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The Mediating Role of Psychological Empowerment on the Effect Between Person-Organization Fit and Innovative Work Behaviour

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Abstract
This study investigates the effect of person-organization fit on innovative work behavior, with psychological empowerment as a mediating variable in the public sector of West Pasaman, drawing on the theoretical framework of Social Exchange Theory. Data were collected from 66 individuals working in public organizations and analyzed using the SEM-PLS 3.2.9 method. The findings highlight the crucial mediating role of psychological empowerment in the relationship between person-organization fit and innovative work behavior. This study contributes to the literature by emphasizing the importance of psychological empowerment in fostering innovative work behavior. The results show that person-organization fit has a positive and significant effect on both psychological empowerment and innovative work behavior. Furthermore, psychological empowerment positively and significantly influences innovative work behavior and mediates the relationship between person-organization fit and innovative work behavior. Additionally, the study provides practical implications for enhancing person-organization fit and psychological empowerment to support a culture of innovation in the public sector.

Keywords: Innovative Work Behavior, Psychological Empowerment, Person-Organization Fit.

Introduction

The government in Indonesia must exercise austerity, as public organizations worldwide face an increasingly volatile operating environment and the challenge of accomplishing more with fewer resources (Sparrow et al., 2020). Innovative work behavior has become crucial for delivering effective services to citizens (Bernier et al., 2015; Hue et al., 2022). Innovation is a key factor in improving competitiveness, efficiency, and service quality, including in the public sector, which plays an important role in national development. Among various government agencies, the Department of Public Works and Spatial Planning (DPUPR) holds strategic responsibilities for designing and managing infrastructure and regional spatial planning. These tasks include development planning, natural resource management, and the provision of basic

infrastructure, which serves as the main support for community welfare and quality of life.

However, developing innovative work behavior within the government bureaucracy, especially in DPUPR, often faces numerous challenges. Bureaucratic structures that tend to be rigid, strict regulations, and resource limitations often obstruct innovation implementation (Christensen & Lægreid, 2007). According to Scott and Bruce (1994), innovative work behavior refers to individual behavior aimed at introducing new ideas, processes, or procedures that are useful in work, groups, or organizations. Through innovative work behavior, employees not only complete daily tasks but also contribute to the development and improvement of processes, methods, and technologies applied in public infrastructure and spatial planning. Various innovations have been applied in sustainable construction methods; digital technology is utilized for mapping and project supervision, and spatial concepts are developed to be adaptive to climate change (Kuzdas et al., 2015). Research by Malibari and Bajaba (2022) revealed that innovative work behavior is a complex variable that includes several stages, from idea generation and idea promotion among colleagues to implementation and application.

The importance of innovative work behavior can be seen from its contribution to facing the challenges of change, which often occur in government organizations. Recent research by Srirahayu et al. (2023) shows that innovative work behavior in public employees plays an important role in helping organizations be more responsive to policy changes and technological developments. Innovative work behavior acts as a key factor in driving organizational performance, increasing competitiveness, and contributing to business success, especially in the context of the Industrial Revolution 4.0 (Halawa et al., 2023). Findings from a recent study by Park and Kim (2022) show that organizations that support innovative work behavior tend to have employees who are more satisfied with their jobs and more committed to the organization. Strengthening innovative work behavior not only drives performance improvement but also increases employee satisfaction, engagement, and well-being (Xu & Suntrayuth, 2022).

Research by Pham et al. (2024) states that employees who feel the organization supports their personal values and goals are more open to accepting challenges, searching for innovative solutions, adjusting, taking initiative, and making their best contributions. Furthermore, the concept of psychological empowerment involves four main dimensions: meaning, competence, self-determination, and impact (Spreitzer, 1995). Spreitzer (1995) developed this concept as part of a broader approach to workplace empowerment, emphasizing that psychological empowerment is a psychological state allowing individuals to feel in control and capable of making meaningful contributions to their organizations.

Research by Afsar and Badir (2021) found that psychological empowerment positively mediates the relationship between person-organization fit and innovative work behavior in government organizations. Recent research by Park and Kim (2022) also shows that psychological empowerment serves as a significant mediator in enhancing innovative work behavior among public sector employees. This study found that

employees who feel psychologically empowered tend to be more motivated to engage in innovation because they feel they have control and impact within the organization, especially in a public context that demands high accountability but still requires innovation.

