

THE INFLUENCE OF EMPATHETICAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM KALTARA TANA PASER BRANCH

Dhea Revina Shabila¹, Irsan Tricahyadinata², Dwi Martiyanti³

of Management Study Program, Faculty Economy And Business
Universitas Mulawarman, Samarinda, Kalimantan Timur, Indonesia

E-mail: shabila.dhea@gmail.com

Received: 01/06/2026 | **Revised :** 11/06/2026 | **Accepted:** 10/07/2026 | **Published :** 25/07/2026

Abstract

The rapid transformation of the banking industry driven by digitalization requires organizations to enhance employees' innovative work behavior as a key source of competitive advantage. However, innovative work behavior is influenced not only by individual competence but also by leadership practices and employees' psychological conditions in the workplace. This study aims to examine the effect of empathetic leadership on innovative work behavior through the mediating role of psychological safety among employees of PT BPD Kaltim Kaltara Tana Paser Branch. A quantitative explanatory research design was employed, with data collected from 117 employees using a total sampling technique. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4. The findings indicate that empathetic leadership has a positive and significant effect on both psychological safety and innovative work behavior. Psychological safety also has a positive and significant effect on innovative work behavior. Furthermore, psychological safety partially mediates the relationship between empathetic leadership and innovative work behavior. These findings suggest that leaders who demonstrate empathy by understanding employees' emotional needs can foster a psychologically safe work environment that encourages employees to express ideas, take initiative, and engage in innovative behaviors. This study contributes to the growing literature on empathetic leadership and psychological safety within the context of regional banking institutions and provides practical insights for organizations seeking to strengthen employee innovation through people-centered leadership.

Keywords: Empathetic Leadership; Psychological Safety; Innovative Work Behavior ; Regional Banking

1. INTRODUCTION

The evolving business environment in the digital economy era is driving organizations across various sectors to strengthen their innovative capacity in response to increasingly fierce competitive dynamics. The banking industry is one of the sectors experiencing the most significant pressures for change due to digital transformation, shifting customer preferences, and increasing regulatory complexity. These changes require banking organizations to provide fast, accurate, professional services, and adapt to rapidly evolving financial technologies. Amidst this situation, employees' ability to generate new ideas, improve processes, and create added value through innovative actions is a strategic aspect for organizational sustainability. Innovation is not only seen as a technological product or digital system development, but also as a form of proactive and creative work behavior that enables employees to provide solutions to operational problems and meet increasingly complex customer needs. PT BPD Kaltim Kaltara strives to strengthen service innovation by improving the quality of human resources, particularly in its regional branches. The Tana Paser Branch Office is one of the branches that directly interacts with the public, business sector, and local government. The quality of service provided depends heavily on the ability of employees to understand customer needs, handle transactions effectively, and provide innovative solutions. However, increased innovation cannot occur without the support of a healthy psychological state. Bank employees' workloads, which include daily transactions, demands for fast service, and the pressure to achieve targets, can cause work stress and stifle creativity. Therefore, the role of leadership and the psychological climate within

THE INFLUENCE OF EMPATHETICAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM KALTARA TANA PASER BRANCH

Dhea Revina Shabila *et al*

an organization are important factors that require further exploration. The initial conditions were obtained through a pre-survey of 30 employees to understand the tendency of perceptions towards the research variables. The pre-survey results showed that empathetic leadership received a high score of 60 percent, a medium score of 30 percent, and a low score of 10 percent. This indicates that most employees assess leaders as having demonstrated empathy, although there are still employees who have not felt this support consistently. Psychological safety displayed a relatively balanced distribution with a high score of 50 percent and a medium score of 40 percent.

This condition indicates that some employees still need to strengthen the safe space to express opinions or take interpersonal risks. In the innovative work behavior variable, respondents tended to be in the medium category with a percentage of 50 percent, while high scores were at 45 percent. This indicates that the potential for innovation already exists but has not been fully utilized. The role of leadership is a key determinant of employee readiness to innovate. Empathetic leadership is considered an effective leadership style for building interpersonal relationships that facilitate employee openness and psychological well-being. Wilson, Morgan, and Hall (2022) demonstrated that empathetic leadership positively influences employee creativity through the mechanism of increasing emotional support. Empathetic leaders possess the ability to understand employees' emotional states, thereby reducing work stress. Foster and Brady (2021) explain that empathy in leadership plays a role in creating a more supportive work environment, which in turn strengthens employee trust in the work process.

However, leadership doesn't work alone in driving innovation. Psychological safety is a crucial internal factor. Edmondson and Lei (2020) state that psychological safety reflects an individual's comfort level in expressing opinions and taking interpersonal risks without fear of negative consequences. Research by Mubeen and Imran (2022) shows that psychological safety has a significant positive influence on innovative work behavior because individuals feel free to explore ideas without fear of negative evaluation. In the context of organizations with strict oversight, such as banking, psychological safety is a crucial factor because the risk of errors can have implications for the organization's reputation. Research by Li and Chen (2022) showed that strong interpersonal relationships enhance innovative behavior because employees feel more confident expressing their opinions. However, this study did not specifically examine the role of psychological safety or leader empathy as antecedents. A study by Prakash and Raman (2023) highlighted that innovation is influenced by intrinsic motivation, but this study did not include structural social-psychological variables.

