi et al.'s \(2023\)](#) study, which stated that leader humility is crucial in improving employee work behavior. The study suggests that building a harmonious relationship starts with a leader's ability to support subordinates. Leaders are expected to be a place or container for their associates to address complaints or work-related issues. This research indicates that department heads have demonstrated a positive attitude in receiving suggestions and feedback from employees to enhance the efficiency of employees' work. The feedback received has been positively responded to, addressing the need for solutions to various issues in each department.

4.8. The influence of work ethics on innovative work behavior

The results of the data analysis indicate that work ethic has a positive and significant direct impact on innovative work behavior in the Labuhan Batu Regional Government. The implications of this research show that employees perceive that not all civil servant (PNS) statuses are associated with laziness or a lack of ambition. Currently, all Labuhan Batu Regional Government employees demonstrate high commitment and integrity in providing services to the community. This is evident through the use of WhatsApp groups by the Regent of Labuhan Batu, which cover public services, aspirations, and reports on corruption. This approach is considered adequate when the community comes directly, proving that

the entire service process is highly humane and corrupt-free.

This research's findings align with [Javed et al.'s \(2017\)](#) study, which stated that work ethic directly and significantly influences innovative work behavior. The research confirms that innovative work behavior begins with the credibility of leadership. As top leaders act and behave professionally, it becomes a reference for every subordinate in perceiving the alignment between words and actions. Furthermore, [Khorakian et al.'s \(2019\)](#) study also supported the idea that work ethic significantly influences innovative work behavior. The findings demonstrate that learning from mistakes and best practices in an organization helps develop innovative work behavior. [Syahputra and Satrya's \(2021\)](#) research also stated that work ethic significantly influences innovative work behavior. This study emphasizes that building a solid team starts with the commitment of each individual to adhere to the company's code of ethics. Management must base promotion decisions on work ethic. The implications of these findings indicate that employees consider their status as civil servants (ASN) as an honorable profession. Employees feel proud within their families and are perceived as individuals with a bright future. This perception motivates employees to work diligently, strive for work achievements, and seek job promotions through continuous innovation.

4.9. The influence of human capital strategy on innovative work behavior

Based on data analysis results, it is clear that human capital strategy positively and significantly influences innovative work behavior in the Labuhan Batu Regional Government. This study suggests that the promotion system for strategic positions favors employees with substantial work experience. Work experience is particularly important for officials at the echelon II level during decision-making processes. Promotions are conducted in an open and accountable manner, ensuring that every employee understands the timing and requirements for advancement.

The results of this research align with [Zula and Chermack's \(2007\)](#) study, stating that human capital strategy is a crucial element for building a competitive advantage for a company. Human resource planning strategy is equally important as capital and machinery. Considering professional human resources are indispensable, many companies fail and lose in competition due to the loss of competent human resources. Furthermore, these findings are consistent with [Choudhary et al.'s \(2020\)](#) study, which stated that human capital strategy directly and significantly influences innovative work behavior. This research also highlights how managers can establish positive reciprocity and enhance employee appreciation, contributing to innovative work behavior. Then, [Singh et al.'s \(2021\)](#) study also stated that human

capital strategy significantly influences innovative work behavior. The research confirms that the failure or decline of a company is caused by the management's lack of readiness to develop its resources. The implications of these findings indicate that employee development through job promotions is carried out transparently and accountable. Each employee must have a good awareness of and understanding of the required qualifications. The Labuhan Batu Regional Government is actively involved in providing socialization for employee career development programs.

4.10. The influence of job satisfaction on innovative work behavior

Based on the results of data analysis, it is evident that job satisfaction has a significant impact on innovative work behavior in the Labuhan Batu Regional Government. The implications of these findings in the study indicate that employee job satisfaction lies in a harmonious work culture. Every employee must behave politely and in a friendly manner, and leaders in each department must have a professional work supervision system. Employees have no privilege, and rewards and punishments are carried out objectively. The results of this research support [Shama and Ahmad's \(2021\)](#) study, which stated that job satisfaction significantly influences innovative work behavior. This research also emphasizes that an employee's job satisfaction encourages ethical conduct toward tasks and responsibilities. An employee has no desire to act and do something contrary to the existing code of ethics in the company.

