Leadership Empowerment Values: A Literature Review

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ABSTRACT

The purpose of this article is to conduct a literature review related to leadership empowerment viewed from 6 values, namely integrity, collaboration, agility, dedication, innovation and meaningfulness. This study is a literature review of related journals. The literature was collected from 50 journal articles from 2000 to 2021. Based on the results of the review, it is known that the value of integrity in leadership empowerment refers to honesty and consistency between values and behaviors adopted. Collaborative leadership empowerment is needed to foster an environment that supports collaboration at work. Agility in leadership is demonstrated through flexible leadership and can lift the capabilities of the staff, so that they can contribute to the development of the company in a more advanced direction. Dedicated leaders work selflessly, have confidence in what they are doing, the goals they want to achieve, and how to get there. Innovative leaders are leaders who are willing to learn and change, willing to invest in learning and changing existing mindsets of individuals, teams and organizations. Meaningful leadership is characterized by leadership that has quality intellectual, social and moral abilities and has a positive effect on employee work. In short, these six values contribute effectively towards the quality of good leaders.

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1. INTRODUCTION

Rapid and unpredictable changes in technology and the increasing work pressure on companies or organizations make many leaders realize that they must be more creative in acting for better changes (Shalley & Gilson, 2004). In the change process, it is necessary to have the readiness and role of leaders who are capable of being agents of change and able to make changes to the company or organization for the better (Roellyanti, 2015). One of the changes in the company or organization for the better can be done by empowering leadership. Empowering leadership puts forward a pattern of harmonious relationships between leaders and subordinates to foster innovative empowerment (Zhang & Bartol, 2010).

Furthermore, empowering leadership is leadership that allows subordinates or employees to feel their work is very meaningful, have autonomy and make them have confidence in decision making in an effort to improve their performance. In addition, aspects of integrity (integrity), Collaboration (collaboration), Agility, Dedicated, Innovative and meaningful (Meaningful) are needed by the leadership of a company, especially a head of the Human Resource department who deals directly with employees.

Empowering Leadership or empowering leadership is leader behavior that affects employee performance by providing autonomous support (delegating, coordinating, sharing information, initiative, motivating, goal-focusing and self-efficacy support), and supporting development (inspiring), example, and guidance. to employees (Amundsen & Martinsen, 2014). For this reason, leaders who empower their employees will increase employee motivation, so that employees can work well in achieving company or organizational goals. The impact of empowering leader behavior will make individuals intrinsically motivated to work on tasks, which are characterized by finding interest in their work, having a tendency to seek new things and challenges to expand and train their capacities while exploring interests and learning (Ryan & Deci, 2002).

Leadership style is a characteristic of a leader in thinking and having characterization in acting or behaving in a company or organization (Tsai et al., 2011). To face global business challenges, the character and way of leading in today's companies is very crucial. In this modern era, how one leads has a big influence on employee performance and is one of the most important aspects in facing challenges. Research related to leadership is very diverse and broad, this research focuses more on literature reviews related to leadership empowerment (Empowering Leadership) related to the values of Integrity, Collaboration, Agility, Dedicated, Innovative and Meaningful.

Studies that discuss the values in leadership have been well documented (Carter & Greer, 2013). Among the research, the discussion on six values of leadership empowerment is currently developing (Engelbrecht et al., 2017; Ahn & Ettner, 2014; AL-Abrrow et al., 2019; Puncreobutr, 2020; Ritonga, 2021). The development describes the awareness of educators and researchers of filing these values so that they will teach future leaders to behave as exemplified. Noting that it is crucial to document the existing values of leadership, this study aims at gathering information from the published articles regarding the leadership empowerment. It is hoped that this article will inspire future leaders as well as educators and researchers to continue building positive values in any organizations.

2.   METHODS

Data were obtained from scientific journal articles published between 1987 and November 2021 in English and Indonesian. The databases to look for are: CiteBase, Cyberthesis, Dissertation Library, and ProQuest. The main search terms (or a combination of terms) are Empowering, Leadership, integrity, collaboration, agility, dedicated, Innovative and meaningful. Data were obtained from an electronic database of 50 journal articles from 2000 to 2020. Each of the articles was selected for careful reading of the abstracts, data analysis, methods and objectives of the researcher's initial questions to gather information about leadership empowerment.

3.   FINDINGS AND DISCUSSIONS

After collecting and analyzing the literatures, the researcher divides the findings into six major themes, namely leadership and integrity, leadership and collaboration, leadership and agility, leadership and dedication, leadership and innovation, and leadership and meaningfulness. The more detailed information is explained subsequently.

