THE INFLUENCE OF SERVANT LEADERSHIP ON SERVICE INNOVATION BEHAVIOR THROUGH TRUST AND JOB CRAFTING AS A MEDIATOR AT BANK MANDIRI IN THE SOLO CITY AREA

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Abstract: This research aims to examine the influence of servant leadership on service innovation behavior through trust and job crafting as mediators. This research involved Bank Mandiri employees in the Solo City area. A population of 435 employees and a research sample of 385 were used as the research sample. Data analysis uses Partial Least Squares-Structural Equation Modeling (PLS-SEM) to determine the relationship between variables. The research results show that: 1) Servant leadership significant positive effect on SIB; 2) Servant leadership significant positive effect on trust; 3) Servant leadership significant positive effect on job crafting;4) Servant leadership through trusthas no effect on SIB; 5) Servant leadership through job crafting significant positive effect on SIB; and 6) Servant leadership through trust andjob crafting positive effect on SIB. R2 value for the variable job craftingas big as0.139, on variables confidence of 0.258,and the SIB variable is 0.447. As for value Q2 in this research show that the variable value of job crafting, trust, and service innovation behavior is Q2> 0 so that the accuracy of the path model prediction is acceptable. Mark SRMR 0.092 in this study shows well-fitting modelso it is suitable for use in hypothesis testing.

Keywords: bank employees job crafting, service innovation behavior, servant leadership trust,

1. Introduction

Economies throughout the world are currently experiencing a decline, including Indonesia, where this decline is affecting many sectors (Damayanti, 2021). One of them is the banking sector which functions as a channel of funds to the public. According to data from the Asian Development Outlook (ADO) 2020, in 2018 the growth of banking domestic product (GDP) showed a value of 5.2%, then there was inflation of 0.2% and followed by inflation in 2020 of 2.5% and an increase in in 2021 it will be 2.5%.

Various methods are used to maintain and improve employee capabilities. One way is by creating innovations that can make organizations respond to challenges and survive so that they can develop easily (Carmelli et al. 2006). Innovation development requires service innovation behavior. Service innovation behavior is conceptualized as involvement in generating innovative and creative ideas and developing new techniques, methods, or service products in a service context (Lee and Hyun, 2016).

Service innovation can help banks attract new customers, explore new markets, and increase profitability on a regular basis (Horng et al. 2018). Not only that, service innovation also helps organizations survive and thrive in crisis situations. In this case, in influencing the innovative behavior of an employee, leaders have a very important role (Zhang and Yang, 2021).

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Servant leadership is leadership that prioritizes good service, building teamwork, respect, and listening to colleagues in an organization in order to improve employee performance (Spears, 2004). Servant leadership has been proven to be good for employees and an organization. In fact, the behavior practiced by Servant leadership is appreciated by employees, causing employees to reciprocate with satisfactory work results. Employees will see servant leadership as a role model and will learn and imitate the leader's behavior. Research by Bao et al. (2018) explained that servant leadership has an influence on service innovation behavior.

Servant leadership will also determine employee trust in leaders which has an impact on service innovation behavior. According to Mcknight et al. (2002), trust can be said to be a tendency that a person has to trust or believe in other people. In an organization or company, the benefit of trust is to create a climate of providing mutual information and cooperation. A leader who has confidence in his subordinates will delegate authority and tasks to his subordinates. Vice versa, subordinates who have trust in the leader will later feel comfortable when carrying out the tasks and responsibilities that have been given from the leader to the subordinates (Tschannen-Moran (2001).

Apart from trust in leaders, job crafting also influences service innovation behavior (Khan et al. 2020). Tims et al. (2012) explain that job crafting is a form of change carried out by employees on an initiative basis to balance the demands and resources found in a job. Servant leadership can make it easier for employees to carry out job crafting at work (Bavik et al. 2017). With servant leadership, employees will learn and imitate behavior that gives rise to service innovation behavior (Liden et al. 2014). Mediation analysis revealed that job crafting mediates the relationship between servant leadership and service innovation behavior (Khan et al. (2020).