Based on the results of the pre-survey, several phenomena and problems related to innovative work behavior were identified at the Public Works and Spatial Planning Office of West Pasaman Regency. These include many employees struggling to identify innovative and creative ideas during work, difficulty proposing their ideas and convincing others to support them, and feeling inactive in finding new techniques, methods, or service approaches during work. Additionally, many employees perceive that the agencies face challenges in obtaining the necessary funding and resources to implement innovations.

This research combines studies conducted by Yasir et al. (2021), Pham et al. (2024), Sudibjo and Prameswari (2021), and Park and Kim (2022). Research by Pham et al. (2024) showed that person-organization fit positively affects psychological empowerment, and psychological empowerment positively affects innovative work behavior. This is supported by Sudibjo and Prameswari (2021), who examined the impact of person-organization fit on innovative work behavior, and by Park and Kim (2022), who studied the relationship between psychological empowerment and innovative work behavior. Based on this background, the authors aim to explore and discuss in more depth the topic: The Effect of Person-Organization Fit in Improving Innovative Work Behavior: The Role of Psychological Empowerment as a Mediating Variable (Study at the Public Works and Spatial Planning Office of West Pasaman Regency).

One of the key figures in the development of person-organization fit theory is Kristof (1996), who defines it as the alignment between organizational values and individual values. Kristof (1996) explained that person-organization fit consists of two main dimensions: values fit and goals fit. Values fit concerns the congruence between individual values and organizational values, while goal fit refers to how well individual goals align with organizational goals. According to Cable and Judge (1994), person-organization fit is the general fit between an individual's values, knowledge, skills, abilities, and personality with the organization as a whole. Person-organization fit involves the alignment between an individual's personal characteristics and the needs, culture, and values of the organization. According to Robbins (2023), person-organization fit theory states that people are attracted to and selected by organizations that match their values and tend to leave when there is a lack of fit.

The importance of person-organization fit for innovative work behavior was studied by Sudibjo and Prameswari (2021), who highlighted that when employees feel their personal values, goals, and culture align with those of the organization, they are more likely to exhibit innovative work behavior. Furthermore, according to Purnama et al. (2024), the fit between individual and organizational values, goals, and culture plays a crucial role in encouraging employees' innovative work behavior, which is essential for competitiveness and sustainability in the dynamic construction industry sector.

Several prior studies have empirically proven that person-organization fit positively affects innovative work behavior (Sudibjo & Prameswari, 2021; Saether, 2020; Natalia & Sandroto, 2020; Purnama et al., 2024; Afsar & Badir, 2021). Based on these findings, the first hypothesis proposed in this study is:

H1: Person-organization fit has a significant effect on innovative work behavior.

Additionally, several researchers have found empirical evidence supporting a positive relationship between person-organization fit and psychological empowerment (Pham et al., 2024; Wartini et al., 2023; Suraya, 2024). Accordingly, the second hypothesis is:

H2: Person-organization fit has a significant effect on psychological empowerment.

The theory of psychological empowerment was first proposed by Conger and Kanungo (1988). This theory states that psychological empowerment is the process of enhancing members' self-efficacy within the organization. Starhawk (2011) defines psychological empowerment as a process wherein individuals or groups feel they have control over their situation and can make decisions that impact their lives. According to Robbins (2023), psychological empowerment is the extent to which employees feel they have control over their work, feel competent, and find their work meaningful. Mathis and Jackson (2019) describe psychological empowerment as a process in which employees are authorized to make decisions, feel valued, and believe they are capable of achieving significant work goals. Spreitzer (1995) defines psychological empowerment as a condition where individuals feel control and freedom in making decisions related to their work, and believe their tasks are meaningful and have a positive impact. Lee and Jin (2024) emphasize the importance of psychological empowerment as a key element in the relationship between person-organization fit and innovative work behavior.

