

Unlocking Public Sector Creativity: The Accelerating Role of Work Engagement in the Nexus of Grit and Servant Leadership

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Keywords	Abstract
Employee Creativity, Grit, Servant Leadership, Work Engagement, Public Sector	This study investigates the influence of grit and servant leadership on employee creativity among civil servants at the Ministry of Transportation, with work engagement serving as a mediating variable. Employee creativity is essential for organizational adaptation and maintaining competitive advantage. Grit, defined as perseverance and consistency, is conceptualized as a personal resource, while servant leadership, characterized by serving followers, represents a job resource. Work engagement, encompassing vigor, dedication, and absorption, functions as the central psychological mediator. The study aims to understand how these factors interact and contribute to enhancing employee creativity in the public sector. The quantitative analysis utilized 648 valid responses from civil servants and employed covariance-based structural equation modeling (CB-SEM). The results indicate that all direct relationships are significantly positive. Both grit and servant leadership exert significant positive effects on work engagement and employee creativity. Additionally, work engagement substantially enhances employee creativity. Importantly, Work Engagement is identified as a significant partial mediator of the effects of both grit and servant leadership on employee creativity. These findings demonstrate that grit and servant leadership jointly promote employee creativity, primarily through increased work engagement. Therefore, organizations are encouraged to foster employee perseverance and strengthen service-oriented leadership to enhance engagement and maximize creativity.

INTRODUCTION

In a business landscape characterized by intense global competition and accelerated change, employee creativity is widely acknowledged as the main catalyst for achieving and sustaining organizational competitive advantage (Gonlepa et al., 2023). Conceptually, creativity is the capacity to generate ideas that are not only unique and novel but also applicable to organizational development or the resolution of complex operational challenges (Aldabbas et al., 2023). While much of the foundational research on employee creativity has been rooted in the private sector, the urgency of this skill has demonstrably extended, positioning it as a fundamental prerequisite within the public administration domain. For civil servants (ASN), particularly those operating within the intricate and dynamic environment of the Ministry of Transportation, continuous innovation is paramount essential for safeguarding the quality of public service delivery, ensuring regulatory compliance, and proactively meeting evolving societal demands (Houtgraaf, 2023).

Employee creativity is influenced by both organizational context and individual characteristics. This study investigates two primary predictors in the public sector: servant leadership and grit. The literature consistently demonstrates that grit, defined as perseverance of effort and consistency of interest in long-term objectives, is a crucial non-cognitive psychological trait that affects both job performance and creativity (Sun & Wang, 2024;

Widodo & Gunawan, 2021). Although grit research has traditionally focused on educational settings, its relevance is increasingly recognized in the workplace. Recent studies in the public sector, including research on South Korean civil servants, indicate that grit is essential for enhancing job performance, reducing work-related stress, and supporting employee consistency and productivity in the face of bureaucratic challenges, digitalization of services, and innovation pressures (Kim & Lee, 2022). Therefore, it is necessary to address this research gap by thoroughly examining the role of Grit as a dispositional character trait in predicting employee creativity within the Indonesian public sector. Empirical studies identify Servant Leadership as a significant catalyst for promoting innovative behaviour and employee creativity (Alblooshi et al., 2021). This leadership approach has proven effective in both the private (Karatepe et al., 2020; Yang et al., 2025) and public (Nguyen et al., 2023) sectors by fostering a supportive work environment, meeting employees' psychological needs, and enabling experimentation and autonomy. Within the Indonesian bureaucratic context, Servant Leadership is formally recognized as a required leadership attribute, alongside innovation, which is essential for delivering high-quality, accountable, efficient, and effective public services (Humas MenpanRB, 2020). Consequently, service- and empowerment-oriented leadership constitutes a critical situational factor that merits further investigation as a predictor of civil servant creativity.

In dynamic and competitive organizational environments, work engagement serves as a core psychological resource that drives employee creativity. Research in sectors such as fast-moving consumer goods (FMCG) and telecommunications in Pakistan indicates that high engagement enhances creativity by promoting dedication, enthusiasm, and perseverance (Inam et al., 2021). Elevated work engagement also fosters a supportive environment for the development and implementation of innovative ideas (Zadow et al., 2023). This effect is observed across industries and is particularly significant for enhancing creativity among the current Generation Z workforce in hybrid work models (Katsaros, 2025).