One of the large banks in Indonesia that really emphasizes service innovation behavior in providing good service is Bank Mandiri. Bank Mandiri always innovates services according to customer needs. Bank Mandiri's progress can be seen from the many branches that exist throughout Indonesia, one of which is Solo. The characteristics of the Solo people adhere to eight developed values or what are known as "Hasthalaku Solo". Of these eight values, all of them are related to the values found in a tolerant and harmonious life. This attitude makes the character of Solo people tend not to respond quickly or not respond quickly to job crafting actions.

Solo is an area that originates from a kingdom so it has an eastern culture (Larasati, 2022). A government with a federal culture makes people work to obey the leadership's orders. This causes employees to lack initiative or lack the courage to convey ideas to leadership. Employees tend to be reluctant to express opinions to their leaders and tend to accept directions from their leaders (Dwiyanto, 2006). In fact, natural resources that have reliability and have creative ideas are really needed nowadays, which will later be used to win competition between one company and another, especially companies in the banking sector.

One of the job crafting problems currently faced by Bank Mandiri in the Solo City Area is that sales employees have not been able to achieve targets at the specified time. This condition becomes a job demand for sales. Sales are required to achieve more and more targets but still have to adjust their capacity. When facing high job demands, salespeople need to improve independently through job crafting. Sales must be able to achieve targets by persuading and retaining customers. This ability must continue to be improved in order to be able to negotiate in providing good service.

Another problem faced is the decline in customer service by tellers and customer service. It is known that several tellers and customer service often make mistakes in serving customers. Apart from that, employees also lack initiative in working. Leaders need more emphasis so that employees can do their jobs well. Or it could be said that employees only

carry out work in order to meet predetermined work standards. With this, companies are required to strictly implement rules which will provide enthusiasm for employees.

However, amidst the problems currently being faced, Bank Mandiri continues to innovate services by launching new features that are integrated in the Livin' by Mandiri application. This service was launched by Bank Mandiri as a form of customer orientation that is tailored to customer needs. Apart from that, innovation can also be formed from the way employees solve problems they face while working. This shows that several employees have shown creative ideas in solving work problems (soft skills).

Referring to the problems that have been described, servant leadership figures are really needed in overcoming the psychological barriers of employees. When leaders demonstrate leadership traits that prioritize good service, building teamwork, respect, and listening to colleagues, this can eliminate subordinates' feelings of reluctance towards leaders so that employees can demonstrate behavior that creates job crafting (Khan et al. (2020).

Based on the background presented, there are six hypotheses that researchers propose in this research. The first hypothesis (H1), servant leadership influences SIB. The second hypothesis (H2), servant leadership has an effect on trust. The third hypothesis (H3), servant leadership influences job crafting. The fourth hypothesis (H4), servant leadership through trust has an effect on SIB. The fifth hypothesis (H5), servant leadership through job crafting has an effect on SIB. The sixth hypothesis (H6), servant leadership through trust and job crafting influences SIB. Therefore, the aim of this research is to analyze: 1) the influence of servant leadership on service innovation behavior, 2) the influence of servant leadership on employee trust in leaders, 3) the influence of servant leadership on job leadership crafting; 4) the influence of servant leadership on service innovation behavior which is mediated by trust; 5) the influence of servant leadership on service innovation behavior mediated by job crafting; 6) the influence of servant leadership on service innovation behavior which is jointly mediated by trust and job crafting.

2. Literature Review

Service Innovation Behavior

Service innovation behavior is an action carried out initiatively in developing an idea for a process, attitude and action regarding a new service (Amo, 2005). The aim of developing ideas is so that the performance of an individual in organizational aspects in the service industry can increase. Meanwhile, according to Barcet (2010), service innovation behavior is how employees innovate or provide new breakthroughs in the aspect of providing services to consumers so that their needs can be met. What can be obtained later from new breakthroughs from employees is the sincerity and joy of employees in providing a service, which then creates a harmonious atmosphere for consumers.