Other empirical reviews show varying results, further emphasizing the need for this research. A study by Tan and Wong (2022) in the banking sector found that employee innovation was more influenced by technological factors and workload than by socio-psychological factors. However, research by Cheng and Tsai (2024) confirmed that empathy-based leadership support can increase employee readiness to embrace digital innovation. This is relevant for PT BPD Kaltim Kaltara, which is undergoing digital transformation and requires leadership support to reduce employee resistance. The limitations and inconsistencies of previous research indicate that studies on innovative behavior require further research, particularly in the context of regional banking. Most studies have been conducted in the technology, education, or organizational sectors with high levels of flexibility. Meanwhile, banking organizations have distinct characteristics due to standard procedures and risk controls. There is still little research integrating empathetic leadership, psychological safety, and innovative work behavior into a single model. Thus, there is a significant research gap to be filled to understand the mechanisms by which socio-psychological factors influence individual innovation in banking organizations.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Empathetical Leadership and Psychological Safety To Innovative Work Behavior

Change environment growing business dynamic push organization For develop Innovative Work Behavior as one of the source superiority sustainable competitiveness. In context organization services, especially industry banking, Innovative Work Behavior become the more important Because employee need not only operate procedure operational in a way accurate, but also capable produce idea new, improve work processes, and adapt with development technology and needs customers who continue changed. Therefore that, organization need environment capable work support emergence behavior innovative from every individual. Literature behavior organization show that Innovative Work Behavior not only influenced by characteristics individual, but also by quality connection between leaders and employees. One of approach increasing leadership get attention is Empathetical Leadership (empathetic leadership), namely ability leader For understand perspective, needs emotional, and condition psychological his subordinates so that capable create

THE INFLUENCE OF EMPATHETIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM NORTH KALIMANTAN TANA PASER BRANCH

Dhea Revina Shabila et al

connection mutual work trusting and supportive . Leaders who demonstrate empathy No only give directions in finish work , but also build communication open , giving support emotional , and shows concern to welfare employee . Condition the allows employee feel valued as individual so that more pushed For participate active in the process of improvement and innovation organization . A number of study empirical show that Empathetical Leadership contribute to improvement Innovative Work Behavior . Ma et al. (2024) found that a leader who demonstrates empathy capable increase ability adaptation career employee so that push emergence behavior innovative . Similar results were also found by Naritasari et al. (2023) and Nasir (2025), which showed that Empathetical Leadership influential positive to Innovative Work Behavior through improvement support emotional , openness communication , and quality interpersonal relationships . The findings the show that empathy is one of the characteristics relevant leadership in build culture innovation in the environment Work .

Although Thus , various research also shows that influence leadership to Innovative Work Behavior No always happen in a way direct . Relationship the often influenced by conditions psychological feelings employee when interact in environment work . One of the many factors get attention in literature organization is Psychological Safety safety, namely belief individual that environment Work safe For convey opinion , put forward ideas, propose questions , as well as do error without Afraid get consequence negative . In environment that has level Psychological Safety high , employee more brave take necessary interpersonal risks in the innovation process . Various study support connection positive between Psychological Safety and bInnovative Work Behavior . Liu et al. (2023), Jin and Peng (2024), and Elsayed et al. (2023) found that Psychological Safety increase courage employee in develop , promote , and implement new ideas . In addition , research Xiao et al. (2025) show that psychological safety play a role as bridging mechanism influence leadership to behavior innovative . With thus , Psychological Safety No only become the result of effective leadership , but Also become conditions that allow leadership produce impact positive to innovation employee .

Although connection intervariable the has Lots studied , partly big study previously done on manufacturing , technology, education , and other sectors public organizations . Research that integrates Empathetical Leadership , Psychological Safety and bInnovative Work Behavior in context banking area Still relatively limited . Characteristics of the organization banking that has level formalization , compliance to regulations , as well as control high risk allows formation different dynamics compared to organization others . By therefore , it is necessary research that is capable explain How Empathetical Leadership build Psychological Safety employee as well as How condition the push emergence Innovative Work Behavior . Based on runway theory and empirical findings , this study develops model that places Empathetical Leadership as a factor that influences Innovative Work Behavior Good in a way direct and No direct through Psychological Safety as a mediating variable . This model is expected capable give greater understanding comprehensive about mechanism underlying psychology emergence behavior innovative on organization banking area .

2.2 The Influence of Empathetical Leadership To Psychological Safety

Empathetical Leadership viewed as prerequisite important for formation Psychological Safety in place Work . Leaders who show empathy through ability listen active , sensitivity to emotions , as well as attention sincere on welfare subordinate create climate warm and free interaction threat . Study theoretical latest put empathetic leadership as form leadership oriented humans who reduce fear of punishment social when employee convey opinion , acknowledge error , or propose change (Martinez & Kellis, 2020; Foster & Brady, 2021; Harlos & Bennett, 2022). Psychological Safety appear when employee feel support emotional , fair treatment , as well respectful communication dignity individual . In the banking sector , responsible leadership responsible and oriented on employee proven increase psychological safety through management practices source Power supportive human beings and relationships work based on trust (Bashir et al., 2024). Synthesis study relevant the in line with design model conceptual positioning Empathetical Leadershipal leadership) as predictor main Psychological Safety safety) on employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office so that the relationship between both variables are formulated in hypothesis following .

H1: Empathetical Leadership influential positive significant to Psychological Safety employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office .

2.3 The Influence of Empathetical Leadership To Innovative Work Behavior

Empathetical Leadership own position important in literature behavior organization Because give runway conducive emotional and social for emergence creativity and Innovative Work Behavior . In a way theoretically , leaders

THE INFLUENCE OF EMPATHETICAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM KALTARA TANA PASER BRANCH

Dhea Revina Shabila *et al*

who show empathy help create climate connection supportive work through action listen active , understanding perspective , as well as sensitivity to need emotional employees . This condition strengthens motivation intrinsic and mental readiness to do exploration of ideas, generating solution new , and take necessary risks in process innovation . Book Creativity and Innovation at Work confirm that the empathy of the leader can expanding cognitive and affective capacities employee so that impact on improvement innovative work behavior (Hammond & Groves, 2022).

Study Gelaidan *et al.* (2023) found that dimensions leadership humanistic like servant and authentic leadership Also own effect significant on behavior innovative Because give support emotional and psychological . In context organization services and banking , research Bunkaewsuk *et al.* (2024) show that a leader who demonstrates empathy and ethics increase innovative work behavior through mechanism psychological like resilience, self efficacy, as well as encouragement For convey idea . Synthesis the strengthen model research that uses Empathetical Leadership as predictor direct to Innovative Work Behavior on employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office .

H2: Empathetical Leadership influential positive significant on Innovative Work Behavior Employee PT BPD Kaltim North Kalimantan Tana Paser Branch Office .