METHOD

Participants and procedures

The population in this study included all civil servants at the Ministry of Transportation across Indonesia. As of November 2024, the Ministry employed 35,428 individuals covering all job levels from Echelon I to implementing staff nationwide. Researchers used a purposive sampling technique. To be eligible, participants had to be civil servants who had worked at the Ministry for at least one year; contract employees and those with less than one year of service were excluded. GPower calculations indicated a required minimum sample size of 348 respondents for adequate statistical power.

A total of 949 surveys were collected, exceeding the minimum required. After checking and removing 301 responses from people who were not civil servants, had worked less than one year, or gave inconsistent or incomplete answers, 648 valid responses remained. Of these, 68.52% were men. Most had an undergraduate or D4 degree (42.44%), had worked for less than 5 years (42.75%), and were 25 to 30 years old (27.47%). These answers were used to study how the research factors affect civil servants in the Ministry of Transportation (Table 1).

Table 1 Sample Demographics Statistics, N = 648.

Variable	Category	Frequency	Percent
Gender	Male	444	68,52%
	Female	204	31,48%
Age	<25 years old	54	8,33%
	25 - <30 years old	178	27,47%
	30 - <35 years old	140	21,60%
	35 - <40 years old	137	21,14%
	40 - <45 years old	86	13,27%
	45 - <50 years old	31	4,78%
	>50 tahun	22	3,40%
Work Experience	Less than 5 years	277	42,75%
	5 - <10 years	142	21,91%
	10 - <15 years	101	15,59%
	15 - <20 years	92	14,20%
	>20 years	36	5,56%
Education	High School or equivalent	131	20,22%
	D1/D2/D3 (Vocational Diploma)	147	22,69%
	Bachelor's Degree / Fourth-level Diploma	275	42,44%
	Master's Degree	90	13,89%
	Doctoral Degree	5	0,77%

Measures

The instruments used were validated English-language scales adapted from existing literature. These instruments were translated into Indonesian, and responses were recorded using a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Grit

Grit is defined as sustained perseverance and passion in the pursuit of long-term goals (Jachimowicz et al., 2019). In this study, Grit was measured using a modified scale by Jachimowicz et al. (2019). The scale had eight positively worded items to help respondent comprehension. The original scale comprised two dimensions: consistency of interest and perseverance of effort. Example indicators included "I often set a goal but later choose to pursue a different one" and "I finish whatever I begin." In this study, using only positively worded items led to Grit being assessed as a single dimension. The scale demonstrated strong reliability (Cronbach's Alpha = 0.865).

Servant Leadership

Servant Leadership, as described by Greenleaf (2007), is a way of leading where the leader puts staff needs first and helps them grow and succeed. This approach means helping team members reach their full potential Liden et al. (2015). In this study, Servant Leadership was measured using the SL-7 scale developed by Liden et al. (2015). This scale includes seven types of helpful leader behaviors, each with one question. Examples include "My leader can tell if something work-related is going wrong" (showing care and awareness) and "My leader makes my career development a priority" (helping people improve). The seven-question scale was reliable, with a Cronbach's Alpha of 0.834.

Work Engagement

Work Engagement, first described by Kahn (1990) and later expanded by Schaufeli et al. (2006), means feeling positive, energetic, and involved at work. It is measured by considering three factors: energy (vigour), enthusiasm (dedication), and focus (absorption). The Utrecht Work Engagement Scale (UWES-9) consists of 9 questions, each with 3 items. Examples include “At my work, I feel bursting with energy” (energy), “I am enthusiastic about my job” (enthusiasm), and “I feel happy when I am working intensely” (focus). In this study, the tool was reliable, with Cronbach’s Alpha values of 0.943 for energy, 0.921 for enthusiasm, and 0.835 for focus.

Employee Creativity

Employee Creativity means coming up with new and helpful ideas for the organization (Coelho & Augusto, 2010). This is important for the organization to adapt. The study used a short, five-question self-survey by Coelho & Augusto (2010). Examples include “I try to be as creative as I can in my job” and “I experiment with new approaches in performing my job.” This survey was consistent, with a Cronbach’s Alpha of 0.803.

Data Analytics Strategy

This section explains how the data were analyzed to check the ideas in this study’s model. To test the hypotheses and examine the relationships among the factors, the study used Structural Equation Modeling (SEM). In particular, it used Covariance-Based Structural Equation Modeling (CB-SEM), which is well-suited to theory testing. Two main computer programs were used: SPSS version 27 for basic data checks and summaries, and AMOS version 29 for the main analysis. Using CB-SEM in AMOS helped assess model fit, test the survey questions, and examine the strength of the connections between the ideas.