Based on this opinion, the indicators of service innovation behavior according to Scott and Bruce (1994), are as follows:
1. Composing an idea
2. Share ideas
3. Making ideas come true

Kim and Lee (2013) revealed that indicators of service innovation behavior can be described as follows:
a. Innovative and creative ideas
b. Creative ideas
c. New techniques, methods and services
d. Plan for the development of new ideas
e. Providing the resources needed to implement innovation

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f. Awareness of self-creativity

Servant leadership

Servant leadership is leadership that focuses on followers, provides the best possible service, and is concerned about the conditions around them (Patterson, 2003). Another explanation regarding servant leadership is a leadership model from management when carrying out leadership that provides services in harmony and communicates with the surrounding environment (Trompenaars & Voerman, 2010). Furthermore, Sendjaya (2015) explained that servant leadership is a leader who has the principle of serving his subordinates wholeheartedly without expecting anything in return. The conclusion that can be obtained from the description that has been explained shows that servant leadership is a style of leadership that has an idea about the goal of the leader, namely providing service to employees wholeheartedly. The servant leadership indicators according to Russell (2018) are as follows:
a. Love
b. Modesty
c. Altruism
d. Vision
e. Trust
f. Empowerment
g. Service
According to Riquelme et al. (2019), servant leadership indicators are as follows:
a. Emotional healing
b. Creating value for the community
c. Conceptual skills
d. Empowering
e. Helping subordinates grow and succeed
f. Putting subordinates first
g. Behaving ethically

Trust

Trust is a belief that a person can get the things they dream of from an exchange partner, where in this case there is sadness felt by the individual to behave in a certain way due to the belief that a partner will later be able to give something the individual dreams of (Ayuningtyas & Siregar, 2021). Mcknight et al. (2008) explained that trust is a tendency that individuals have to trust other people. Furthermore, Moorman et al. (2010) stated that trust is a behavior that individuals have in order to rely on the reliability and integrity of other people in fulfilling a hope in the future. Based on the description that has been presented, trust can be said to be an individual's willingness to have trust in other people which is caused by good intentions, competence, honesty, openness, and trustworthiness which will make trusting consequent to the emergence of several risks.

Rempel et al. (1985) revealed that there are three indicators of trust. The indicators in question are as follows:
1. Circumstances can be predicted
2. The state of being reliable
3. Confidence

Job crafting

Job crafting is an activity carried out by employees to re-explain and reinterpret employee work in line with the values believed by each employee, so that the work carried out by employees will be more meaningful (Wrzesniewski & Dutton, 2001). As for job crafting

described by Bakker et al. (2012), namely changes in employee behavior with the aim of adapting job demands and job resources to employee preferences, skills and needs. Another explanation regarding job crafting was put forward by Kirkendall (2013), which is a way in which someone makes changes to aspects and perceptions of a job in order to align the characteristics of the job and the needs of employees.

According to Slemp and Vella (2013) there are several indicators of job crafting. These indicators are as follows:

a. Provides an increase in job resources
b. Increasing job demands are challenging
c. Providing a reduction in inhibiting work demands

Employees can reduce several tasks that they feel cause discomfort, whether physical or psychological, or by realizing that they do not participate, which makes all of the employee's work redundant.

3. Method

This type of research is quantitative research, where the aim of the research is to see the relationship between dependent and independent variables. Cross sectional was used in this research which was supported by data obtained from questionnaire results or called primary data. The population in this study was 435. The research sample was calculated using the results of the Drinkun sample calculation. Proportional random sampling is a technique used in taking research samples. So the research sample totaled 385 respondents. Permanent or contract marketing employees are the respondents used as research samples. The distribution of questionnaires in this study used randomization and the names of Bank Mandiri marketing employees were carried out with computer assistance. This research uses primary data and secondary data. Questionnaires and observations are primary research data, while documents, the Bank Mandiri website in the Solo City area, and mass media are secondary research data.