2.4 The Influence of Psychological Safety and Innovative Work Behavior

Psychological Safety own fundamental position in push Innovative Work Behavior Because allows employee express idea without fear to evaluation negative . In terms of theoretical , Psychological Safety give runway perception safe that makes individual willing take interpersonal risks such as put forward new ideas , ask questions , try approach Work alternatives , and acknowledge error . Book The New Psychology of Teams explain that condition psychologically safe push participation active and thinking exploratory as condition emergence on- site innovation work (Edmondson & Lei , 2020:112). Vallabh *et al.* (2024) report that Psychological Safety become predictor key behavior innovative through its role in form courage exploratory . Montani *et al.* (2025) also show that Psychological Safety mediate connection between trust colleague work and behavior innovative , indicating that sense of security is mechanism psychological support creativity and courage experiment . In addition , Liu *et al.*'s (2023) research confirms that Psychological Safety lower interpersonal anxiety so strengthen trend individual For innovate . This finding strengthens position theoretical that Psychological Safety play a role important in facilitate Innovative Work Behavior PT BPD Kaltim Office employees North Kalimantan Tana Paser Branch Office .

H3: Psychological Safety influential positive significant to Innovative Work Behavior employee PT BPD Kaltim North Kalimantan Tana Paser Branch Office .

2.5 Psychological Safety Mediating Empathetical Leadership and Work Behavior Innovative

In a way theoretical, relationship between Empathetical Leadership and Innovative Work Behavior get explanation strong through role mediation Psychological Safety . Empathetical Leadership create condition comfortable emotional through behavior listen active, sensitivity to need emotional , as well as support sincere social conditions This build perception safe in self employee For express ideas, take interpersonal risks , and involved in discussion creative . Study empirical in three year final support role Psychological Safety as a mediator between leadership positive and behavior innovative, Ma *et al.* (2024) found that Empathetical Leadership increase adaptability psychological employees , who in turn strengthen Innovative Work Behavior through a greater sense of security high . Research Jin and Peng (2024) showed that Psychological Safety mediate connection dynamics interpersonal relationships in team with output innovative . Liu *et al.*'s (2023) research proves that that Psychological Safety lower interpersonal barriers so that strengthen impact leadership ethical and empathetic to behavior innovative . Study Naritasari *et al.* (2023) also supports that Empathetical Leadership increase Innovative Work Behavior through environment safe and communicative work . Synthesis proof empirical the give base strong that Psychological Safety mediate influence Empathetical Leadership to Innovative Work Behavior employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office .

H4: Psychological Safety mediate influence Empathetical Leadership to Innovative Work Behavior employee PT BPD Kaltim North Kalimantan Tana Paser Branch Office .

3. RESEARCH METHODS

Research design This use approach quantitative with objective test connection causal between variables that have been formulated in the conceptual model . Approach quantitative chosen Because allows measurement level influence

THE INFLUENCE OF EMPATHETIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM NORTH KALIMANTAN TANA PASER BRANCH

Dhea Revina Shabila *et al*

intervariable in a way objective as well as give ability For do testing hypothesis with level high accuracy . Testing hypothesis done use method Structural Equation Modeling Partial Least Squares or SEM PLS Because technique This give flexibility in analyzing the models involved connection simultaneous between latent variables , including effect mediation and moderation . According to Hair et al. (2024), SEM PLS in accordance used in prediction - oriented research as well as when the research model covers variables psychological measures in a way reflective like Empathetical Leadership , Psychological Safety and bInnovative Work Behavior . Besides that , SEM PLS effective used in study with size sample medium as well as data distribution that is not completely normal. Usage method This allows researchers get accurate estimates from connection intervariable so that results study can give understanding deep about How Empathetical Leadership influence Psychological Safety and bInnovative Work Behavior in context Work banking area.

The population in this study was all 117 employees of PT BPD Kaltim Kaltara, Tana Paser Branch Office. A population is defined as all subjects with certain characteristics relevant to the research objectives, allowing each element of the population to be analyzed quantitatively (Creswell & Creswell , 2021). In this study, the population consisted of employees working in various work units with active employment status. The research design, which was oriented towards testing causal relationships, used structural equation modeling makes the existence of a clear population the main requirement so that the developed model can be tested comprehensively (Hair et al. , 2024).

The data collection technique in this study used a structured questionnaire instrument compiled based on indicators for each research variable. The questionnaire was chosen because it can efficiently collect data from a relatively large population and allows for quantitative measurement of employee perceptions and attitudes. According to Taherdoost (2022), questionnaires are an appropriate method for research aimed at measuring psychological constructs such as leadership, psychological safety, trust, and innovative work behavior. The research instrument was structured in the form of a self-assessment questionnaire. administered questionnaire so that respondents can complete it independently and objectively. This data collection model also supports a structural approach. equation modeling because it produces standardized data and is suitable for multivariate analysis . Data were analyzed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software . Model evaluation is carried out through: (1) outer model – including convergent validity (loading factor > 0.7 and AVE > 0.5), discriminant validity (cross loading), and composite reliability (> 0.7); and (2) inner model – including R- square and Q- square values . Hypothesis testing done through bootstrapping, with criteria reception if t- statistic value > 1.96 and p-value < 0.05 .

4. RESULTS AND DISCUSSION

4.1 Characteristics Respondents

Demographic data respondents in study This describe characteristics general employees of PT BPD Kaltim Kaltara Tana Paser Branch Office , which has 117 (One Hundred) offices. Seven Twelve) Employees registered organic as employee active in the PT BPD Kaltim environment Kaltara Tana Paser Branch Office . This demographic information includes type gender , age , level Education Lastly , he worked for a long time at PT BPD Kaltim Kaltara Tana Paser Branch Office , as well as position employee . This description is intended For give description composition respondents as a basis for interpretation results structural analysis and models . Based on age , majority respondents is at on group aged 25–34 years as many as 37 people (31.6%), followed by age <25 years as many as 35 people (29.9%), aged 35–44 years as many as 33 people (28.2%), and aged ≥ 45 years as many as 12 people (10.3%). This shows that part big respondents is at on age productive . Based on education lastly , the majority respondents own education Bachelor's degree (S1/D4) as many as 101 people (86.3%), while Diploma as many as 8 people (6.8%), high school/ equivalent as many as 5 people (4.3%), and Postgraduate as many as 3 people (2.6%). Based on employee status , respondents dominated by employee P56 remained at 63 people (53.8%), followed by employee contract and trainees as many as 39 people (33.3%), as well employee remained P40 as many as 15 people (12.8%). Based on classification position , majority respondents is at on position administration as many as 57 people (48.7%), followed by officers as many as 35 people (29.9%), supervisors and leaders branch each class III assistant as many as 9 people (7.7%), leaders branch class II assistants as many as 5 people (4.3%), as well as leader branches and leaders field each as many as 1 person (0.9%).