[Rosdaniati and Muafi's \(2021\)](#) study emphasized the importance of job satisfaction in enhancing innovative work behavior. They suggest that companies should regularly assess and evaluate their employees' job satisfaction. The study also recommends rewarding employees who perform well, as satisfied employees are more driven to innovate and find solutions to problems. Similarly, [Nasution et al.'s \(2021\)](#) study found that job satisfaction has a direct and significant impact on innovative work behavior. This research shows that job satisfaction encourages employees to work carefully and strive to meet the company's targets while minimizing errors. These findings suggest that current job opportunities align well with employees' education and experience. Additionally, employees with excellent performance regularly receive opportunities for training and further education. This training boosts their confidence in handling tasks and responsibilities, especially when facing challenges.

4.11. The influence of professional identity on innovative work behavior via job satisfaction

Based on the results of data analysis, it is evident that job satisfaction indirectly does not play a significant role in mediating professional identity

towards innovative work behavior in the Labuhan Batu District Government. This finding contradicts [Pham's \(2020\)](#) prior finding, which suggested that job satisfaction significantly influences the relationship between professional identity and innovative work behavior. Similarly, [Sun et al. \(2022\)](#) asserted the same, stating that professional identity encourages employees to engage in innovative work and fosters suitable job attachments in achieving corporate goals.

Furthermore, [Han et al. \(2022\)](#) recommended that companies pay attention to professional identity when determining employee job assignments. The results of this study also confirm that professional identity impacts creating a more conducive work environment, ultimately making employees feel comfortable at work. The implications of these findings suggest that displaying professional identity can enable employees to work with dedication to their tasks and responsibilities, leading to a comfortable working atmosphere. Employees perceive their work contributions positively, fostering innovative work.

4.12. The influence of leader humility on innovative work behavior via job satisfaction

The data analysis shows that job satisfaction significantly mediates the effect of leader humility on innovative work behavior in the Labuhan Batu District Government. This means that employees feel their leaders are willing to learn from them when facing challenges. Many leaders ask for advice from experienced and capable employees, creating a harmonious and family-like work environment in the Labuhan Batu District Government.

This study's findings support [Ye et al.'s \(2020\)](#) affirmation that leader humility indirectly influences employees' innovative performance through job satisfaction. The research emphasizes that building job satisfaction can be achieved through management's ability to create a solid team and foster a healthy work climate. Additionally, this study aligns with [Nauman et al. \(2021\)](#), who stated that leaders' ability to serve their subordinates encourages positive work behavior. It suggests that management's failure, particularly the high turnover of employees to other companies, is due to the company's inability to enhance employees' life satisfaction.

Furthermore, this research aligns with [Achmadi et al. \(2023\)](#), who stated that leader humility indirectly enhances politeness, impacting increased innovative work behavior. The study strongly recommends that management treat employees well, acknowledging their humanity. Even if an employee is deemed at fault or does not meet expectations, the actions taken should align with treating everyone as a good human being. The implications of this research indicate that employees have a strong desire when leaders seek advice on issues they face. Leaders' appreciation and empathy towards employees providing input or even criticism for

improving work systems provide satisfaction to employees. This appreciation and empathetic leadership encourage employees to innovate continuously, making innovative work behavior a necessity and awareness for every employee.

4.13. The influence of work ethics on innovative work behavior via job satisfaction

The data analysis results indirectly indicate that job satisfaction significantly influences work ethic toward innovative work behavior in the Labuhan Batu District Government. The implications of this study reveal that employees have a strong desire to prove to the community that being a civil servant does not mean being lazy. The prevailing image, portraying employees not as servants but expecting to be served, particularly by the community, is incorrect. The Labuhan Batu District Government strives to build a positive image by portraying employees as public servants, starting with numerous contact persons in each public service department. A tangible example is the increasingly expedited service processes and, of course, the absence of charges for issuing birth certificates, identity cards, and family cards.

