

The Role Of Psychological Empowerment In Mediating The Influence Of Spiritual leadership On ASN Creativity

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Article History

Received: 15-07-2026

Revised: 21-07-2026

Published: 30-07-2026

Keywords: *Spiritual Leadership; Psychological Empowerment; Creativity; Civil Service*

ABSTRACT

This study aims to analyze the influence of spiritual leadership on the creativity of State Civil Apparatus (ASN) personnel, with psychological empowerment serving as a mediating variable, at the Education and Culture Office of Jombang Regency. This is a quantitative study employing a survey method. Data were collected via questionnaires distributed to 60 ASN personnel selected as the research sample and subsequently analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with SmartPLS 4.0 software. The results indicate that spiritual leadership has a positive but insignificant effect on ASN creativity. Conversely, psychological empowerment has a positive and significant effect on ASN creativity and successfully mediates the relationship between spiritual leadership and creativity. These findings suggest that enhancing ASN creativity is more effectively achieved by strengthening psychological empowerment supported by spiritual leadership practices. Therefore, the organization is advised to cultivate leadership oriented toward spiritual values while simultaneously enhancing employees' perceived competence, autonomy, meaningfulness of work, and impact of work to foster creativity in the performance of duties. Future research is encouraged to expand the scope of the study and the number of respondents to achieve a higher level of generalizability.

INTRODUCTION

The increasingly dynamic nature of organizational environments requires every organization including government agencies to adapt by enhancing the creativity of its human resources (Yunia et al., 2025). Creativity is a crucial competency in public sector organizations, as it plays a role in generating new ideas, methods, and solutions that can improve the effectiveness of public service delivery (Utami, 2014). In the era of bureaucratic reform, State Civil Apparatus (ASN) personnel are no longer expected merely to perform

tasks according to established procedures; they are also expected to create innovations that support effective, efficient, and responsive governance that meets the public's needs (Aswinaryanto et al., 2021). Therefore, enhancing the creativity of ASN personnel is a key factor in ensuring the success of public organizations (Jufri, 2020).

Nevertheless, the creativity of civil servants remains a challenge across various government agencies (Dr. Hadi Prabowo, 2022). The inherently bureaucratic nature of public organizations, the existence of standardized work procedures, and the high demand for regulatory compliance often limit the scope for employees to develop new ideas (Dr. Drs. Dudung Ahmad Suganda, 2024). Consequently, some civil servants focus more on completing tasks according to established standards than on innovating within work processes (Efendi & Frinaldi, 2024). This situation demonstrates that civil servant creativity is influenced not only by individual capabilities but also by the organizational environment and the prevailing leadership style (Rulinawaty, 2024).

One leadership approach considered capable of fostering a positive work environment is Spiritual Leadership (Aurel et al., 2023). According to Fry (2003), Spiritual Leadership is a model that emphasizes the cultivation of vision, hope/faith, and altruistic love to build intrinsic motivation, a sense of meaning in work, and employee commitment to the organization (Suci Heriyani Vika Avinash, 2020). Leaders who embody spiritual values focus not only on achieving organizational targets but also on building relationships grounded in trust, care, and respect for each individual. Such a work environment is expected to boost morale while encouraging employees to deliver their best contributions through more creative behavior (Afni, 2022).

However, various studies indicate that the impact of spiritual leadership on creativity has not yielded consistent results. Some studies have found that spiritual leadership positively influences employee creativity and innovative behavior by enhancing intrinsic motivation and organizational commitment. Conversely, other studies suggest that this influence is not always significant unless supported by psychological factors developed within the employees. These divergent findings indicate that the relationship between spiritual leadership and creativity requires further explanation through variables that can elucidate the underlying mechanisms of this influence.