This research will use data analysis techniques with the inferential statistical method Structural Equation Modeling (SEM). SEM-PLS is carried out in multi-stages through model specifications related to measurement models or often called outer models and structural models or often called inner models, data collection and examination, actual model estimation, and evaluation of results. (Hair et al. 2017). The measurement model is carried out in two ways, namely with validity which is evaluated by convergent and discriminant validity of the indicators and reliability which is measured by composite reliability or Cronbach alpha. Once reliability and validity in the measurement model are established, the next step is to evaluate the relationships hypothesized in the structural model (Hair et al. 2017).

4. Results and Discussion

Results

The aim of analyzing data in SEM-PLS is to explain a model with a visual form that is arranged using a path diagram. Hair et al. (2017) revealed that path diagrams describe hypotheses and relationships that occur between variables used to estimate in a modeling analysis from structural equations. Variables are manifested as circles and manifest indicators of a variable are manifested in the form of rectangles. The meaning of the arrow direction is that it represents the type of relationship, both in the structural model and the measurement model. The following is a model of a research path diagram.
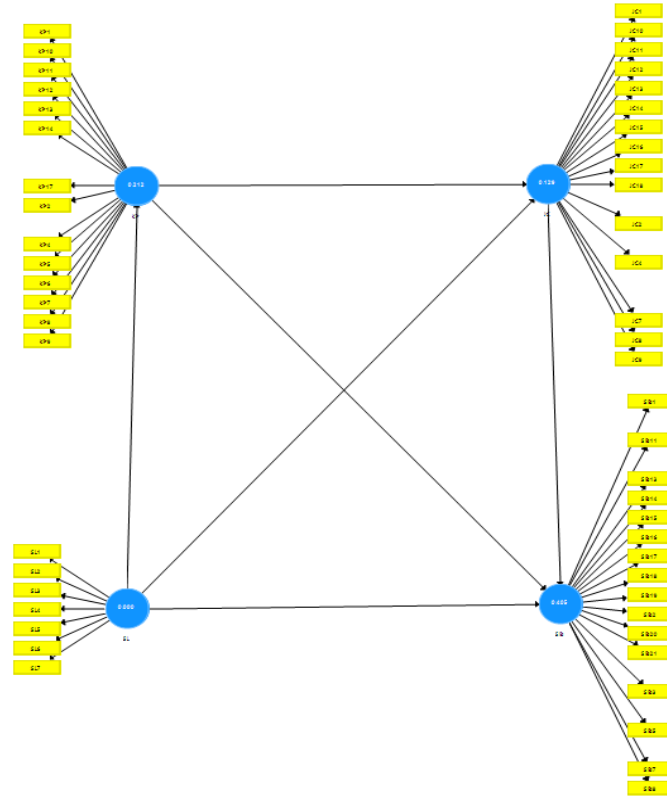
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Figure 1: Path Diagram
Source: Data processing (2023)

There are two models in PLS-SEM, in the form of a measurement model and a structural model, as follows:

Evaluation of the Measurement Model (Outer Model)

The outer model is a component contained in the path model in which there is a relationship between the indicators and the variables. According to Hair et al. (2017), the stages in measuring model evaluation are convergent validity, discriminant validity and reliability which are described as follows.

Convergent validity

Convergent validity is how detailed the latent variable explains the variance of the indicator (Hair et al., 2017). Assessment of convergent validity uses evaluation of outer loadings originating from indicators. The minimum value set for outer loading is ≥ 0.7 (Hair et al, 2017). According to Afthanorhan (2013), the new scale that has been developed shows that the outer loading can be said to be valid if it is > 0.5. Thus, there will be outliers. The results of convergent validity after outliers are as follows:

Table 1. Convergent Validity Test Results

	J.C	KP	SIB	SL
JC1	0.972			
JC10	0.932			
JC11	0.925			
JC12	0.910			
JC13	0.938			
JC14	0.955			
JC15	0.972			
JC16	0.940			