RESULT AND DISCUSSION

Measurement Model Goodness-of-Fit Testing

Model fit testing is a required step in structural equation modeling, a statistical technique for testing relationships between variables, and in confirmatory factor analysis, which checks whether the data fit a hypothesized measurement model. It ensures the proposed theoretical model is statistically consistent with the observed data. Achieving a proper Goodness of Fit how well the model represents the data is necessary before Standardized Loading Factor (SLF) values can be obtained and interpreted. SLF values show the strength of the relationship between latent variables (unobserved concepts or constructs) and their measurement items (observable indicators or questions).

Table 3 Model Fit Indexes for Each Construct

Categories	Fit Indexes	Measurement	Employee Creativity	Grit	Servant Leadership	Work Engagement
Parsimonious fit	PNFI	>0.50	0,396	0,527	0,332	0,602
Absolute fit	χ^2/df	<5.00	3,467	2,900	1,793	3,312
	RMSEA	>0.08	0,062	0,054	0,035	0,060
	GFI	>0.90	0,992	0,988	0,997	0,976

Incremental fit	CFI	>0.90	0,993	0,992	0,998	0,990
	NFI	>0.90	0,991	0,989	0,996	0,985
	IFI	>0.90	0,993	0,992	0,998	0,990
	TLI	>0.90	0,984	0,986	0,994	0,983

Sourced: from the research findings using Structural Equation Modeling (SEM) analysis.

Overall, the model fit assessment results indicate excellent statistical fit across all tested constructs. This strong overall fit is further demonstrated by the specific values observed in the absolute and incremental fit indices detailed below. Absolute fit indices include the Chi-square/Degrees of Freedom ratio (X^2/df) and the RMSEA. These indices met the recommended criteria. All X^2/df values were below the accepted threshold (e.g., < 5.00). All RMSEA values were below the strict limit of 0.08. This confirms that the hypothesized models accurately replicate the sample covariance matrix. Incremental Fit: The incremental fit indices, such as CFI (Comparative Fit Index, which compares the model to a baseline model assuming variables are unrelated) and TLI (Tucker-Lewis Index, another measure comparing the model to a null model), consistently exceeded 0.98 across all constructs. These scores affirm that the models under investigation are substantially superior to the baseline (null) model.

These findings confirm that the model achieves adequate goodness-of-fit. Researchers can therefore proceed to the next stage of analysis by examining and interpreting Standardized Loading Factor (SLF) values to assess each construct's convergent validity.

Construct Validity and Reliability Testing

Convergent validity and construct reliability were assessed using Confirmatory Factor Analysis (CFA). Our primary goal was to ensure strong construct representation for the measurement model before testing the structural model. We used (Hair et al., 2019) criteria: Standardized Loading Factor (SLF) ≥ 0.5 , Construct Reliability (CR) ≥ 0.7 , and Average Variance Extracted (AVE) ≥ 0.5 .

1) First Order Confirmatory Factor Analysis (CFA)

The initial first-order CFA revealed that some indicators failed to meet the required SLF threshold of ≥ 0.5 , indicating poor convergent validity. Two Grit indicators and three Servant Leadership indicators with SLF values below 0.5 were removed from the model to achieve acceptable psychometric properties.

Table 4 shows first-order CFA results. After indicator exclusion, all remaining indicators for Grit, Servant Leadership, Work Engagement, and Employee Creativity had SLF values ranging from 0.579 to 0.899, all above the threshold. CR values ranged from 0.796 to 0.898; AVE values ranged from 0.528 to 0.745. All constructs met reliability and validity standards.

Table 4 Constructs measurement scale and properties (First Order)

Variable	Indicator	Standard Loading (Loading Factor)	Construct Reliability	Variance Extracted
Grit	GRITA3	0,701	0,881	0,555
	GRITA4	0,579		
	GRITB1	0,798		

	GRITB2	0,818		
	GRITB3	0,803		
	GRITB4	0,743		
Servant Leadership	SL1	0,687	0,816	0,528
	SL2	0,720		
	SL4	0,842		
	SL7	0,642		
Work Engagement	WEA1	0,817	0,881	0,711
	WEA2	0,852		
	WEA3	0,860		
	WEB1	0,886	0,898	0,745
	WEB2	0,899		
	WEB3	0,802		
	WEC1	0,840	0,796	0,567
	WEC2	0,700		
	WEC3	0,711		
Employee Creativity	EC1	0,744	0,860	0,552
	EC2	0,728		
	EC3	0,685		
	EC4	0,741		
	EC5	0,810		

Sourced: from the study using Confirmatory Factor Analysis (CFA) to evaluate construct measurement properties.