One factor believed to play a role in explaining this relationship is psychological empowerment. Spreitzer (1995) defines psychological empowerment as a psychological state reflecting the extent to which individuals perceive their work as meaningful, feel capable of performing their tasks (competence), possess autonomy in decision-making (self-determination), and believe their work makes a difference to the organization (impact) (Nurzaini, 2015). Employees with high levels of psychological empowerment tend to possess stronger intrinsic motivation, making them more willing to voice ideas, seek novel solutions, and innovate in the execution of their work (Mutamimah & Munadharoh, 2013).

Consequently, psychological empowerment is viewed as a mechanism that explains how leadership can foster employee creativity (Rahma et al., 2024).

Previous research indicates that spiritual leadership has a positive influence on psychological empowerment (Rahmatika et al., 2022), while psychological empowerment has been shown to positively affect employee creativity (Roby, 2018). However, studies examining the mediating role of psychological empowerment in the relationship between spiritual leadership and the creativity of civil servants (ASN) particularly within local government agencies remain relatively limited. Most prior research has focused on the private sector, educational institutions, or business organizations; consequently, the findings may not necessarily reflect the conditions of public organizations, which possess distinct bureaucratic characteristics, work systems, and organizational cultures. This situation highlights a research gap that warrants further investigation.

This study proposes a model positioning psychological empowerment as a mediating variable in the relationship between spiritual leadership and the creativity of civil servants (ASN). Unlike previous studies that generally examined only direct effects between variables, this research seeks to explain the mechanism by which spiritual leadership enhances creativity through the psychological empowerment of employees. Thus, the study's novelty lies in examining the mediating role of psychological empowerment among civil servants within the Jombang Regency Education and Culture Office, utilizing the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach. This model is expected to provide a more comprehensive understanding of the relationships between the variables and enrich the literature on leadership and creativity within public sector organizations.

Based on the foregoing, this study aims to analyze the influence of spiritual leadership on the creativity of State Civil Apparatus (ASN) and on psychological empowerment, as well as the influence of psychological empowerment on ASN creativity; furthermore, it seeks to examine the mediating role of psychological empowerment in the relationship between spiritual leadership and ASN creativity within the Jombang Regency Education and Culture Agency. The findings are expected to contribute theoretically to the development of leadership and organizational behavior studies, while also providing practical insights for government agencies in designing leadership and employee empowerment strategies to enhance creativity and the quality of public services.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory research design that aims to examine the causal relationship between variables, namely spiritual leadership, psychological empowerment, and ASN creativity. The study was conducted on State Civil Apparatus (ASN) at the Jombang Regency Education and Culture Office. The population in this study were all ASN working at the Jombang Regency Education and Culture Office. The sampling technique used a purposive sampling method, namely a sampling technique with

certain considerations (Sugiyono, 2017). The number of respondents used in this study was 60 ASN. The research variables consist of three independent variables, a mediating variable, and a dependent variable, as follows:

Table 1. Operational Definition of Variables

Variable Name	Operational Definition	Indicator	Referral	Scale	Score
Spiritual Leadership (X)	Spiritual leadership is leadership that is based on noble values and attitudes such as mutual respect, honor, honesty, and helping each other.	1. Vision 2. Altruistic Love 3. Hope	According to • (Suci Heriyani Vika Avinash, Anton Prasetyo, 2020)	Likert	SS : 4 S : 3 TS : 2 STS : 1
Psychological Empowerment (Z)	Psychological empowerment is a psychological condition that reflects the extent to which employees feel they have meaning in their work, feel competent in carrying out their duties, have autonomy in making decisions, and feel that their actions have a real impact on the organization.	1. Meaning 2. Competence 3. Self Determination 4. Impact	According to • (Eka Nurzaini, 2018) • (Ridwan Nurdin, 2018).	Likert	SS : 4 S : 3 TS : 2 STS : 1
Creativity (Y)	Creativity is the human ability to learn new things, both in the form of ideas and real works, which are slightly different from what already exists.	1. Originality 2. Imagination 3. Inspiration 4. Ingenuity 5. Invention	According to • (Utami 2013) • Roby Nurhidayah(2018)	Likert	SS : 4 S : 3 TS : 2 STS : 1

Source: SmartPLS 4, processed data (2025)