	J.C	KP	SIB	SL
JC17	0.968			
JC18	0.948			
JC2	0.972			
JC4	0.968			
JC7	0.975			
JC8	0.975			
JC9	0.973			
KP1		0.960		
KP10		0.962		
KP11		0.972		
KP12		0.964		
KP13		0.968		
KP14		0.961		
KP17		0.954		
KP2		0.954		
KP4		0.780		
KP5		0.948		
KP6		0.963		
KP7		0.966		
KP8		0.957		
KP9		0.777		
SIB1			0.954	
SIB11			0.951	
SIB13			0.942	
SIB14			0.971	
SIB15			0.964	
SIB16			0.966	
SIB17			0.961	
SIB18			0.965	
SIB19			0.968	
SIB2			0.972	
SIB20			0.942	
SIB21			0.936	
SIB3			0.959	
SIB5			0.946	
SIB7			0.965	
SIB8			0.955	
SL1				0.705
SL2				0.715
SL3				0.718
SL4				0.722
SL5				0.707
SL6				0.716
SL7				0.712

Source: Data processing (2023)

It is known in table 4.1 that the overall indicator for each variable meets the criteria > 0.7 so that it can be continued to the next analysis.

Discriminant validity

Discriminant validity evaluates the extent to which a variable is different from other variables or constructs. Measurement of discriminant validity uses the Fornell-Larcker criterion (Hair et al., 2017)

Table 2.1 Discriminant Validity Value (Fornell-Larcker Criterion)

	J.C	KP	SIB	SL
J.C	0.955			
KP	0.332	0.937		
SIB	0.364	0.297	0.958	
SL	0.325	0.510	0.648	0.714

Source: Data processing (2023)

Based on Table 4.2, it is known that the Fornel-Lacker Criterion results for all indicators are declared valid because the root of the AVE in the construct is higher than the correlation of the construct with other latent variables.

Reliability

The value of Cronbach alpha and composite reliability will later be used for reliability testing. If the Cronbach alpha value is > 0.7 and the composite reliability value is > 0.6, then the reliability test can be called reliable (Hair et al. 2017). Apart from the Cronbach alpha and composite reliability values, the Average Variant Extracted (AVE) value can be measured with a standard of ≥ 0.5. The following are the results of reliability testing.

Table 3. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
J.C	0.993	0.994	0.912
KP	0.989	0.990	0.878
SIB	0.994	0.994	0.917
SL	0.852	0.879	0.509

Source: Data processing (2023)

The results of the reliability tests that have been carried out show that the results of the Cronbach alpha test are > 0.7, composite reliability > 0.6 and AVE ≥ 0.5. In this case it can be stated that the research reliability test is in accordance with the requirements that have been set.

Evaluation of the structural model (inner model)

In PLS-SEM, the structural model is referred to as the inner model which describes the conditions of the construct or variable when connected to others (Hair et al, 2017). The assessment of the structural model evaluation uses the coefficient of determination (R^2) and hypothesis testing.

Coefficient determination (R2)

Hair et al. (2017) revealed that the coefficient of determination (R^2) is a measure of the predictive power of a sample. The greater the explanatory power of the PLS structural model

is caused by the higher R² value and this makes the predictions of endogenous variables better. The following explains the results of the R² test.

Table 4. R² test results

	R Square	R Square Adjusted
J.C	0.143	0.139
KP	0.260	0.258
SIB	0.451	0.447

Source: Data processing (2023)

In the table above, the R2 value in the job crafting variable is 0.143. This shows that the variables of trust and servant leadership have an influence of 14.3% on the variable of job crafting. R2 in the trust variable is 0.260. This shows that the servant leadership variable has an influence of 26% on the trust variable. R2 in the SIB variable is 0.451, meaning that the servant leadership, job crafting, trust and customer orientation variables have an influence of 45.1% on the SIB variable.