Numerous empirical studies have confirmed that psychological empowerment positively influences innovative work behavior (Siddiqui & Aleem, 2023; Al Daboub et al., 2024; Pham et al., 2024; Park & Kim, 2022; Abuzaid, 2024). Based on this evidence, the following hypothesis is proposed:

H3: Psychological empowerment has a significant effect on innovative work behavior.

Moreover, previous research has provided empirical support for the mediating role of psychological empowerment in the relationship between person-organization fit and innovative work behavior (Wartini et al., 2023; Lee & Jin, 2024; Suraya, 2024; Afsar & Badir, 2021). Therefore, the final hypothesis is:

H4: Psychological empowerment mediates the relationship between person-organization fit and innovative work behavior.

Figure 1 depicts the relationships among the variables employed in the current study. The three variables used are person-organization fit (POF), psychological empowerment (PE), and innovative work behavior (IWB). Figure 1 presents all associations among POF, PE, and IWB in the proposed research model.

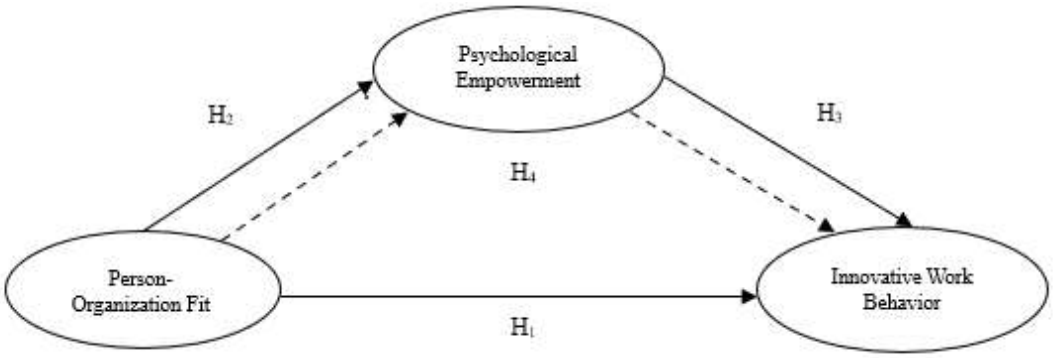

Figure 1. Theoretical framework

Research Method

The object of this research was conducted at the Public Works and Spatial Planning Office (DPUPR) of West Pasaman Regency. The population in this study were all State Civil Apparatus of the Public Works and Spatial Planning Office of West Pasaman Regency, totaling 66 people. The sampling technique used in this study is census sampling or saturated sampling, where each element of the population has the same opportunity to be selected as a sample (Sugiyono, 2013). Census sampling is done because the respondents are all members of the population who provide information related to the research being conducted. Therefore, the sample in this study were all State Civil Apparatus of the Public Works and Spatial Planning Office of West Pasaman Regency, totaling 66 people.

The structured questionnaire used for data collection purposes consisted of two parts. In the first part, information regarding the demographic data of the respondents. The second part of the research questionnaire was based on the items of the research constructs POF, PE and IWB (see Appendix)

Person-Organization Fit

The independent variable POF has two indicators i.e. value congruence and goal congruence according to Kristof (1996), was measured with a seven-item scale used and formulated by (Sudibjo & Prameswari, 2021) (see Appendix).

The construct of POF was measured through a five-point Likert scale ranging from “1 5 Strongly Disagree” to “5 5 Strongly Agree”.

Mediating variable PE has four indicators i.e. meaning, competence, self-determination, impact according to Spreitzer (1995), The four indicators were measured using 12 statement items (Yasir et al., 2021) (see Appendix). The construct of PE was measured through a five-point Likert scale ranging from “1 5 Strongly Disagree” to “5 5 Strongly Agree”.

The dependent variable IWB has three indicators i.e. idea generation, idea promotion, idea realization according to Scott & Bruce (1994), were measured with the help of six-item scale formulated and used by (Rafique et al., 2022).

The construct of IWB was measured through a five-point Likert scale ranging from “1 5 Strongly Disagree” to “5 5 Strongly Agree”.

The data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with SmartPLS version 3.2.9. This technique was employed to test the proposed research hypotheses and examine the relationships among the variables in the study.