Data analysis in this study was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with the aid of SmartPLS 4 software. The SEM-PLS method was selected due to its ability to simultaneously test relationships between latent variables and its suitability for studies with relatively limited sample sizes (J.F, Hult, G. T. M., 2021). The analysis process involved two main stages: the evaluation of the measurement

model (outer model) and the structural model (inner model). The outer model assessment aimed to evaluate the quality of the research instrument through a convergent validity test measured by outer loading values and Average Variance Extracted (AVE) and a reliability test using Cronbach's Alpha and Composite Reliability values. Subsequently, the inner model assessment was conducted to determine the model's ability to explain relationships between variables, measured using the coefficient of determination (R^2) (J. F., Risher, J. J., 2019).

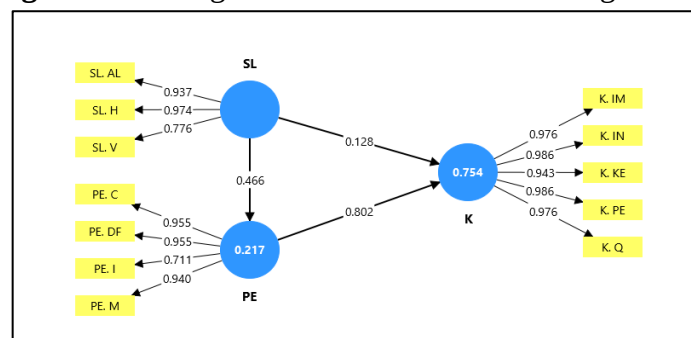
RESULT AND DISCUSSION

Respondent Characteristics

This study involved 60 State Civil Apparatus (ASN) working at the Jombang Regency Education and Culture Office. Respondent characteristics were analyzed based on gender, age, education level, and length of service. The majority of respondents had a bachelor's degree (S1) with more than five years of service. This indicates that respondents have sufficient experience in understanding organizational culture, leadership patterns, and the work dynamics that occur within the agency. This relatively long work experience allows respondents to provide a more objective assessment of the application of spiritual leadership, psychological empowerment, and creativity within the organization.

Evaluation of Measurement Model (Outer Model)

Figure 1. Loading Factor Values in the PLS Algorithm



Source: SmartPLS 4, processed data (2025)

Figure 1 presents the results of the PLS algorithm, displaying data on outer loadings, convergent validity, and discriminant validity to assess the suitability of the research model. Figure 1 demonstrates that the indicators constituting the variables of Spiritual Leadership (SL), Psychological Empowerment (PE), and Creativity (K) are valid, as they exhibit loading factor values above 0.7; this indicates that each indicator effectively reflects its respective construct. Furthermore, the figure illustrates positive relationships between the latent variables, as indicated by the path coefficient values: SL → PE is 0.466, SL → K is 0.128, and PE → K is 0.802. These results indicate that the research model meets validity requirements and is suitable for further analysis.

Based on Figure 1, the following values were obtained:

Convergent Validity Test

Convergent validity testing was conducted by evaluating the outer loading and Average Variance Extracted (AVE) values. The analysis showed that all indicators had outer loading values above 0.70, and each construct's AVE value was above 0.50. Thus, all indicators were declared valid in measuring the variables studied.

Table 2. Convergent Validity Test Results

No	Variable	Indicator	Outer loading	AVE	Information
1.	Spiritual Leadership	Vision	0.776	0.809	Valid
		Hope	0.974		Valid
		Altruistic Love	0.937		Valid
2.	Psychological Empowerment	Meaning	0.940	0.803	Valid
		Competence	0.955		Valid
		Self-determination	0.955		Valid
		Impact	0.711		Valid
3.	Creativity	Orisinalitas	0.976	0.947	Valid
		Imagination	0.976		Valid
		Inspirasi	0.986		Valid
		Ingenuity	0.943		Valid
		Invention	0.986		Valid

Source: SmartPLS 4, processed data (2025)

Based on Table 2, all constructs meet the convergent validity criteria as recommended by Hair et al. (2022). An AVE value exceeding 0.50 indicates that the construct is able to explain more than 50% of the variance in the indicators used. These results indicate that the research instrument is able to accurately measure the concepts of Spiritual Leadership, Psychological Empowerment, and ASN Creativity. Furthermore, the high convergent validity value indicates that each indicator has a strong relationship with the latent variable it represents. Thus, all indicators are suitable for use in the next stage of analysis, namely testing the structural model.