Predictive relevant **(Q2)**

Cross-validated redundancy (Q2) or Q-square test is used when assessing predictive relevance. The model has predictive relevance with high accuracy for certain constructs if the Q2 value > 0, while the model has less predictive relevance if the Q2 value < 0 (Hair et al., 2017).

Table 5 Cross-Validated Redundancy Q2

	SSO	SSE	Q² (=1-SSE/SSO)
J.C	5775,000	5031.240	0.129
KP	5390,000	4247.298	0.212
SIB	6160,000	3666.030	0.405
SL	2695,000	2695,000	

Source: Data processing (2023)

Based on the Q2 values presented in the table above, it shows that the variable values of job crafting, trust, and service innovation behavior Q2 > 0, it can be concluded that the accuracy of the path model predictions is acceptable.

Model testing can also be carried out using the goodness of fit model. The aim of carrying out this is to ensure that the model from this research has excellent predictive relevance. The function of the fit model itself is to validate the combined performance of the measurement model and the structural model by using an SRMR value that has a value < 0.12, which represents a well-fitting model, whereas if the value is > 0.12, it represents a lock of fit (Hair et al., 2018).

Table 6. Standardized Root Mean Square Residual (SRMR)

	Saturated Model	Estimated Model
SRMR	0.092	0.092

Source: Data processing (2023)

Based on the table above, it is known that an SRMR value of 0.092 indicates a well-fitting model so it is suitable for use in hypothesis testing, as stated by Hair et al., (2018) that an SRMR value of <0.12 indicates a well-fitting model.

Hypothesis

When carrying out hypothesis testing, you must pay more attention to the original estimates (O) values which have the function of knowing the direction of measurements between

variables, t-statistics (T), and p-values (P) which have the function of knowing the level of significance and influence exerted. from that. There is a positive influence if the value of the original sample is close to +1, while there is a negative influence if the value of the original sample is close to -1. There is a significant influence between variables if the t-statistic value is > 1.96 or p-value < 0.05. The following is an explanation of the results of the hypothesis test that has been carried out.

Table 7. Influence between variables

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
SL -> SIB	0.632	20,135	**0,000**	H$_1$: Supported
SL -> KP	0.510	11,769	**0,000**	H$_2$: Supported
SL -> JC	0.211	4,243	**0,000**	H$_3$: Supported
SL -> KP -> SIB	-0.044	1,853	**0.064**	H$_4$: Rejected
SL -> JC -> SIB	0.039	2,766	**0.006**	H$_5$: Supported
SL -> KP -> JC -> SIB	0.021	2,794	**0.005**	H$_6$: Supported

Source: Data processing (2023)

Based on Table 7 shows the following hypothesis testing results:
a) Servant leadership has a positive and significant influence on SIB. This can be seen from the t statistic 20,135 > 1.96 p-value 0.000 < 0.05 and the original sample value is positive, thus H1 is supported.
b) Servant leadership has a positive and significant influence on trust. This can be observed in the t statistic 11.769 > 1.96 p-value 0.000 < 0.05 and the original sample value is positive, thus H2 is supported.
c) Servant leadership has a positive and significant influence on job crafting. This can be observed in the t statistic 4.243 > 1.96 p-value 0.000 < 0.05 and the original sample value is positive, thus H3 is supported.
d) Servant leadership through trust has no influence on SIB. This can be observed in the t statistic 1.853 < 1.96 p-value 0.064 > 0.05 and the original sample value is negative, thus H4 is rejected.
e) Servant leadership through job crafting influences SIB. This can be observed in the t statistic 2.766 > 1.96 p-value 0.006 < 0.05 and the original sample value is positive, thus H5 is supported.
f) Servant leadership through trust and job crafting influences SIB. This can be observed in the t statistic 0.021 < 1.96 p-value 0.005 < 0.05 and the original sample value is positive, thus H6 is supported.