Results and Dicussion

Respondent profiles are differentiated based on gender, age, years of service, level of education, and rank/class This is shown in the table below:

Table 1. The Participating Respondents Profile

Demographics	Category	Number of people	Percentage
Gender	Man	54	81.8
	Woman	12	18.2
Age	21 to 30 years old	9	13.6
	31 to 40 years old	10	15.2
	41 to 50 years old	29	43.9
	> 50 Years	18	27.3
Years of service	< 5 Years	13	19.7
	6 to 10 years	6	9.1
	11 to 15 years	11	16.7
	16 to 20 years	29	43.9
	> 21 Years	7	10.6
Level of education	Elementary School	1	1.5
	Junior High School	6	9.1
	Senior High School	16	24.2
	Diploma	9	13.6
	Bachelor's degree	25	37.9
	Master's degree	9	13.6
Rank / Class	Young Organizer Tk.I (II/b)	5	7.6
	Organizer (II/c)	6	9.1
	Organizer Tk.I (II/d)	11	16.7
	Young Stylist (III/a)	16	24.2
	Young Stylist Tk.I (III/b)	5	7.6
	Stylist (III/c)	3	4.5
	Stylist Tk.I (III/d)	12	18.2
	Coach (IV/a)	8	12.1

Demographic data from Table 1 above can be seen that the majority of respondents are male 54 people (81.8%), while the rest are women as many as 12 people (18.2%). The second respondent profile is distinguished by the age of the respondent, grouping is carried out so that the results are obtained in the age group between 21 to 30 years as many as 9 people (13.6%), the age group between 31 to 40 years as many as 10 people (15.2%), the age group between 41 to 50 years as many as 29 people (43.9%) and > 51 years as many as 18 people (27.3%). The third respondent profile based on the respondent's tenure where most respondents have a tenure of 16 to 20 years as many as

29 people (43.9%). Then followed by a working period of < 5 years as many as 13 people (19.7%), 11 to 15 years as many as 11 people (16.7%), > 21 years as many as 7 people (10.6%), and 6 to 10 years as many as 6 people (9.1%). The fourth respondent profile is based on the respondent's education level where most respondents have a bachelor's degree as many as 25 people (37.9%), followed by senior high school as many as 16 people (24.2%), master's degree as many as 9 people (13.6%), diploma as many as 9 people (13.6%), and for junior high school as many as 6 people (9.1%) while elementary school education level is 1 person (1.5%). The fifth respondent's profile is distinguished by the rank/class of the respondent where the majority have the rank/class as Junior Administrators (III/a) as many as 16 people (24.2%), Administrators Tk.I (III/d) as many as 12 people (18.2%), Regulators Tk.I (II/d) as many as 11 people (16.7%), Coach (IV/a) as many as 8 people (12.1%), Registrar (II / c) as many as 6 people (9.1%), Junior Registrar Tk.I (III / b) as many as 5 people (7.6%), Junior Registrar Tk.I (II / b) as many as 5 people (7.6%), and for the lowest respondent is with the rank / classification as Structurer (III / c) as many as 3 people (4.5%).

Measurement Assessment Model

The Measurement Model Assessment (MMA) evaluates the relationship between indicators and latent variables. To assess the measurement model, several validity and reliability tests were conducted, including discriminant validity, convergent validity, and reliability tests. Discriminant validity was assessed using the Fornell-Larcker criterion, while convergent validity was evaluated by examining the outer loadings of indicators (values > 0.7), Cronbach's alpha (CA > 0.7), composite reliability (CR > 0.7), and average variance extracted (AVE > 0.5).