3.1. Leadership and Integrity

NO	Author	Value of integrity in leadership
1	Engelbrecht et al., (2017)	The value of integrity in leadership empowerment refers to adherence to the moral principles of ethical values so that it can be seen as an important driver in leadership empowerment. The integrity of the leader can be seen from the honesty and consistency between the values and behavior adopted. Trust in the leader is built on leader behaviors such as integrity, and reliability behavior, which results in the trust of subordinates because their exemplary behavior is demonstrated through their credibility and trustworthiness.
2	Ahn & Ettner, (2014)	Integrity values on leadership empowerment as strict adherence to morals or code of ethics, without integrity, managers will not show goodwill and trust in the organization. For effective leadership, the value of integrity greatly affects the effectiveness of leadership in making decisions.
3	AL-Abrrow et al., (2019)	The value of integrity in leadership can be seen from the match between the words and actions of managers that will not only affect employees' motivation towards work but also affect their behavior and encourage them to follow their managers. In the context of the organization, leadership integrity as behavior that is honest, loyal and caring.
4	Vargas-Hernández et al., (2013)	The leadership integrity empowerment strategy can be focused on strengthening the relationship between personal integrity and organizational management integrity. Empowering leaders with integrity foster credible leadership integrity, increases reputation capital, increases trust and loyalty, takes into account the interests of internal and external stakeholders.
5	Mccann & Holt, (2009)	The value of integrity in empowering leadership in the form of a set of moral standards about good and right behavior. This behavior is a good indicator of the underlying ethical foundation of leaders and organizations.
6	Hooijberg et al., (2010)	The value of integrity in leadership empowerment is the concept of integrity which can be equated with honesty. Integrity is the similarity between one's words and actions and consists of wholeness, authenticity, consistency of words/actions, consistency in adversity, and a philosophical nature.
7	Erkutlu & Chafra, (2020)	The integrity of the leader affects the interpersonal attitudes of employees. Leaders must be careful in treating their subordinates, because this will lead to favorable or unfavorable interpersonal relationships.
8	Storr, (2004)	There are strong indications that the personality and personal behavior of individuals are the main focus for the application of ethics and professionalism of leaders which have implications for effective leadership styles and integrity.
9	Hoch, (2013)	Transformational leadership and leadership empowerment in terms of integrity are positively related. Companies and organizations can improve results and achieve goals by facilitating leadership with integrity because it has a positive relationship with innovative behavior.
10	Pradhan et al., (2018)	The impact of integrity on the relationship of leadership and performance positively affects and the relationship between leadership style and performance is correlated. Leadership that values integrity can

		be associated with the admiration, respect and devotion of employees with the charisma of a leader, and employees aligning their self-concept with the leader's concept.

3.2. *Leadership and Collaboration*

NO	Author	Results
1	Lira, (2016)	Collaborative leadership will drive organizational performance to be able to stay competitive and survive, and will have an impact on the organization as a whole. Empowerment of collaborative leadership for the organization is an important factor it can encourage increased performance and generate competitive advantage and high yields.
2	Puncreobutr, (2020)	Collaborative leader behavior is behavior in creating collaboration or so-called specific collaborative leader behavior which consists of 4 types or behaviors, namely self-ability in creating collaboration, catalyst in transformation in creating change, seeing the future and social responsibility.
3	Calvert, (2018)	Collaborative leadership empowerment is needed to foster an environment that supports collaboration at work. Collaborative leadership creates successful teams, creates a compelling vision, enables effective communication, and builds trust among employees.
4	Wargadinata, (2016)	Collaborative leadership is not intended to design strategies to solve problems but to create strategic synergies between stakeholders that will lead to innovative solutions.
5	Maalouf, (2019)	Collaborative leadership has a special behavior or STIC behavior which consists of S: Self-efficacy in creating collaboration. Q: Transformation Catalyst in creating change. I: Imaging Future Possibilities and C: Corporate Social Responsibility, which create 2 main important characteristics: The leader's ability to create change and the leader's ability to create collaboration.
6	Wahyu, (2006)	Collaborative leadership lies in optimizing building teamwork and its relationship with good teamwork is a core activity in managing human members in the team. Collaborative leadership aims to build relationships between people, build discipline and build commitment.
7	Hsieh & Liou, (2016)	Not every aspect of leadership has to be handled by one person; however, it is important that when collaborative leadership is implemented one must set an example in the behavior that leaders expect from others one must commit to creating a space where everyone's contribution is valued and heard.
8	Clark, (2008)	Collaborative leadership can be realized through (1) continuous learning and continuous development, (2) flexibility, (3) trust, (4) respect/self-respect. / positive rewards, (5) willingness/commitment. (6) facilitative process (norm setting, ground rules/agreements, inclusivity, process ability/knowledge of functional group processes), (7) realistic optimism/positive personality/resilience/solutions/strengths/future focus, (8) communication skills, (9) social intelligence (ability to overcome ego and self-regulation and motivation) and (10) appropriate level of technical competence.
9	Collinson, (2007)	Collaborative leadership as a process of working together in ways that require strength, authority, knowledge and shared responsibility to achieve maximum effectiveness.