Discussion
Servant leadershipAndinnovative service behavior
It can be seen that the servant leadership variable has a positive and significant influence on service innovative behavior. This means that when a leader shows a servant leadership style such as love, humility, altruism, vision, trust, empowerment, service, conceptual skills, creating value for the community, helping subordinates grow, empowering, emotional healing and succeed, then it can increase SIB is indicated by innovative and creative ideas, creative ideas, new services, and plans to develop new ideas.
This finding supports previous findings which show that leadership has an important role in influencing employee innovative behavior (Afsar et al, 2019; Zhang and Yang, 2021). The results of a study conducted by Khan et al (2020) suggest that servant leadership has a positive effect on SIB. Leaders who display a humble, fair, wise and open attitude will later be able to create values that reflect a consistent attitude. Leaders can also provide motivation so that performance can be better, which in turn can have a positive influence on employee behavior.

This finding also supports the findings made by Rahmadani et al. (2023) that servant leadership has a positive and significant influence on SIB. Because servant leadership is a combination of several leadership elements that are best based on service provided to others. This means that servant leadership positions employees' needs as the most prioritized and requires subordinates to serve as co-workers, employees also provide creative and new ideas for the company. Thus, if servant leadership increases, SIB can increase. This can be seen from.

Servant leadershipand trust

Based on the test results, it is known that the servant leadership variable has a significant positive effect on trust. This means that leaders who demonstrate servant leadership such as love, humility, altruism, vision, trust, empowerment, service, emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, will be able to increase trust. subordinates who are shown to be honest, benevolent, competent, consistent, reliable, and have confidence.

This is supported by previous research by Khan et al. (2020) which shows that servant leadership has an influence on employee trust in leaders. The results of a study conducted by Karatepe et al. 2019 and Khan et al. (2020) stated that servant leadership has a positive effect on trust. The most valued characteristics of a leader are honesty, integrity and trustworthiness. Servant leadership uses relational power, working to develop trust with employees. Servant leadership will provide solutions to problems of subordinates or employees, develop subordinates or employees and motivate subordinates or employees by giving trust to subordinates.

Servant leadershipand job crafting

Based on the test results, it is known that the servant leadership variable has a significant positive effect on job crafting. This means that when leaders show servant leadership, such as love, humility, altruism, vision, trust, empowerment, service, emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, they will be able to improve their work. crafting.

The results of this study are in line with the research results of Khan et al. (2020) which revealed that there is a positive and significant influence between servant leadership and job crafting. Apart from that, the results of this study are also in line with the findings of Bavik et al. (2017) which states that servant leadership can influence employees to easily carry out job crafting in carrying out their work.

One of the influences of servant leadership is to form employees' self-confidence in carrying out job crafting because superiors work for the workers' worth. Job crafting is a proactive work behavior so that through caring, the service leader can influence his employees to enjoy job crafting behavior. Thus, the level of servant leadership of Bank Mandiri leaders in the Solo City area can influence the level of employee job crafting.

The mediating role of trust

Based on the test results in this research, it can be seen that the servant leadership variable through trust has no effect on service innovative behavior. This means that when a leader shows a servant leadership style it does not have an impact on trust, so it will not affect service innovative behavior.

The results of this study are not in line with research conducted by Khan et al (2020) which shows that the mediating role of trust has an influence on SIB. According to the results of this research, trust can create supportive, responsive behavior and reduce interactions that can harm the parties involved in the conflict. Trust has an important role in SIB. A leader cannot be an effective leader if he does not have the trust of his subordinates.

Service innovation can be created if employees have innovative and creative ideas and realize ideas (Kim and Lee, 2013). Creative and innovative ideas can come from the attitude of leaders who serve and care about the conditions of their employees (Patterson, 2003). Thus, the presence or absence of trust mediation does not influence the service innovation behavior of employees because innovative and creative ideas emerge from the results of employees' thinking. However, it is important for the leadership of Bank Mandiri in the Solo City area to further evaluate the reasons why trust does not affect SIB. Trust cannot mediate servant leadership and SIB can be caused by internal factors between leaders and employees. Therefore, follow-up is needed from the company to find out these factors.