The results of these assessments confirm that the measurement model meets the recommended thresholds, ensuring the validity and reliability of the constructs in this study. The following table presents the findings of the Measurement Model Assessment:

Table 2. Convergent Validity

Variables	Item	Outer Loading	CA	CR	AVE
Innovative Work Behavior	IWB 1	0.854	0.942	0.954	0.775
	IWB 2	0.858			
	IWB 3	0.852			
	IWB 4	0.895			
	IWB 5	0.900			
	IWB 6	0.921			
Psychological Empowerment	PE 1	0.885	0.957	0.963	0.720
	PE 2	0.838			
	PE 3	0.882			
	PE 5	0.814			
	PE 6	0.897			
	PE 7	0.850			
	PE 8	0.862			

Variables	Item	Outer Loading	CA	CR	AVE
	PE 9	0.872			
	PE 11	0.809			
	PE 12	0.771			
Person-Organization Fit	POF 1	0.880	0.939	0.950	0.732
	POF 2	0.779			
	POF 3	0.821			
	POF 4	0.908			
	POF 5	0.869			
	POF 6	0.862			
	POF 7	0.862			

Considering the results of the convergent validity presented in Table 2, all the constructs in the measurement model meet the required thresholds, confirming their convergent validity. Specifically, the variable innovative work behavior consists of 6 statement items, psychological empowerment has 10 statement items, and person-organization fit includes 7 statement items. All statement items within each construct have outer loadings greater than 0.7, ensuring that the items are significantly related to their respective latent variables.

Moreover, the reliability measures for each construct were also assessed. The Cronbach's Alpha (CA) values exceed 0.7 for all variables, indicating good internal consistency. Composite Reliability (CR) values are greater than 0.7, further supporting the reliability of the constructs. Additionally, the Average Variance Extracted (AVE) values are above the recommended threshold of 0.5 for all constructs, demonstrating that the constructs explain a sufficient amount of variance in their indicators.

These results collectively support the convergent validity of the measurement model, confirming that the constructs are well-represented by their indicators.

Descriptive Analysis

In this study, descriptive statistical analysis was employed to examine the data. Descriptive analysis is used to summarize or describe the characteristics of the collected data in its original form, without making any generalizations or drawing conclusions that extend beyond the sample. The primary purpose of this analysis is to provide a clear understanding of each research variable's properties.

To achieve this, the data were presented in frequency distribution tables, allowing for a detailed overview of the variables. Additionally, the respondent achievement rate (TCR) was calculated to assess the level of achievement for each research variable, based on the respondents' answers. The TCR serves as an indicator of how effectively the research variables were perceived or understood by the respondents.

Table 3. Statistic Description (TCR)

Variables	Average	TCR (%)	Category
Innovative Work Behavior	2.77	55.40	Low

Psychological Empowerment	2.71	54.20	Very Low
Person-Organization Fit	2.73	54.60	Very Low

Table 3 presents the average scores and respondent achievement levels for the research variables. The innovative work behavior variable has an average score of 2.77, corresponding to a respondent achievement level of 55.40%. This suggests that innovative work behavior among the State Civil Apparatus (ASN) at the Public Works and Spatial Planning Office of West Pasaman Regency falls within the low category. The psychological empowerment variable has an average score of 2.71, with a respondent achievement level of 54.20%. This indicates that psychological empowerment in the ASN of the Public Works and Spatial Planning Office is categorized as very low. The person-organization fit variable has an average score of 2.73, with a respondent achievement level of 54.60%.

This result places person-organization fit in the very low category as well. These results suggest that there are significant areas for improvement in enhancing innovative work behavior, psychological empowerment, and person-organization fit among the ASN in the Public Works and Spatial Planning Office of West Pasaman Regency.

Structural Model Assessment

The Structural Model Assessment (SMA) evaluates the relationships between the latent variables in the study, grounded in the theoretical framework. To assess the structural model, R^2 (R-squared) and Q^2 (predictive relevance) are utilized.

The following structural model image displays the findings of the hypothesis testing conducted in this study using the bootstrapping approach:

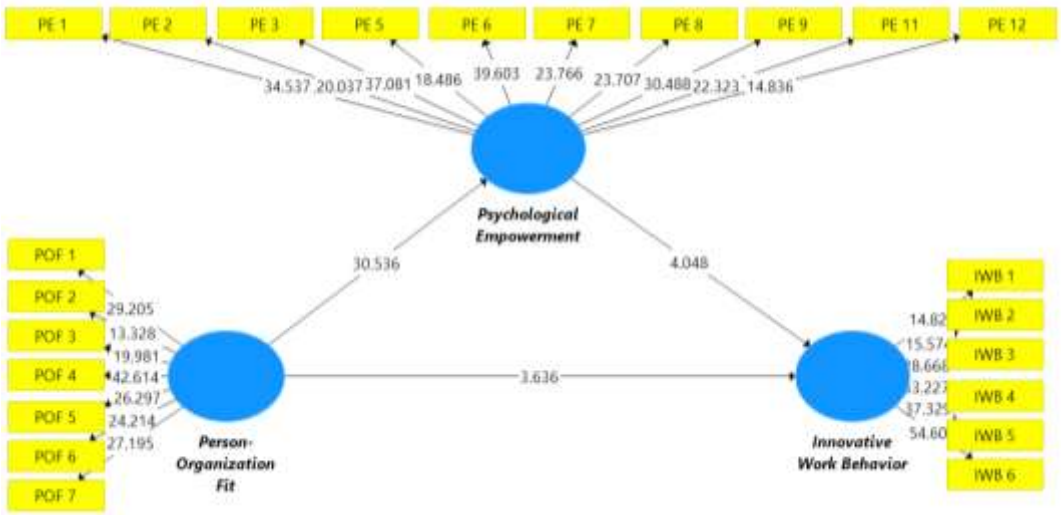

Figure 2. Structural Model Assessment

Table 4. R square and Q square

Variables	R^2	Category	Q^2	Category

Innovative Work Behavior	0.761	Strong	0.576	Strong
Psychological Empowerment	0.761	Strong	0.538	Strong

As presented in Table 4 the R^2 values for the variables in this study demonstrate strong explanatory power. The innovative work behavior variable has an R^2 value of 0.761 (76.1%), indicating that the model explains a significant portion of the variance in innovative work behavior. Similarly, the psychological empowerment variable also shows an R^2 value of 0.761 (76.1%), suggesting that the model accounts for a substantial amount of variance in psychological empowerment.

Furthermore, the predictive relevance of the model is assessed using the Q^2 value. According to (Hair et al., 2021), a Q^2 value greater than zero indicates good predictive relevance. In this study, the Q^2 value for the innovative work behavior variable is 0.576 (57.6%), indicating strong predictive relevance. The Q^2 value for psychological empowerment is 0.538 (53.8%), also demonstrating strong predictive relevance.

These results suggest that the structural model not only explains a significant portion of the variance in the endogenous variables but also possesses good predictive power, further supporting the robustness of the hypothesized relationships.

Table 5. Analysis Results Structural Model Assessment

Relationship	Original Sample	T Statistics	P Values	Decisions
Person-Organization Fit → Innovative Work Behavior	0,440	3,636	**0,000**	H_1 Accepted
Person-Organization Fit → Psychological Empowerment	0,872	30,536	**0,000**	H_2 Accepted
Psychological Empowerment → Innovative Work Behavior	0,461	4,048	**0,000**	H_3 Accepted

Based on Table 5, the findings provide empirical support for the proposed hypotheses in this study. It is evident that person-organization fit has a positive and significant impact on the innovative work behavior, as evidenced by the original sample of 0.440, T statistics of 3.636, and P values of 0.000. In this regard, H_1 is accepted. The results of this study are in line with research conducted by (Sudibjo & Prameswari, 2021; Saether, 2020; Natalia & Sandroto, 2020; Purnama et al., 2024; Afsar & Badir, 2021) who also found that person-organization fit has a positive and significant influence on innovative work behavior.

It is possible to conclude that person-organization fit has a positive and significant effect on psychological empowerment because the original sample of 0.872, T statistics of 30.536, and P values of 0.000 all support this conclusion H_2 is accepted. The results of this study are supported by the results of previous research (Pham et al., 2024; Wartini et al., 2023; Suraya, 2024) which proves that person-organization fit has a positive and significant effect on psychological empowerment.

T statistics of 4.048, P values of 0.000, and an original sample of 0.461 all support the conclusion that psychological empowerment has a positive and significant impact on innovative work behavior (H_3 is accepted). The results of this study are in line with the results of research by (Siddiqui & Aleem, 2023; Al Daboub et al., 2024; Pham et al., 2024; Park & Kim, 2022; Abuzaid, 2024) which states that psychological empowerment has a positive and significant effect on innovative work behavior.