| 10 | Anfara, et. al, (2008) | Collaborative leaders emphasize the group decision-making process. One school of thought in this leadership approach argues for collaboration on the grounds that it increases organizational effectiveness. In this leadership, authority and influence have potential for each stakeholder, and the leader has an important role in implementing decisions. |

3.3. Leadership and Agility

NO	Author	Results
1	Khalid & Firdaus, (2021)	Proactive strengthening of leadership should be placed as a first priority which means having the initiative to anticipate future outcomes, monitoring and improving the environment optimizing the environment, and driving action and change without having to do so. Leaders must be more proactive in thinking, planning, and implementing and making necessary improvements in change.
2	Muafi & Uyun, (2019)	Agility for a company is the ability to operate profitably and sustainably. Agility in leadership is the ability to lead effectively during times of rapid change, uncertainty, and increasing complexity and when success requires consideration of multiple views and priorities to be able to create something fundamentally different.
3	Fitaloka (2020)	Leaders with high agility recognize the shortcomings of their subordinates and lead the team to more positive conclusions. Leaders are able to invite many people to see other points of view that can be used as ideas to achieve targets.
4	Lim & Ping (2018)	Leaders who have agility need two things, namely dynamic abilities, namely the ability to move quickly, responsiveness or adaptability; the second is stability, which includes durability, reliability, and efficiency.
5	Joiner (2008)	Leaders who have agility have a visionary, facilitative orientation. Believe that leaders articulate an innovative and inspiring vision and bring together the right people to turn that vision into reality.
6	Ritonga (2021)	Agility in leadership is the ability to develop self-awareness and lead oneself by imagining the kind of leader they want to be. They seek to align their behavior with values and use personal growth to encourage professional development. In the face of an uncertain era like today, as a leader, you must be confident and keep looking for ways not to be disturbed.
7	Harney (2010)	Agility in leadership is the ability of a leader to dynamically sense and respond to changes in the business environment with focused, fast and flexible action.
8	Kustyadji (2021)	Leadership agility is not only an important aspect for large companies but also a very important aspect for small businesses. Therefore, leaders must be tough and reliable in the face of changing conditions to be able to lead the company towards sustainable growth.
9	Gagel, (2021)	In particular, leader agility is demonstrated through behaviors associated with exploratory efforts that encourage employees to think about doing business in new ways, behaviors that empower employees and give them the freedom to make decisions and solve problems, visionary efforts to optimistically determine the future state of the organization. based on clear organizational goals and reflective behavior that encourages all team members to challenge assumptions.

| 10 | Nururly, (2021) | Agility in leadership is demonstrated through flexible leadership and can lift the capabilities of the staff, so that they can contribute to the development of the company in a more advanced direction. |

3.4. Leadership and Dedication

NO	Author	Results
1	Mäkelä et al., (2020)	Dedication refers to a strong sense of involvement in one's work, feelings of enthusiasm and significance, and a sense of pride, challenge, and inspiration found in the workplace.
2	Jaya & Ariyanto, (2021)	This study shows that dedication has a positive and significant effect on employee performance, which means that the higher the level of leader dedication, the higher the performance.
3	Hyde, (2006)	The leader's dedication is shown by providing solutions to problems encountered in the workplace. A dedicated leader jumps in and thinks of solutions even if they are not at a managerial level. In addition, dedicated leaders devote more personal time to work and get things done.
4	Gemeda & Lee, (2020)	Dedicated leaders work selflessly, have confidence in what they are doing, the goals they want to achieve, and how to get there. Willing to make sacrifices to complete tasks, able to withstand various obstacles, able to make decisions with inadequate information, and can risk reputation and have courage based on belief.
5	Rahmadani et al., (2020)	The concept of dedicated leadership is that engaged leaders behave in such a way that they are able to meet the targets and goals assigned to them, able to influence employees to be able to work with high enthusiasm, concentration, and perseverance.