The mediating role of job crafting

Based on the test results, it can be seen that the servant leadership variable through job crafting has a significant positive effect on service innovative behavior. This means that servant leadership through job crafting at Bank Mandiri in the Solo City area causes innovative service behavior to increase. Therefore, Bank Mandiri in the Solo City area must continue to strive to improve the servant leadership style to improve employee job crafting.

The results of this study are in line with the results of research conducted by Khan et al. (2020). The research results of Khan et al. (2020) shows that job crafting which mediates servant leadership has a positive effect on service innovative behavior. In this research, service innovative behavior increases because leaders can foster positive emotions and enable employees to increase resources so that this can stimulate high levels of job crafting at work.

In this research, job crafting causes servant leadership towards innovative service behavior to increase. Servant leadership shown by the leadership of Bank Mandiri in the Solo City area, such as concern, attention and openness in work, has made Bank Mandiri employees experience increased interest and motivation in working. In this way, employees will try to improve the quality of their work to the maximum so that their SIB increases.

The influence of servant leadership on SIB through trust and job crafting

The test results in this research reveal that the servant leadership variable through trust and job crafting has a significant positive effect on service innovative behavior. This means that better trust and job crafting can mediate servant leadership so that it does not change service innovative behavior.

The results of this study are in line with research conducted by Khan et al. (2020) and Li et al. (2021) which shows that servant leadership has a positive effect on service innovation behavior through customer orientation. This is because when employees are exposed to good servant leadership, they are more likely to learn from their leader and imitate the leader's attitude in serving others. In this way, employees become more attentive and tend to meet the demands of the targets they serve, namely customers.

In this research, the higher servant leadership through trust and job crafting implemented at Bank Mandiri in the Solo City area can influence innovative service behavior. Through the mediation of trust and job crafting, a leader can become an effective leader. A leadership style that empowers and develops employees with a humble, pure and respectful attitude can help employees maximize their performance. In this way, employees will try their best to achieve the company's goals.

5. Conclusions

The results of the analysis prove that: 1) Servant leadership has a significant positive effect on SIB. This means that the better the servant leadership, the greater the SIB will be. 2) Servant leadership has a significant positive effect on trust. This means that the better the servant

leadership, the more trust will increase. 3) Servant leadership has a significant positive effect on job crafting. This means that the better the servant leadership, the higher the job crafting will be. 4) Servant leadership through trust has no effect on SIB. This means that the level of servant leadership shown by the leader through the mediation of trust will not have an effect on SIB. 5) Servant leadership through job crafting has a significant positive effect on SIB. This means that the better servant leadership is mediated by job crafting, the more SIB can be increased. 6) Servant leadership through trust and job crafting has a positive effect on SIB. This means that the better servant leadership that is mediated by trust and job crafting will increase SIB. The R^2 value for the job crafting variable is 0.139, for the trust variable it is 0.258, and for the SIB variable it is 0.447. The value of Q^2 in this research shows that the variable value of job crafting, trust, and service innovation behavior is $Q^2 > 0$ so that the accuracy of the path model predictions is acceptable. The SRMR value of 0.092 in this study indicates a well-fitting model so it is suitable for use in hypothesis testing.

This research has several limitations. The first limitation lies in the approach used. This research uses a cross-sectional approach which means researchers can only capture the phenomenon at the time the data is taken. Apart from that, the location of this research only focuses on Bank Mandiri in the Solo City area, so the research results cannot generalize the influence of servant leadership on SIB at all Bank Mandiri. Another limitation lies in the research subject which only focuses on marketing employees, so it is not known whether servant leadership has an effect on employees in other fields or not.

Based on these limitations, researchers suggest that further research use other approaches so that the results obtained are more comprehensive. In addition, future researchers are advised to increase the number of variables, research subjects and research locations. Thus, the research results obtained can be more varied.

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