Additionally, the following are the findings of the analysis of the mediatory influence of the variables of psychological empowerment between person-organization fit and innovative work behavior:

Table 6. Results of Analysis of Psychological Empowerment as Mediating Variables

Mediation Models	Original Sample	T Statistics	P Values	Decisions
Person-Organization Fit → Psychological Empowerment → Innovative Work Behavior	0,403	4,082	**0,000**	H_4 Accepted

Based on the analysis presented in Table 6, the results indicate that psychological empowerment mediates the relationship between person-organization fit and innovative work behavior. The analysis reveals an original sample of 0.403, T statistics of 4.083, and P values of 0.000, (POF □PE □IWB) which support the conclusion that psychological empowerment plays a significant mediating role in the relationship between person-organization fit and innovative work behavior. Therefore, H4 is accepted. These findings are consistent with the research conducted by (Wartini et al., 2023; Lee & Jin, 2024; Suraya, 2024; Afsar & Badir, 2021) which proves that psychological empowerment is proven to mediate the relationship between person-organization fit and innovative work behavior.

Furthermore, this mediation is classified as complementary mediation (Zhao et al., 2010), meaning that psychological empowerment enhances and strengthens the effect of person-organization fit on innovative work behavior.

Discussion

This research confirms that person-organization fit is an important factor in encouraging innovative work behavior among civil servants. When employees feel that the values, goals, and culture of the organization are aligned with their personal values, they are more motivated to think creatively, take initiative, and contribute to the development and implementation of innovative ideas. Therefore, organizations need to build a work environment that supports alignment between individuals and organizations, both through recruitment policies, training, and strengthening an inclusive organizational culture. With this effort, it is hoped that ASN can be more active in creating innovations that contribute to the effectiveness and improvement of the quality of public services at the Public Works and Spatial Planning Office of West Pasaman Regency.

Furthermore, person-organization fit has a significant positive influence on psychological empowerment in the State Civil Apparatus at the Public Works and Spatial

Planning Office of West Pasaman Regency. When individuals feel aligned with the values, goals, and culture of the organization, they feel more valued and accepted, which contributes to an increased sense of autonomy, competence, and meaning in their work. This strengthens their psychological empowerment, which in turn can encourage employees to be more active, creative, and innovative in their tasks. This research demonstrates the importance of creating a fit between the individual and the organization to enhance psychological empowerment and, ultimately, employee performance and well-being.

This research shows that psychological empowerment plays an important role in increasing innovative work behavior in the State Civil Apparatus at the Public Works and Spatial Planning Office of West Pasaman Regency. Although the level of psychological empowerment and innovative work behavior is still relatively low, this finding indicates that increasing psychological empowerment which includes autonomy, competence, and meaning in work can encourage employees to behave more innovatively.

The mediating role of psychological empowerment indicates that it serves as a key connector between person-organization fit and innovative work behavior. Employees who feel aligned with the organization's values are more likely to experience higher levels of psychological empowerment, which, in turn, motivates them to exhibit more innovative behaviors. Therefore, it is essential for organizations to focus on improving both person-organization fit and psychological empowerment as part of a broader strategy to enhance innovation and foster a culture of continuous improvement.

Conclusion

Based on the results of this study, person-organization fit plays a vital role in fostering innovative work behavior among Civil Servants (ASN) at the Public Works and Spatial Planning Office of West Pasaman Regency by aligning individual values, goals, and organizational culture, which enhances motivation for creativity and initiative. The study also finds that person-organization fit positively influences psychological empowerment, fostering feelings of autonomy, competence, and meaningfulness that further drive innovative behaviors, although current levels of empowerment and innovation remain relatively low. Psychological empowerment serves as a key mediating factor linking the fit to innovative work behavior, highlighting its importance in promoting innovation within public organizations. Therefore, strengthening this alignment and fostering empowerment are critical for motivating ASN towards innovation. Future research could explore additional factors that may enhance psychological empowerment and innovative behavior, such as leadership style or organizational support, and examine how these dynamics operate across different public sector contexts and cultures.

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