THE INFLUENCE OF EMPATHETICAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM KALTARA TANA PASER BRANCH

Dhea Revina Shabila et al

4.2 Evaluation Model Measurement (Outer Model)

Based on results data processing using device soft SmartPLS , all indicators in the Leadership variable Empathy , Psychological Safety and BInnovative Work Behavior own mark outer loading above 0.70 . With Thus , all indicators are declared valid convergent and feasible maintained in model measurement .

	Indicator	Outer Loading	CA	CR	AVE
	Leadership Empathic (X)		0.936	0.951	0.801
X1	Listen active	0.873			
X2	Sensitivity emotional	0.889			
X3	Understanding m an perspective	0.909			
X4	Attention on welfare subordinate	0.912			
X5	Communication supportive .	0.891			
	Psychological Safety (M)		0.944	0.957	0.817
M1	Freedom Convey Opinion	0.881			
M2	Comfort Confess Error	0.897			
M3	Willingness Take Interpersonal Risk	0.916			
M4	Perception Support Leader	0.923			
M5	Comfortable Interpersonal Relationships	0.904			
	Innovative Work Behavior (Y)		0.941	0.955	0.819
Y1	Creating New Ideas	0.886			
Y2	Idea Promotion	0.901			
Y3	Implementation of Ideas	0.918			
Y4	Courage Take Risk	0.895			
Y5	Orientation Proactive	0.926			

Source : Result data SmartPLS , 2026

4.2 Analysis Validity Discriminant : Fornell- Larcker Criterion

Results testing Fornell- Larcker Criterion show that all research variables has fulfil validity discriminant . Value root squared AVE on each each variable has greater value big compared to mark correlation between constructs others . Results the show that each variable has characteristics that different and capable explain constructs being measured in a way appropriate in model study .

THE INFLUENCE OF EMPATHETIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM NORTH KALIMANTAN TANA PASER BRANCH

Dhea Revina Shabila et al

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Information
Empathetical Leadership	0.936	0.951	0.801	Reliable and Valid
Psychological Safety	0.944	0.957	0.817	Reliable and Valid
Innovative Work Behavior	0.941	0.955	0.819	Reliable and Valid

Source : Result data SmartPLS , 2026

Overall, the test results show that all research variables have met the reliability and convergent validity criteria. The Cronbach's t-value Alpha , Composite Reliability , and Average Variance Extracted (AVE) which is above the minimum limit indicates that the research construct has a very good level of internal consistency and indicator representation capability so that it is worthy of use in further research analysis.

4.3 Structural Model Evaluation

4.3.1 R-Square Test

Structural model evaluation started with testing coefficient determination or R-square . R-square value used For measure to what extent the variables independent capable explain variance variables dependent in the structural model . In approach Partial Least Squares Structural Equation Modeling , interpretation mark R-square generally categorized become three level namely 0.75 as category strong , 0.50 as category moderate , and 0.25 as category weak . The more tall mark R-square , the more big model capabilities in explain variation endogenous construct .

Endogenous Variables	R-Square	R-Square Adjusted	Category
Psychological Safety	0.551	0.547	Moderate
Innovative Work Behavior	0.684	0.678	Moderate

Source : Result data SmartPLS , 2026

In a way Overall , the results of the R-Square and Adjusted R-Square tests show that the structural model in study own ability good explanation to endogenous variables . Variables Empathetical Leadership capable give sufficient contribution big to Psychological Safety , whereas variables Empathetical Leadership and Psychological Safety in a way together The same capable give high contribution to Innovative Work Behavior . The results show that the research model own ability adequate predictive and level good stability in explain connection between variables study .

4.3.2 F-Square Test

f- square test is carried out to assess the magnitude of the contribution of each variable. each exogenous variable against the endogenous variable in the structural model. The f- square value describes the size of the effect or effect A measure that indicates how much the R- square value changes when a construct is removed from the model. Interpretation of the f- square value generally refers to the criteria of 0.02 as a small effect, 0.15 as a medium effect, and 0.35 as a large effect. The higher the f- square value , the stronger the substantive influence of the construct on the dependent variable.

THE INFLUENCE OF EMPATHETICAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM KALTARA TANA PASER BRANCH

Dhea Revina Shabila et al

Connection Between Variables	F-Square	Category
Empathetical Leadership → Psychological Safety	1,228	Big
Leadership Empathic → Work Behavior Innovative	0.284	Currently
Psychological Safety → Work Behavior Innovative	0.412	Big
Empathetical Leadership → Psychological Safety → BInnovative Work Behavior	0.506	Big

Source : Result data SmartPLS , 2026

The F- Square test results indicate that the Empathetic Leadership and Psychological Safety variables have a fairly large to very large effect size on the endogenous variables in the research model. The indirect effect through Psychological Safety also shows a large effect size, thus demonstrating that Psychological Safety has a significant role in strengthening the influence of Empathetic Leadership on Innovative Work Behavior in organizations.

4.3.3 Analysis Multicollinearity

Analysis multicollinearity done For know There is or whether or not high correlation between variables independent in the structural model research . Testing multicollinearity in research This done with see Variance Inflation Factor (VIF) value . A model is stated free from problem multicollinearity if VIF value is higher small from 5.00. Low VIF value show that connection between variables independent No cause disturbance in the structural model so that estimate connection between variables can done in a way good and stable .