2) Second Order Confirmatory Factor Analysis (CFA)

Work Engagement (WE) was modeled as a second-order construct, measured by dimensions VI, DE, and AB (Table 5). SLF values for these dimensions ranged from 0.977 to 0.983, supporting their validity. WE yielded a CR of 0.986 and an AVE of 0.960, both above the required thresholds.

Table 5 Constructs measurement scale and properties (Second Order)

Variable	Dimension	Standard Loading (Loading Factor)	Construct Reliability	Variance Extracted
Work Engagement	VI	0,980	0,986	0,960
	DE	0,977		
	AB	0,983		

Sourced: from the study using Second Order Confirmatory Factor Analysis (CFA) to assess the measurement properties of the Work Engagement construct.

Both CFA levels confirm strong psychometric properties. Indicators and constructs demonstrated strong convergent validity and reliability, supporting further structural model analysis.

Structural Model Goodness-of-Fit Testing

The Structural Model Fit Test, also known as the Goodness-of-Fit Test, is essential for evaluating the alignment between the proposed model and empirical data, particularly after model re-specification using modification indices in covariance-based structural equation modeling (CB-SEM) tools such as AMOS. According to Hair et al. (2019), model fit is evaluated using a range of goodness-of-fit indices. The minimum acceptable criteria for these indices are established based on the standards set by Dash & Paul (2021) and Wijanto (2015).

Table 6 presents the results of the model fit assessment, organized into three main categories: Parsimonious Fit, Absolute Fit, and Incremental Fit. Within the Absolute Fit category, key indices demonstrate strong compliance with established standards. The chi-square per degree of freedom (χ^2/df) ratio is 3.026, meeting the criterion of less than 5.00. The Root Mean Square Error of Approximation (RMSEA) is 0.056, which is below the threshold of 0.08. The Goodness-of-Fit Index (GFI) is 0.914, exceeding the benchmark of 0.90. In the Incremental Fit category, all indices, including the Comparative Fit Index (CFI), Normed Fit Index (NFI), Incremental Fit Index (IFI), and Tucker-Lewis Index (TLI), exceed 0.93, surpassing the 0.90 threshold. The Parsimony Normed Fit Index (PNFI) also satisfies the Parsimonious Fit criterion, with a value of 0.810, which is above the required 0.50.

Table 6 Model Fit Indexes

Categories	Fit Indexes	Measurement	Values
Parsimonious fit	PNFI	>0.50	0,810
Absolute fit	χ^2/df	<5.00	3,026
	RMSEA	>0.08	0,056
	GFI	>0.90	0,914
Incremental fit	CFI	>0.90	0,956
	NFI	>0.90	0,936
	IFI	>0.90	0,956
	TLI	>0.90	0,949

Sourced: from the study using model fit indices to assess the goodness of fit for the proposed model.

RMSEA, Root Mean Square of Error Approximation; GFI, Good of Fit Index; CFI, Comparative Fit Index; NFI, Normed Fit Index; χ^2/df , Chi-square/Degree of Freedom; IFI, Incremental Fit Index; TLI, Tucker-Lewis Index; PNFI, Parsimony Normed Fit Index.

All model fit indices reported in Table 5 (PNFI, χ^2/df , RMSEA, GFI, CFI, NFI, IFI, and TLI) meet or exceed the established criteria. These results indicate that the respecified structural model fits the empirical data and is acceptable. The model demonstrates validity and reliability, supporting its use in subsequent hypothesis testing.

Direct Effect Hypothesis Testing

After confirming that the structural model fits the empirical data, the subsequent step involves Causal Relationship Assessment, with a focus on Direct Effect Hypothesis Testing. This procedure evaluates the significance of hypothesized causal relationships among variables, specifically whether independent variables exert direct or indirect effects on

dependent variables through a mediator. In the present study, the significance of inter-variable relationships was determined using a one-tailed test, as the direction of influence was established a priori as positive. (Malhotra, 2020) identifies 1.645 as the critical t-value for one-tailed tests; thus, hypotheses are considered significant if the observed t-value exceeds this threshold. The theoretical framework provided by Hair et al. (2019) highlights the need for rigorous causal testing within the Structural Equation Modelling (SEM) context to clarify how variables interact and influence one another. Such causal assessment is essential for model validation and for ensuring that tested relationships are consistent with established theory.