This research aligns with [Shoim \(2019\)](#), stating that job satisfaction indirectly mediates between work ethic and employee performance. The results of this study indicate that in maintaining a work ethic within the company, it is incumbent upon leaders to have a firm stance when one or two individuals close to leadership violate the code of ethics. This study is consistent with [Syahputra and Satrya \(2021\)](#), who asserted that work ethic significantly influences individual behavior through work motivation. The findings in this study demonstrate that positive motivation is attained when a company can provide the expected rewards and benefits for employees.

Moreover, [Naeem and Rashid's \(2023\)](#) study stated that job satisfaction significantly influences work ethic toward work behavior. This study emphasized that work ethic is not just a written rule but an implementation of a leader's attitude towards subordinates. The implications of these findings indicate that employees consider their job as civil servants a commitment to serving the community. Apart from the honor of being a civil servant, this necessitates employees to be professional in carrying out their duties and responsibilities. Work ethic becomes a fundamental requirement for employees providing services to the community. Leaders continue to encourage their subordinates that working is not merely a task but is also regarded as an act of worship. Thus, this situation motivates employees to innovate continually.

4.14. The relations human capital strategy on innovative work behavior via job satisfaction

Based on the results of data analysis, it is indirectly evident that job satisfaction plays a

significant role in mediating human capital strategy towards innovative work behavior in the Labuhan Batu District Government. The implications of this research show that in the recruitment process for new employees in the Labuhan Batu District Government, the final selection stage involves department heads who assess the capabilities and experiences of the prospective applicants. Thus, anyone accepted is deemed qualified to fill positions genuinely needed to promptly respond to the work plans set by the Labuhan Batu Regent.

This study echoes Rajak et al.'s (2018) finding, stating that job satisfaction significantly mediates human capital in employee performance. Furthermore, the implications indicate that because some employees are dissatisfied with job promotions, the nature of the work, colleagues, supervision, and especially the timeliness of salary payments (often experiencing delays), many employees are less enthusiastic about performing their tasks to the fullest. Some employees possess good human capital, such as knowledge, skills, ideas, innovation, and the ability to perform tasks. The results of this study are consistent with Choudhary et al.'s (2020) statement that human capital significantly influences innovative work behavior mediated by job characteristics. This research explains that building reliable human resources is based on a leader's ability to plan and develop the careers of their employees.

Alolayyan et al. (2021) indicated that employee commitment plays a significant role in supporting human resource development strategies within the company (2021). The results show that the failure to achieve company targets is monitored by leadership errors in positioning employees in specific roles. Therefore, it is crucial for the company to continually develop professional human resources through planning, recruitment, and positioning in particular roles. The implications of these findings prove that the Labuhan Batu Government is considered professional in human resource development. This is evident from the attention given to each employee's self-development potential. Leaders often play a role in considering promotion decisions. The existence of a career development system instills confidence and satisfaction in employees. Considering that leaders continually evaluate every piece of work they do, employees are more innovative in seeking new solutions to the problems they face.

5. Conclusions

Based on the research and discussions presented earlier, it can be concluded that the research findings indicate that leader humility, work ethic, and human capital strategy significantly influence job satisfaction and innovative work behavior. However, professional identity does not significantly affect job satisfaction and innovative work behavior. Furthermore, job satisfaction greatly influences professional identity, leader humility, work ethic, and human capital strategy toward innovative work

behavior. It is important to note that the limitation of this study is its focus on measuring the behavior of innovation in civil servants, who are known for their slow performance and work based on orders from their superiors. Therefore, a recommendation for future research is empirically examining the innovative work behavior in private companies. The aim is to find the most appropriate model for measuring innovative work behavior in a private sector setting.

Compliance with ethical standards

Ethical considerations

This study was conducted in accordance with the ethical standards of the relevant national and institutional guidelines. Prior to data collection, all participants were informed about the purpose of the study, their voluntary participation, and their right to withdraw at any time without any penalty. Informed consent was obtained from all participants. The confidentiality and anonymity of the participants were maintained throughout the research process. Additionally, this study received ethical approval from the Ethics Committee of Universitas Prima Indonesia.

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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