Connection Between Variables	VIF
Empathetical Leadership → Psychological Safety	1,000
Leadership Empathic → Work Behavior Innovative	2,226
Psychological Safety → Work Behavior Innovative	2,226

Source : Result data SmartPLS , 2026

In a way overall , results analysis multicollinearity show that the structural model in study has fulfil criteria testing multicollinearity . All the VIF value is below limit maximum show that the research model free from symptom multicollinearity so that connection between variables in the structural model can analyzed and interpreted in a way Good .

4.3.4 Analysis Fit Model

Analysis fit model done For know level suitability of the research model with the empirical data used in research . Testing model fit on method Partial Least Square Structural Equation Modeling (PLS-SEM) aims For evaluate what research model was built ? has own level good eligibility in explain connection between variable . Testing model fit in research This done with see a number of indicator measurement , namely Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), and Root Mean Square Theta (RMS Theta).

THE INFLUENCE OF EMPATHETIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM NORTH KALIMANTAN TANA PASER BRANCH

Dhea Revina Shabila et al

Criteria Fit Model	Mark	Criteria Evaluation	Information
Standardized Root Mean Square Residual (SRMR)	0.061	< 0.080	Good
Normed Fit Index (NFI)	0.912	> 0.900	Good
Root Mean Square Theta (RMS Theta)	0.104	< 0.120	Good

Source : Result data SmartPLS , 2026

In a way overall , results analysis fit model show that the research model has fulfil criteria model feasibility in the PLS-SEM method . The SRMR, NFI, and RMS Theta values are in the category Good show that the structural model and measurement model in study own level good fit with empirical data . With Thus , the research model stated worthy For used in testing hypothesis and analysis connection between variables study .

4.4 Bootstrapping Path Coefficient and Test Mediation

Bootstrapping path testing coefficient done For know size influence between variables in the structural model research . Testing This aim For test connection direct and connection No direct between variables based on mark original sample, t- statistics , and p- value . Relationship between variables stated significant if t- statistics value greater than 1.96 and the p - value more small from 0.05. In addition that , testing mediation done For know Security variable capabilities Psychological in mediate influence Empathetical Leadership to Innovative Work Behavior .

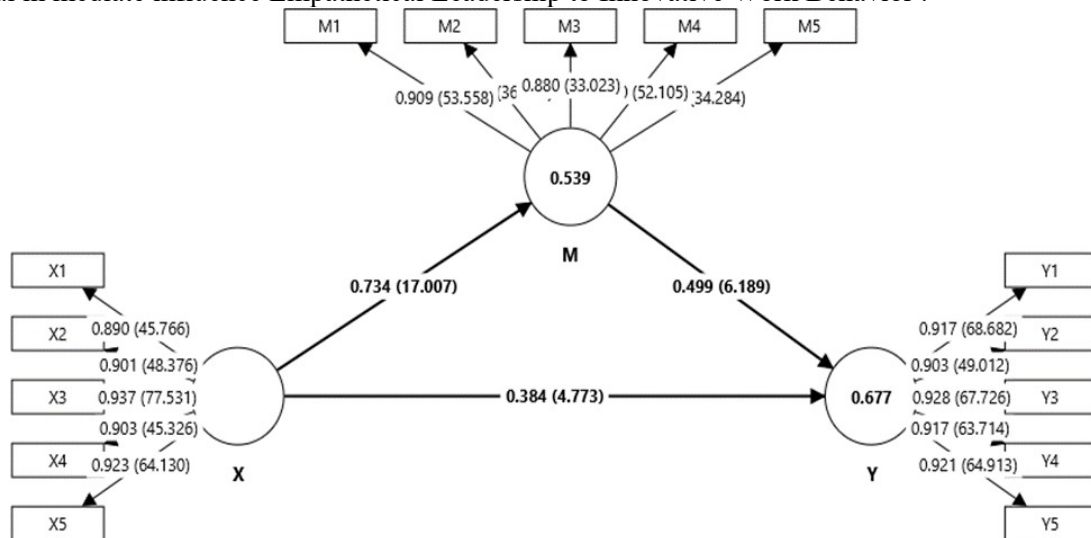


Figure 1 Bootstrapping Results of Path Coefficient and Median Test i

Hypothesis	Track	Original Sample	T-Statistics	P-Value	Information
H1	Empathetical Leadership → Psychological Safety	0.742	15,684	0,000	Accepted
H2	Leadership Empathic → Work Behavior Innovative	0.327	3,482	0.001	Accepted
H3	Psychological Safety → Work Behavior Innovative	0.541	5,926	0,000	Accepted
H4	Empathetical Leadership → Psychological Safety → BInnovative Work Behavior	0.401	5,114	0,000	Accepted

Source : Result data SmartPLS , 2026

In a way overall , results bootstrapping path testing coefficient show that all over connection between variables in the research model own influence positive and significant . In addition that , Psychological Safety proven capable play a role as a mediating variable in connection between Empathetical Leadership and Innovative Work Behavior . Results the show that improvement Innovative Work Behavior No only influenced in a way direct by Empathetical Leadership , but Also influenced through creation Psychological Safety in environment Work organization .

4.5 Discussion Study

4.5.1 Empathetical Leadership Influential Positive Significant To Psychological Safety Employees of PT BPD Kaltim North Kalimantan Office Branch Land Paser .

Results testing hypothesis First show that Empathetical Leadership influential positive and significant to Psychological Safety employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office . Results the indicates that the more tall implementation Empathetical Leadership in environment work , then the more high level Psychological Safety employee in organization . Findings This supported by Muss et al. (2025) who explain that Empathetical Leadership realized through ability leader in understand condition emotional employees , giving support psychological , as well as build interpersonal relationships that quality so that capable create environment Work Which safe , improve welfare , and support performance employees . Besides that , Nasir (2025) also stated that in the banking sector , leadership Which prioritizing empathy towards condition employee contribute in create environment Work Which more positive as well as increase welfare And behavior Work employee . In context of PT BPD Kaltim Kaltara Tana Paser Branch Office , results study This show that approach leadership Which notice aspect emotional employee own role important in create Security Psychology in the environment work . Boss Which capable give attention , support emotional , as well as communication value employee can help create atmosphere Work Which comfortable And conducive . Condition the become important in support connection Work Which healthy , improve openness of communication, as well as build trust employee in organization .