Table 7 Summary of path analysis/hypotheses results

H	Path	Coefficient (β)	t-value	p-value	Interpretation
H1	Grit \rightarrow Employee Creativity	0,322	6,279	***	Supported
H2	Servant Leadership \rightarrow Employee Creativity	0,124	2,998	0,003	Supported
H3	Grit \rightarrow Work Engagement	0,732	11,951	***	Supported
H4	Servant Leadership \rightarrow Work Engagement	0,469	8,630	***	Supported
H5	Work Engagement \rightarrow Employee Creativity	0,287	6,698	***	Supported

Data sourced from the path analysis using Structural Equation Modeling (SEM).

The path analysis results (Table 7) indicate that all hypothesized direct paths (H1-H5) are statistically significant and positive, supporting each proposed hypothesis. This determination is based on t-values for every path that substantially exceed the critical threshold of 1.645. The path coefficients (Beta, β) specify the magnitude and direction of influence, with the strongest effect observed from Grit to work engagement ($\beta = 0.732$, $t = 11.951$). This result underscores the prominent role of individual perseverance (grit) in promoting employee commitment. Other direct relationships are also confirmed as positive and significant: grit positively influences employee creativity ($\beta = 0.322$, $t = 6.279$), and servant leadership positively influences both work engagement ($\beta = 0.469$, $t = 8.630$) and employee creativity ($\beta = 0.124$, $t = 2.998$). The mediator, work engagement, significantly enhances employee creativity ($\beta = 0.287$, $t = 6.698$). Collectively, these findings validate the research model, as all hypothesized direct causal links among the independent variables, mediator, and dependent variable are statistically confirmed as positive and significant.

Mediation Analysis and Model Predictive Power

The structural model evaluation involves two primary assessments: Mediation Analysis, which verifies the hypothesized indirect pathways, and Squared Multiple Correlations (R^2), which assesses the model's predictive power. In this context, work engagement serves as the central mediator connecting grit and servant leadership to the outcome variable, employee creativity. Given the predetermined positive relationship, the mediation analysis utilized a one-tailed test. A statistically significant positive indirect effect is established when the Lower Bound of the Bias-Corrected Confidence Interval (Lower CI) exceeds zero.

Table 8 Mediation Analysis

H	Path	Indirect Effect	Lower CI (BC)	p-value	Interpretation
H6	<i>Grit → Work Engagement → Employee Creativity</i>	0,210	0,133	***	Supported
H7	<i>Servant Leadership → Work Engagement → Employee Creativity</i>	0,134	0,073	***	Supported

Sourced: from the mediation analysis using Structural Equation Modeling (SEM).

Bootstrapping results presented in Table 8 (Mediation Analysis) confirm statistical support for both indirect paths (H6 and H7). The grit to work engagement to employee creativity path demonstrates an indirect effect of 0.210 and a lower CI (BC) of 0.133, while the servant leadership to work engagement to employee creativity path shows an Indirect Effect of 0.134 and a Lower CI (BC) of 0.073. As both lower bounds are greater than zero, Work Engagement is statistically validated as a significant mediator for both antecedents.

Table 9 Type of Mediation

Path	Direct Effect	Indirect Effect	Total Effect	Type of Mediation
<i>Grit → Work Engagement → Employee Creativity</i>	0,322	0,210	0,531	Partial
<i>Servant Leadership → Work Engagement → Employee Creativity</i>	0,124	0,134	0,259	Partial

Sourced: from the mediation analysis in the study using Structural Equation Modeling (SEM).

Analysis in Table 9 (Type of Mediation) indicates that both paths exhibit partial mediation. This classification is based on the significance of both the direct effect (0.322 and 0.124) and the Indirect Effect (0.210 and 0.134) for their respective paths, as reported in Table 7. These results suggest that work engagement transmits a significant portion of the influence of grit and servant leadership to employee creativity, while a considerable direct effect on employee creativity persists.

The model's efficacy is demonstrated by the Squared Multiple Correlations (R²), which measure the variance in endogenous variables explained by their predictors. The results indicate strong predictive power: the R² for work engagement is 0.68, meaning grit and servant Leadership together explain 68% of the variance in work engagement. For employee creativity (EC), the R² is 0.693, showing that grit, servant leadership, and work engagement collectively account for 69.3% of the variance. These high R² values confirm the model's robustness and its effectiveness in predicting both the mediator and the outcome variable.