Table 3. Validity test (discriminant validity)

	K	PE	SL
Creativity			
Psychological Empowerment	0.896		
Spiritual Leardership	0.537	0.518	

Source: SmartPLS 4, processed data (2025)

The table above presents the results of the discriminant validity test using the Fornell Larcker Criterion, showing that the square root of the AVE for each construct is higher than the correlations with other constructs. For instance, the value for Creativity (K) exceeds its correlations with other constructs; similarly, the value for Psychological Empowerment (PE) at 0.896 is higher than its correlations with Creativity (0.537) or Spiritual Leadership (SL) (0.518). This indicates that each construct is distinct and there is no overlap between latent variables; thus, the research model satisfies the criteria for discriminant validity.

Reliability Test

Reliability testing was carried out using Cronbach's Alpha and Composite Reliability values.

Table 3. Reliability Test Results

No	Variable	Combrach alpha	Composite reliability (rho_a)	Results
1	Spiritual leadership	0.878	0.904	reliable
2	Psychological empowerment	0.914	0.940	reliable
3	Creativity	0.986	0.988	reliable

Source: SmartPLS 4, processed data (2025)

Based on Table 3, all variables have Cronbach's Alpha and Composite Reliability values above 0.70. These results indicate that the research instrument has a good level of reliability. In other words, the indicators used are capable of producing consistent measurements of the constructs studied. High reliability indicates that respondents provided relatively stable answers to each statement item. Therefore, the data obtained can be used to more accurately explain the relationships between variables.

Structural Model Evaluation (Inner Model)

Coefficient of Determination (R^2)

The R-Square value is used to measure the ability of exogenous variables to explain endogenous variables.

Table 4. R-Square Value

	R-square	R-square adjusted
PE	0.217	0.204
K	0.754	0.746

Source: SmartPLS 4, processed data (2025)

Based on the analysis results, the R^2 value for Psychological Empowerment indicates that Spiritual Leadership is able to explain variations in Psychological Empowerment in the moderate category. Meanwhile, the R^2 value for ASN Creativity indicates that Spiritual Leadership and Psychological Empowerment together are able to explain variations in ASN creativity. These findings indicate that the research model has fairly good predictive power. However, there are still other factors outside the research model that influence ASN creativity. These factors can include organizational culture, intrinsic motivation, the work environment, and individual characteristics not included in this study.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4 with a significance level of 5%.

Table 5. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
PE -> K	0.802	0.810	0.110	7.318	0.000
SL -> K	0.128	0.122	0.084	1.522	0.128
SL -> PE	0.466	0.467	0.078	6.012	0.000

Source: SmartPLS 4, processed data (2025)

Based on Table 5, it is known that Spiritual Leadership has a positive and significant effect on Psychological Empowerment. These results indicate that the better the implementation of spiritual leadership in an organization, the higher the level of psychological empowerment of ASN. Leaders who are able to provide a clear vision, hope, and attention to employee needs will encourage the emergence of self-confidence, meaning in work, and independence in the work. Furthermore, Psychological Empowerment has been proven to have a positive and significant effect on ASN Creativity. These results indicate that ASN who feel competent, have freedom in their work, and feel the impact of their work will be more motivated to generate new ideas and innovative solutions in carrying out their duties.

In contrast, spiritual leadership did not significantly influence civil servant creativity. This finding suggests that civil servant creativity is not formed directly through spiritual leadership. Even if leaders have implemented spiritual values in their leadership, employee

creativity requires certain psychological factors that can encourage individuals to boldly innovate and develop new ideas.