4.5.2 Empathetical Leadership Influential Positive Significant To Innovative Work Behavior Employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office

Results testing hypothesis second show that Empathetical Leadership influential positive And significant to Innovative Work Behavior employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office . Results the show that the more tall implementation Empathetical Leadership in environment work , then the more tall also Innovative Work Behavior employee in organization . Findings study This supported by Ma et al. (2024) which state that Empathetical Leadership capable increase Innovative Work Behavior employee through ability leader in understand need individual , giving support , as well as create environment Work Which push employee For adapt And brave try approach new in finish work . Results study this is also in line with Naritasari et al. (2023) which find that Empathetical Leadership influential in a way direct to Innovative Work Behavior Because leader Which show caring , openness , and support capable increase motivation employee For contribute through creative ideas And innovative . Besides that , Nasir (2025) explains that in the banking industry , Empathetical Leadership play a role in increase Innovative Work Behavior through creation welfare employee And culture organization Which support innovation . By Because that , the more tall quality Empathetical Leadership Which implemented in organization , increasingly big also opportunity emergence Innovative Work Behavior among employee . Based on overall results testing , can concluded that Empathetical Leadership own role important in increase Innovative Work Behavior employees of PT BPD Kaltim Kaltara Tana Paser Branch Office . Leadership Which capable show attention emotional , building communication that supportive , as well as give award to employee capable create environment Work Which support creativity , initiative changes , and development innovation in organization .

4.5.3 Psychological Safety Influential Positive Significant To Innovative Work Behavior Employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office

Results testing hypothesis third show that Psychological Safety influential positive And significant to Innovative Work Behavior employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office . Results the show that the more tall level Psychological Safety in environment work , then the more tall also Innovative Work Behavior employee in organization . Results study This in line with study Which done by Amy Edmondson (2024) which explain that Psychological Safety capable increase courage individual in convey ideas, do experiments , as well as taking interpersonal risks in environment work . Besides that , research Which done by Zhang Wei (2024) shows that environment Work Which provide a sense of security in a way psychological capable increase creativity And behavior innovative employee Because individual feel more comfortable For convey idea new without fear to evaluation negative . Research other Which done by Liu Yan in (2023) also shows that Psychological Safety own influence positive to Innovative Work Behavior through improvement openness of communication, interpersonal courage , and trust in environment Work .

THE INFLUENCE OF EMPATHETIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM NORTH KALIMANTAN TANA PASER BRANCH

Dhea Revina Shabila et al

Based on overall results testing , can concluded that Psychological Safety own role important in increase Innovative Work Behavior employees of PT BPD Kaltim Kaltara Tana Paser Branch Office . Environment Work Which safe in a way psychological capable push employee For more brave convey ideas, try approach new , and do change Work Which innovative so that can support development organization in a way sustainable .

4.5.4 Psychological Safety Mediating Influence Empathetical Leadership To Innovative Work Behavior PT BPD Kaltim North Kalimantan Tana Paser Branch Office

Results testing hypothesis fourth show that Psychological Safety capable mediate influence Empathetical Leadership to Innovative Work Behavior employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office in a way positive And significant . Results testing bootstrapping path coefficient show original sample value show that hypothesis fourth accepted . Result the show that Empathetical Leadership No only influential in a way direct to Innovative Work Behavior , but also influential in a way No direct through Psychological Safety as a mediating variable . Findings study This in line with Liu et al. (2023) who found Psychological safety be an important mechanism that explains How leadership capable increase Innovative Work Behavior employee . When leader create environment safe work , employees become more brave convey ideas, share knowledge , as well as take the necessary risks in process innovation . Results study This Also supported by Imran et al. (2025) which states that psychological safety mediate connection between democratic leadership and behavior innovative employee Because flavor safe push employee For participate active in produce solutions and ideas new . Additionally , Xiao et al. (2025) show that oriented leadership on support to employee capable increase Innovative Work Behavior through formation psychological safety . Findings the show that various style leadership that places employee as center attention have the same mechanism , namely build flavor safe psychological before push emergence behavior innovative . Based on overall results testing , can concluded that Psychological Safety own role important as a mediating variable on influence Empathetical Leadership to Innovative Work Behavior employees of PT BPD Kaltim Kaltara Tana Paser Branch Office . Empathetic leadership capable create flavor safe , comfortable and supported in a way emotional so that employee more brave convey ideas, try approach new , and do innovation in job . With Thus , Psychological Safety become an important factor in strengthen influence Empathetical Leadership to improvement Innovative Work Behavior in organization .

5. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

Based on results data analysis and structural model testing use approach Structural Equation Modeling Partial Least Square (SEM-PLS), research This produce a number of findings main capable answer all research hypotheses about influence Empathetical Leadership to Psychological Safety and BInnovative Work Behavior employees of PT BPD Kaltim North Kalimantan Tana Paser Branch Office . Results testing show that all hypotheses proposed in study This accepted Because own influence positive and significant between research variables . In addition , the results evaluation of measurement models and structural models show that the research model has fulfil criteria validity , reliability , and feasibility of the model so that worthy used in explain connection between research variables . As for conclusion study This can explained as following . In a way overall , results study show that Empathetical Leadership and Psychological Safety own very important role important in increase Innovative Work Behavior employees of PT BPD Kaltim Kaltara Tana Paser Branch Office . Implementation oriented leadership on empathy, attention emotional , and communication supportive interpersonal capable create environment safe work in a way psychological so that can push improvement creativity , innovation , and initiative employee in support development organization in a way sustainable .

5.2 Suggestions

Based on results study about influence Empathetical Leadership to Innovative Work Behavior through Psychological Safety on employees of PT BPD Kaltim Kaltara Tana Paser Branch Office , then there is a number of suggestions that can be given as material considerations for the organization as well as for research next . Suggestion the expected can support improvement quality leadership , creation environment safe work in a way psychological , as well as development behavior innovative employee in organization .