This research examined the direct influence of grit and servant leadership on employee creativity. It also assessed the mediating role of work engagement in these relationships among civil servants at the Ministry of Transportation. The findings show that both grit and servant leadership have a significant direct impact on employee creativity, and that work engagement

partially mediates these relationships, indicating that internal and external factors drive employee dedication and creativity.

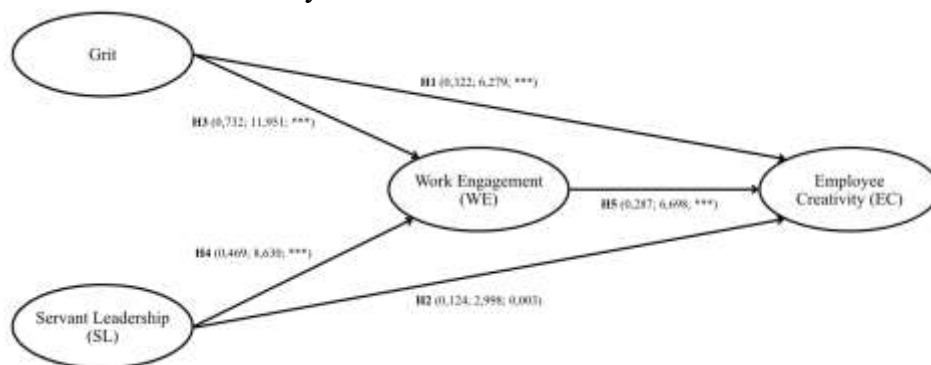


Figure 1 Structural Model with Estimates

Grit, defined as perseverance and consistency, was shown to positively and significantly impact employee creativity. This key finding is also supported by studies of research assistants in China (Gonlepa et al., 2023), creative behaviors among students at various educational levels (Zhang et al., 2024), and teachers in Central Java and Yogyakarta, Indonesia (Widodo & Gunawan, 2021). The repeated positive association across these groups suggests that efforts to enhance creativity should target not only environmental factors, but also actively promote individual resilience and determination.

Servant leadership was found to significantly and positively affect employee creativity, as confirmed by studies in banking hospitals and hospitality (Indonesia: Yulianeu & Yusuf). This leadership style supports and empowers subordinates, fostering creative idea generation. Additionally, both Grit and Servant Leadership proved to be significant predictors of Work Engagement, demonstrated among research assistants (China: Gonlepa et al.) and millennial employees in regional banks (Indonesia: Malik Nasrulloh et al.). Work Engagement was further identified as a crucial driver of Employee Creativity, seen among university researchers (China: Gonlepa et al.), IT and banking professionals (Aldabbas et al., 2023), and hotel staff (Turkey: Can et al.).

The study finds that work engagement plays a significant partial mediating role. It strengthens the link between grit and employee Creativity, as well as between servant leadership and employee creativity. For grit, this suggests that perseverance boosts creativity most when employees are fully involved, energetic, and dedicated (Gonlepa et al. in China). Similarly, Work Engagement partially mediates the relationship between Servant Leadership and Employee Creativity. This means that a serving leadership style works directly by building employees' psychological resources namely, Work Engagement which then leads to creative action (as shown by Yang et al.'s study of bank employees in China).

These results are highly relevant to the public sector, where civil servants' creativity is mandated as an aspect of the Adaptiveness value within the BerAKHLAK framework. The findings align with the Job Demands-Resources (JD-R) theory. Specifically, Servant Leadership is identified as a job resource that enhances engagement and creativity by fostering a supportive environment. Grit is a personal resource that contributes to resilience. Work Engagement serves as a psychological resource that channels both Grit and Servant Leadership into actual creative performance. Among these, Grit played the most significant role in boosting

employee creativity in this research. In conclusion, this research shows that grit and servant leadership work together to drive employee creativity within the Ministry of Transportation, mainly through increased work engagement. Organizations should address sector challenges and enhance public services by implementing targeted programs to foster employee perseverance and adopting policies that reinforce service-focused leadership. These steps will boost engagement and, as demonstrated in varied contexts and nations, maximize employee creativity.

CONCLUSION

The study investigates the impact of grit and servant leadership on employee creativity among civil servants at the Indonesian Ministry of Transportation, highlighting work engagement as a mediating factor. The findings reveal that both grit and servant leadership significantly enhance employee creativity, primarily by fostering work engagement, which serves as an important psychological resource. High levels of work engagement allow civil servants to better utilize their perseverance and the supportive nature of servant leadership, ultimately driving innovative behavior in the public sector. Thus, organizations are encouraged to promote both personal resilience and service-oriented leadership to enhance employee creativity and public service delivery.

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