Discussion

The Influence of Spiritual Leadership on Psychological Empowerment

Hypothesis testing results indicate that Spiritual Leadership has a positive and significant influence on Psychological Empowerment. This is evidenced by a positive path coefficient and a significance value that meets the testing criteria. Consequently, the hypothesis stating that Spiritual Leadership influences Psychological Empowerment is accepted. These results demonstrate that the more effectively Spiritual Leadership is implemented at the Jombang Regency Education and Culture Office, the higher the level of Psychological Empowerment experienced by the State Civil Apparatus (ASN). The findings indicate that leadership grounded in spiritual values fosters a work environment that supports the development of employees' self-confidence, sense of responsibility, and belief in their own capabilities.

In this study, civil servants perceived their leaders as capable of providing a clear vision, fostering harmonious working relationships, and demonstrating concern for employees' needs. These conditions made employees feel valued as vital members of the organization and provided them with opportunities for growth. This sense of being valued and trusted instilled a belief in their ability to perform tasks effectively and the freedom to make decisions within the scope of their responsibilities; furthermore, it fostered an awareness that their work was meaningful and contributed to the achievement of organizational goals. These findings demonstrate that the application of Spiritual Leadership enhances the key dimensions of psychological empowerment: meaning, competence, self-determination, and impact.

The results of this study support the Spiritual Leadership theory proposed by Fry (2003), which posits that spiritual leadership is built upon three key dimensions: vision, hope/faith, and altruistic love (Suci Heriyani Vika Avinash, 2020). These dimensions play a role in fostering a work environment that instills a sense of meaning, hope, and mutual trust among organizational members (Nurdin, 2018). When employees understand the organization's purpose, receive support from leadership, and experience working relationships grounded in care, they develop higher levels of intrinsic motivation. This motivation subsequently evolves into a sense of empowerment in performing their work, leading employees to feel more confident and accountable for the tasks they undertake.

The findings of this study align with the research by Rahmatika et al. (2022), which indicates that spiritual leadership has a positive impact on psychological empowerment. That study explains that leaders capable of fostering strong interpersonal relationships and placing trust in their subordinates enhance employees' self-confidence and work motivation. This consistency in results demonstrates that spiritual leadership plays a crucial role in cultivating a positive psychological state within both public sector organizations and other sectors.

Based on these findings, it is evident that enhancing the psychological empowerment of civil servants (ASN) is influenced not only by individual capabilities but also by the quality of leadership within the organization. Therefore, leaders must continue to develop spiritual leadership practices through open communication, the expression of appreciation, the articulation of a clear organizational vision, and the delegation of trust to employees in the execution of their duties. By creating a supportive and meaningful work environment, civil servants will experience a greater sense of empowerment, enabling them to contribute more optimally to the organization. These findings further reinforce the view that spiritual leadership is a key factor in fostering psychological empowerment, serving as a psychological asset for civil servants as they carry out their duties and responsibilities professionally.

The Influence of Psychological Empowerment on the Creativity of Civil Servants (ASN)

Based on the hypothesis testing results, psychological empowerment has a positive and significant influence on the creativity of Civil Servants (ASN). These results indicate that the higher the level of psychological empowerment possessed by Civil Servants, the greater the creativity demonstrated in the execution of their work. Thus, the hypothesis proposed in this study is accepted. The findings indicate that employees' psychological conditions play a crucial role in fostering creative behavior within the work environment. Civil Servants who feel capable of completing tasks, enjoy organizational trust, and possess autonomy in decision-making tend to be more willing to propose new ideas, seek innovative solutions, and improve work processes. (Fitri Nafiatus Saidah, 2021)

In the context of the Jombang Regency Education and Culture Office, psychological empowerment is reflected in Civil Servants' confidence in their own competence, their understanding of the meaning of their work, their freedom in carrying out tasks, and their belief that their work makes a tangible contribution to the organization. These conditions encourage Civil Servants not only to perform their duties according to established procedures but also to take the initiative in developing more effective and efficient work methods. A sense of ownership regarding the work, combined with the trust placed in them by the organization, serves as a factor that boosts employees' intrinsic motivation, thereby driving them to demonstrate creativity in overcoming various work-related challenges.