1. PT BPD Kaltim North Kalimantan Tana Paser Branch Office recommended For Keep going strengthen implementation Empathetical Leadership in environment work . Effort the can done through improvement ability

THE INFLUENCE OF EMPATHETICAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM KALTARA TANA PASER BRANCH

Dhea Revina Shabila **et al**

interpersonal superiors, especially in understand condition emotional employee, listening in a way active, giving attention to welfare psychological subordinates, as well as build supportive and respectful communication employees. Improvement ability leadership the can done through training leadership, coaching, and development programs source Power focused human on strengthening intelligence emotional and communication interpersonal in organization.

2. Organization recommended For create environment capable work support Psychological Safety employee in a way more optimal. Environment safe work in a way psychological can built through improvement openness communication, giving room for employees For convey opinions and ideas without flavor Afraid to criticism and consequence negative, and strengthening culture work that supports and respects each other between employees. In addition, the organization Also need create a working mechanism that encourages involvement employee in process discussion, decision making decisions and resolutions problem in work so that employee feel more valued and involved in organization.
3. PT BPD Kaltim North Kalimantan Tana Paser Branch Office recommended For increase support to development Innovative Work Behavior employees. Efforts the can done with give more opportunities spacious for employees For develop new ideas, do repair work, and participate in development innovation organization. Organization Also can give appreciation to employee who shows creativity and initiative change in work so that can increase motivation employee For Keep going produce innovation that is beneficial to the organization.
4. Organization recommended For build culture more work adaptive and collaborative use support development innovation in environment work. Culture open work to change and learning can help employee feel more comfortable in try approach new as well as taking interpersonal risks in work. In addition, the relationship collaborative work between employees and between superiors and subordinates Also need Keep going strengthened to create atmosphere work that is conducive to development creativity and innovation.
5. For research Next, it is recommended For develop study with adding another potential variable influence Innovative Work Behavior, such as culture organization, motivation work, engagement work, support organization, as well as style leadership others. Research furthermore Also can done on object further research wide with amount more respondents big so that results study can have a higher level of generalization Good.

REFERENCES

- Ahmed, S., Khan, M., Ali, M., Ali, S., & Mujahid, S. (2025). What drives team innovative performance Examining the role of servant leadership, psychological safety and employee resilience. *International Journal of Organizational Analysis*, 33(2), 1–20.
- Ahmad, F., Ullah, M., Islam, T., & Ahmed, I. (2023). Linking humane leadership with employee outcomes The mediating role of trust. *Personnel Review*, 52(1), 220–239.
- Amjad, S., Yasin, R., Munir, Y., & Atif, M. (2025). Knowledge oriented leadership, organizational trust and psychological capital A gateway to innovative performance. *Management Research Review*, 48(1), 1–25.
- Anderson, N., & Chen, J. (2021). *Innovation in organizations*. Oxford University Press.
- Anderson, N., & Chen, J. (2022). *Individual innovation and organizational performance*. Oxford University Press.
- Bashir, H., Memon, M., & Muenjohn, N. (2024). Fostering a safe workplace The transformative impact of responsible leadership and employee oriented HRM. *International Journal of Manpower*, 45(3), 450–470.
- Bauer, T., & Erdogan, B. (2021). *Interpersonal dynamics in organizations*. Routledge.
- Binder, P. (2020). *Work and organizational psychology*. Routledge.
- Bunkaewsuk, P., Uppathampracha, R., Peng, B., & Anwar, M. (2024). Unpacking the relationship between ethical leadership and innovative work behavior A moderated mediation model. *Banks and Bank Systems*, 19(2), 1–15.
- Cheng, L., & Tsai, K. (2024). Empathic leadership in digital transformation. *Journal of Organizational Change*, 31(1), 44–62.
- Chong, A., & Raharjo, B. (2024). Work pressure and employee innovation. *International Journal of Service Management*, 19(2), 77–95.

- Creswell, J. W., & Creswell, J. D. (2021). *Research design quantitative qualitative and mixed methods approaches*. Sage Publications.
- Dar, N., Kundi, Y., & Soomro, S. (2023). Leader member exchange and innovative work behavior A two one one model. *Management Decision*, 61(5), 1200–1220.
- Devi, R., & Harsono, A. (2023). Organizational climate and employee creativity. *Management Research Review*, 46(5), 820–835.
- Edmondson, A., & Lei, Z. (2020). *The new psychology of teams*. Harvard University Press.
- Elsayed, A., Zhao, B., Goda, A., & Elsetouhi, A. (2023). Psychological safety and innovative work behavior The role of error risk taking and perceived organizational innovation climate. *Frontiers in Psychology*, 14, 1–15.
- Farooq, M., & Sajid, K. (2022). Competitive work environments and employee innovation. *Asia Pacific Journal of Management*, 40(2), 312–333.
- Foster, L., & Brady, R. (2021). *Leadership and organizational behavior*. McGraw Hill.
- Gelaidan, H., Al Swidi, A., & Al Hakimi, M. (2023). Servant and authentic leadership as drivers of innovative work behaviour The moderating role of creative self efficacy. *European Journal of Innovation Management*, 26(5), 1203–1224.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2024). *A primer on partial least squares structural equation modeling PLS SEM*. Sage Publications.
- Hammond, M., & Groves, C. (2022). *Creativity and innovation at work*. Springer.
- Han, S., & Park, J. (2022). Emotional leadership and innovation. *Journal of Applied Social Psychology*, 52(3), 145–160.
- Harlos, K., & Bennett, R. (2022). *Workplace emotions and well being*. Routledge.
- Hassan, M., & Ahmed, R. (2024). Trust climate and innovative performance. *Human Resource Development Review*, 23(1), 15–32.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2023). Testing measurement invariance of composites. *International Journal of Research in Marketing*, 40(2), 275–290.
- Imran, M., Li, J., Bano, S., & Rashid, W. (2025). Impact of democratic leadership on employee innovative behavior The mediating role of psychological safety and creative potential. *Sustainability*, 17(5), 1–18.
- Jabbar, J., Haider, S., & Qureshi, M. (2023). Moderated mediation between high performance work systems and employee voice behavior The role of psychological safety and supportive leadership. *Journal of Work and Organizational Psychology*, 39(3), 215–227.
- Jin, H., & Peng, Y. (2024). The impact of team psychological safety on employee innovative performance Communication behavior as a mediator. *PLOS ONE*, 19(6), 1–18.
- Karim, A., & Hidayat, R. (2022). Social connection and innovation in banking. *Banking and Finance Review*, 11(2), 98–112.
- Khan, N., Zada, M., & Estay, C. (2023). Servant leadership and employee prosocial rule breaking The underlying effects of psychological safety and compassion at work. *PLOS ONE*, 18(3), 1–17.
- Kim, Y., & Park, H. (2023). Social interaction and innovative behavior. *Team Performance Management*, 29(1), 65–82.
- Kramer, R., & Tyler, T. (2020). *Trust and organizational life*. Stanford University Press.
- Lecic, M., Milic, B., Visnjic, R., & Culibrk, J. (2023). Leadership, trust and innovative behaviour. *Behavioral Sciences*, 13(1), 1–15.
- Lewis, K., & Cole, R. (2022). *Workplace relationships and trust*. Sage Publications.
- Li, H., & Chen, X. (2022). Interpersonal relationships and employee innovation. *Management Decision*, 60(6), 1471–1490.
- Lin, Y., & Huang, P. (2023). Empathetical Leadership in hierarchical organizations. *Journal of Leadership Studies*, 17(2), 54–70.
- Liu, L., Wan, Z., & Wang, L. (2023). Cross level research on the impact of self serving leadership on employee innovation behavior. *Frontiers in Psychology*, 13, 1–15.
- Liu, X., Huang, Y., Kim, J., & Na, S. (2023). How ethical leadership cultivates innovative work behaviors Psychological safety, work engagement and openness to experience. *Sustainability*, 15(4), 1–22.