3.5. Leadership and Innovation

NO	Author	Results
1	Şen & Eren, (2012)	Innovative leaders are able to make radical changes through innovative leadership practices such as changing old systems to solve problems. Innovative leadership will be the most feasible leadership style that can be used to solve today's problems effectively..
2	Paxton, (2015)	Innovative leaders are leaders who are willing to learn and change, are willing to invest in learning and understand the need to challenge and perhaps change existing mindsets of individuals, teams and organizations.
3	Riza et al., (2021)	Innovative leadership as one of the most influential predictors of innovation and in effective leadership is very important for the success of innovative efforts in organizations to understand the complex process of how leaders can influence subordinates on innovation.
4	Purwadita et al., (2018)	Innovative leaders can build great emotional and cultural connections with team members. Leaders can create and build teams that have high performance as expected. In other words, an innovative team leader can form a team that has effective and efficient performance within the company. There are two factors that can create an innovative growth environment in an organization, namely internal factors and external factors.

5	Poonam, (2014)	Innovative leaders are creative visionaries who have big ideas and, most importantly, can motivate those around them to make those ideas happen. Innovation in leadership involves synthesizing different leadership styles within the organization to influence employees to come up with creative ideas, products, services and solutions.
6	Mubarak, (2014)	Innovative leaders are an essential part of any successful organization. It is very important for every organization to have creative and innovating leaders to create a bright future and profound changes within the organization. Innovative leaders know how to create a productive work environment that can reduce stress on employees, and have positive benefits in return.
7	Ebrahimi, (2016)	Innovative leadership is the process of fostering innovation through developing a culture of innovation and setting a strategic direction that guides and builds trust among employees to innovate. The traits that must be possessed by innovative leaders are emotional intelligence, self-awareness, self-regulation, motivation, empathy, and social skills.
8	Alharbi, (2021)	Innovative leadership refers to the introduction of new methods, products, services, techniques, or ideas to satisfy individual needs and find solutions to current and future problems.
9	Davis, (2019)	An innovative leader is one who has the ability to take existing ideas and turn them into solutions. First, having a passion for innovation because that is the only way he can appreciate the benefits of innovation and how it impacts other things. Second, this leader will understand the difference between a short-term goal versus a long-term vision. He will know that to be creative and innovative, he must have a long-term perspective because "big innovations can change things. Third, this leader knows that innovation requires persistence because he cannot stop the innovation process once it has started.
10	Sultana, (2012)	Innovative leadership is a combination of the four elements of emotional intelligence, innovative organization, management innovation and interaction with outsiders. Emotional intelligence helps leaders to be innovative in managing people and building innovative organizations and management and interacting with stakeholders. To create management innovation, innovative leaders need to identify new, big problems to solve.

3.6. Leadership and Meaningfulness

NO	Author	Results
1	Kathy, (2010)	Meaningful leadership is characterized by leadership that has quality intellectual, social and moral abilities. Intellectual ability is characterized by being able to formulate a problem and have ideas to solve the problem. Social ability is shown by how the leader can implement the social values of his life.
2	Yulianti, Emma, (2020)	Meaningful leaders refer to leaders who apply *siddiq, amanah, tabligh* and *fathonah* to carry out their work in accordance with the code of ethics. Leaders are considered to have implemented ethical behavior well which includes respect, care, fairness, honesty, and loyalty.
3	Rosa & and Ancok, (2020)	Meaningful leadership has a significant positive effect on employee work effectiveness. Employees have higher expectations and confidence

		in the leader. With existing beliefs, employees increase their belief in the mission they carry and have high work values to complete the job.
4	Ahmet, (2021)	There are ten core dimensions of meaningful leadership, namely having an ultimate goal in life, sharing meaning, understanding, being able to connect the past, present, and future, wisdom, showing a sense of peace, having ethics, serving others, inner motivation, and fostering unity. . This dimension can be considered important when identifying meaningful leaders.
5	Frémeaux & Pavageau, (2020)	Meaningful leadership is demonstrated by traits such as moral exemplary, self-awareness, personal or professional support, community spirit, commitment to work together, and a positive attitude towards individuals and situations. Meaningful leadership is related to providing meaningful work experiences for employees.