The results of this study support the theory of Psychological Empowerment proposed by Spreitzer (1995), which defines psychological empowerment as a form of intrinsic motivation comprising four dimensions: meaning, competence, self-determination, and impact (Roby, 2018). Individuals with high levels of psychological empowerment perceive their work as meaningful, possess the competence to perform tasks effectively, enjoy autonomy in decision-making, and are capable of making a positive impact on the organization. These psychological states encourage individuals to think more creatively, take initiative, and generate innovations that benefit the organization.

These findings also align with research by Roby (2018), which demonstrated that psychological empowerment has a positive effect on employee creativity. That study explained that employees who feel trusted and are given opportunities to develop their potential are more motivated to generate creative ideas. Furthermore, research by Parhamnia et al. (2021) indicates that psychological empowerment enhances creativity by strengthening intrinsic motivation and an individual's belief in their own capabilities. The consistency of these findings suggests that psychological empowerment is a crucial factor in fostering creativity within both public and private sector organizations.

Based on these findings, the study implies that enhancing the creativity of State Civil Apparatus (ASN) personnel depends not only on improving technical competence but also on organizational efforts to foster psychological empowerment. Leadership needs to extend trust, provide opportunities for participation in decision-making, and allow space for personnel to develop ideas and innovations in the execution of their duties. By creating a positive psychological environment, personnel will be more motivated to generate creative ideas that support improved public service quality and the achievement of organizational goals. Therefore, psychological empowerment is a crucial factor to consider in human resource development strategies within the Jombang Regency Education and Culture Office.

The Influence of Spiritual Leadership on the Creativity of State Civil Apparatus (ASN)

Hypothesis testing results indicate that Spiritual Leadership does not have a significant effect on the creativity of State Civil Apparatus (ASN). Although the path coefficient shows a positive relationship, the obtained significance value does not meet the criteria for hypothesis acceptance. Consequently, the hypothesis stating that Spiritual Leadership directly influences ASN creativity cannot be accepted. These results indicate that the application of spiritual leadership values by leaders at the Jombang Regency Education and Culture Office has not yet succeeded in directly fostering increased creativity among ASN. In other words, while spiritual leadership exerts a positive influence on employees, that influence is not strong enough to directly generate creative behavior.

These findings suggest that ASN creativity is influenced by various factors, not merely the leadership style implemented within the organization. Even when leaders provide a clear vision, foster harmonious working relationships, and demonstrate concern for employees, creativity still requires intrinsic motivation from within the individual (Bernia, 2024). ASN working within a bureaucratic environment generally face rules, procedures, and operational standards that must be adhered to. Such conditions can limit the scope for employees to experiment or develop new ideas; thus, the application of Spiritual Leadership has not been able to exert a direct influence on creativity (Arifin & Rozikin, 2024).

The results of this study also indicate that the spiritual values fostered by leadership must first be translated into positive psychological states before they can drive creative behavior. Employees who feel confident, possess work autonomy, and understand the

meaning of their work are better prepared to innovate than those who merely receive directives from leadership. Thus, the creativity of civil servants (ASN) depends not only on the quality of leadership but also on how that leadership fosters intrinsic motivation and a sense of empowerment within the employees.

These findings align with the Spiritual Leadership theory proposed by Fry (2003), which posits that the primary goal of spiritual leadership is to cultivate intrinsic motivation through vision, hope/faith, and altruistic love. Fundamentally, spiritual leadership focuses on shaping the meaning of work, commitment, and employee psychological well-being. Consequently, its impact on creativity is not always direct but can manifest through psychological variables that develop within the individual. The study demonstrates that the successful implementation of spiritual leadership in enhancing creativity relies heavily on the organization's ability to create working conditions that empower employees.