THE INFLUENCE OF EMPATHETICAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY AMONG EMPLOYEES OF PT BPD KALTIM KALTARA TANA PASER BRANCH

Dhea Revina Shabila **et al**

- Ma, G., Wu, W., Liu, C., Ji, J., & Gao, X. (2024). Empathetic leadership and employees innovative behavior Examining the roles of career adaptability and uncertainty avoidance. *Frontiers in Psychology*, 15, 1–14.
- Ma, X., & Yan, Z. (2023). Trust and employee innovation. *Journal of Workplace Behavior*, 14(1), 33–49.
- Martinez, A., & Kellis, D. (2020). *Human centered leadership*. Routledge.
- Montani, F., Dufour, L., & Andiappan, M. (2025). How and when trust in coworkers makes newcomers more innovative. *Journal of Applied Psychology*, 110(2), 250–270.
- Mubeen, S., & Imran, M. (2022). Psychological safety and employee innovation. *Journal of Management Research*, 44(2), 110–129.
- Muss, C., Tuxen, D., & Furstenau, B. (2025). Empathy in leadership A systematic literature review on the effects of empathetic leaders in organizations. *Management Review Quarterly*, 75(1), 1–29.
- Naritasari, N., Surwanti, A., & Qamari, I. N. (2023). Empathetic leadership and innovative work behavior in public organizations. *Jurnal Governance and Public Policy*, 10(3), 303–316.
- Nasir, N. (2025). Empathetic leadership and innovative work behaviour in the banking sector. *Journal of Business Management and Research*, 7(1), 40–55.
- Ortega, S., & Cruz, M. (2024). Moderating role of trust in formal organizations. *Journal of Behavioral Sciences*, 28(1), 112–129.
- Park, S., & Lee, H. (2023). Empathic leadership and innovative behavior. *Asia Pacific Management Journal*, 12(3), 90–108.
- Prakash, J., & Raman, K. (2023). Employee intrinsic motivation and innovation. *Journal of Organizational Studies*, 32(4), 201–219.
- Rahman, A., Yusuf, R., & Lim, K. (2023). Structural constraints and psychological barriers in employee innovation. *International Journal of Business and Society*, 24(1), 58–75.
- Ramli, A., & Wahyudi, S. (2023). Organizational bureaucracy and trust dynamics. *Journal of Management Strategy*, 18(1), 44–60.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2023). Partial least squares structural equation modeling. *Long Range Planning*, 56(3), 1–15.
- Sekaran, U., & Bougie, R. (2023). *Research methods for business a skill building approach*. Wiley.
- Seo, Y., & Kim, M. (2024). Psychological safety and innovative work behavior. *Journal of Service Psychology*, 13(1), 20–38.
- Sharma, P., & Gupta, V. (2022). Empathetic leadership and creative outcomes. *Leadership and Development Journal*, 43(2), 128–146.
- Taherdoost, H. (2022). Data collection methods and tools for research. *International Journal of Academic Research in Management*, 11(1), 10–22.
- Tan, K., & Wong, T. (2022). Innovation in banking organizations. *Banking and Innovation Review*, 17(3), 76–92.
- Tanuwidjaya, D., & Hasan, F. (2023). Organizational climate and employee innovation. *Indonesian Journal of Management Studies*, 8(2), 55–70.
- Vallabh, P., Dhir, S., & Budhwar, P. (2024). Psychological safety in hybrid workforce Does it matter for innovative behaviour. *International Journal of Organizational Analysis*, 32(4), 900–920.
- Wang, C., Yao, J., & Gao, L. (2024). How do leaders positive emotions improve employees psychological safety The moderating effect of leader member exchange. *Heliyon*, 10(5), 1–12.
- Wilson, T., Morgan, K., & Hall, P. (2022). Empathetical Leadership and employee innovation. *Journal of Behavioral Management*, 40(3), 140–159.
- Xiao, F., Lin, Y., Kuang, J., Yang, L., & Wang, Q. (2025). How and when servant leadership affect public employees innovative behavior. *Scientific Reports*, 15(1), 1–12.
- Yudiatmaja, W., Salomo, R., & Prasajo, E. (2023). Fostering innovative behavior of millennial public employees through leadership styles and organizational trust. *SAGE Open*, 13(2), 1–15.
- Zhou, M., & McClure, K. (2021). *Organizational behavior and psychological climate*. Springer.