These findings also indicate that organizations need to integrate spiritual leadership practices with other human resource development strategies. Leaders must not only set an example and foster spiritual values but also create a work environment that cultivates trust, offers opportunities for participation, and provides space for civil servants (ASN) to develop new ideas. Consequently, the implementation of spiritual leadership becomes more effective in enhancing creativity when supported by internal employee factors—specifically, psychological empowerment. This explains why, in this study, the direct impact of spiritual leadership on civil servant creativity was found to be insignificant, whereas the indirect impact mediated by psychological empowerment proved significant. These findings reinforce the conclusion that enhancing civil servant creativity requires a combination of leadership oriented toward spiritual values and psychological empowerment that encourages employees to innovate in the performance of their duties.

Mediation analysis results indicate that psychological empowerment

Significantly mediates the impact of spiritual leadership on the creativity of civil servants (ASN). These findings demonstrate that the influence of spiritual leadership on civil servant creativity is not direct but operates through the enhancement of psychological empowerment experienced by the employees. This explains why, in the direct effect analysis, spiritual leadership did not show a significant impact on civil servant creativity. However, when spiritual leadership successfully fosters psychological empowerment, civil servant creativity increases significantly. Thus, psychological empowerment serves as a mechanism bridging the relationship between spiritual leadership and civil servant creativity.

The results of this study indicate that spiritual leadership practiced by leaders fosters a sense of self-confidence, a perception of meaningful work, and work autonomy among civil servants (ASN). These psychological states encourage employees to be more confident in voicing ideas, seeking alternative solutions to problems, and innovating in the execution of their duties. Conversely, in the absence of perceived psychological empowerment, the

spiritual values demonstrated by leaders are insufficient to drive creative behavior. This suggests that civil servant creativity is influenced not only by the quality of leadership but also by the psychological state of the individuals receiving that leadership influence.

These findings reinforce Fry's (2003) theory, which posits that spiritual leadership fosters intrinsic motivation through vision, hope/faith, and altruistic love. Meanwhile, Spreitzer's (1995) theory explains that individuals with high levels of psychological empowerment feel more competent, enjoy greater work autonomy, perceive their work as meaningful, and recognize the impact of their work on the organization. These conditions serve as critical factors driving creative behavior within the organization (Fitri Nafiatus Saidah, 2021).

The results of this study align with research by Rahmatika et al. (2022), which demonstrated that spiritual leadership enhances psychological empowerment, as well as research by Roby (2018), which proved that psychological empowerment has a positive effect on employee creativity. Thus, this study provides evidence that enhancing the creativity of civil servants (ASN) is more effectively achieved by strengthening psychological empowerment, supported by the implementation of spiritual leadership. These findings indicate that organizations need not only to develop leadership oriented toward spiritual values but also to create a work environment that fosters self-confidence, autonomy, and employee participation in task completion. Under these conditions, civil servants will be more motivated to generate creative ideas and innovations that can improve the quality of public services.

CONCLUSION

This study aims to analyze the role of psychological empowerment as a mediating variable in the relationship between spiritual leadership and the creativity of State Civil Apparatus (ASN) at the Jombang Regency Education and Culture Office. Based on the results of the analysis using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, several conclusions were obtained. First, spiritual leadership has a positive and significant effect on psychological empowerment. This result indicates that the implementation of leadership based on vision, hope, and altruistic love can increase the sense of empowerment experienced by ASN in carrying out their work. Second, psychological empowerment has a positive and significant effect on ASN creativity. This indicates that civil servants who feel they have meaning in their work, competence, autonomy, and impact on the organization tend to be more creative in generating new ideas and solutions. Third, spiritual leadership does not have a significant direct effect on civil servant creativity. This finding indicates that civil servant creativity is not formed directly through spiritual leadership, but requires specific psychological mechanisms. Fourth, psychological empowerment has been shown to mediate the influence of spiritual leadership on civil servant creativity. Thus,

psychological empowerment is an important factor explaining how spiritual leadership can enhance civil servant creativity.

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