4. DISCUSSION

Empowering Leadership is a leader's behaviour that affects employee performance by providing autonomous support (delegating, coordinating, sharing information, initiative, motivating, goal-focusing and self-efficacy support), and supporting development (inspiring), example, and guidance. to employees (Amundsen and Martinsen, 2014). Empowering leadership puts forward a pattern of harmonious relationships between leaders and subordinates to foster innovative empowerment (Zhang and Bartol, 2010). Furthermore, empowering leadership is leadership that allows subordinates or employees to feel their work is very meaningful, have autonomy and make them have confidence in decision making in an effort to improve their performance. In addition, aspects of integrity (integrity), collaboration (collaboration), agility, dedicated, innovative and meaningful (meaningful) are needed by leaders in a company, especially a head of the Human Resource department who deals directly with employees.

According to Engelbrecht et al., (2017) The value of integrity in leadership empowerment refers to adherence to the moral principles of ethical values so that it can be seen as an important driver in leadership empowerment. The integrity of the leader can be seen from the honesty and consistency between the values and behavior adopted. Integrity values on leadership empowerment as strict adherence to morals or code of ethics, without integrity, managers will not show goodwill and trust in the organization (J. Ahn & W. Ettner, 2014). The effectiveness of integrity leadership that empowers professional management to act with integrity and is supported by a culture of organizational integrity. The leadership integrity empowerment strategy can be focused on strengthening the relationship between personal integrity and organizational management integrity (AL-Abrrow et al., 2019). The value of integrity in empowering leadership is very important for the company to achieve its goals. The personal values held by a leader will influence their company's beliefs, behaviors, and decisions (Erkutlu & Chafra, 2020; Hooijberg et al., 2010; McCann & Holt, 2009). These personal values are derived from what society considers appropriate. The same thing was also conveyed by Hoch, (2013); Pradhan et al., (2018); Storr, (2004) regarding the impact of integrity on the relationship of leadership and performance positively affects and the relationship between leadership style and performance is correlated. Leadership that values integrity can be associated with the admiration, respect and devotion of employees with the charisma of a leader, and employees aligning their self-concept with the leader's concept.

Collaborative leadership will drive organizational performance to be able to stay competitive and survive, and will have an impact on the organization as a whole. Collaborative leadership empowerment for organizations is an important factor that can encourage increased performance and generate competitive advantage and high yields (Lira, 2016; Puncreobutr, 2020). According to Puncreobutr, (2020) collaborative leadership empowerment as a process where leaders have power that influences colleagues within the organization and with other organizations, in using inter-

organizational resource capabilities consisting of human resource capabilities, organizational competencies and best performance to use in organizational change. Collaborative leadership empowerment is needed to foster an environment that supports collaboration at work (Calvert, 2018; Wargadinata, 2016). Collaborative leadership creates successful teams, creates a compelling vision, enables effective communication, and builds trust among employees. Collaborative leaders emphasize the group decision-making process (Clark, 2008; Hsieh & Liou, 2016; Wahyu, 2006).

According to Fitaloka, (2020); Khalid, (2021); Muafi & Uyun, (2019) agility in leadership is demonstrated through flexible leadership and can lift the capabilities of the staff, so that they can contribute to the development of the company in a more advanced direction. With flexible leadership, it will help for companies and organizations to move forward with all its members. Members are not only executors of daily tasks, but also become assets (Harney, 2010; Joiner, 2008; Ritonga, 2021). In the face of uncertain times, it takes a leader who is agile and able to turn assets into the main weapon for companies and organizations to grow rapidly. The influence of a leader who has high agility can be seen from the employee's attachment to the company and the effectiveness of an employee's work towards the company. Leaders with high agility recognize the shortcomings of their subordinates and lead the team to more positive conclusions. Leaders are able to invite many people to see other points of view that can be used as ideas to achieve targets. Leaders who have agility need two things, namely dynamic abilities, namely the ability to move quickly, responsiveness or adaptability; the second is stability, which includes durability, reliability, and efficiency (Gagel, 2021; Kustyadji, Gatot, 2021; Nururly, 2021).

Dedication refers to a strong sense of involvement in one's work, feelings of enthusiasm and significance, and a sense of pride, challenge, and inspiration found in the workplace. A leader's work dedication refers to the leader's disciplined behavior at work which includes compliance in following the rules, working hard, having resilience in carrying out tasks and being able to take the initiative in solving problems. This study shows that dedication has a positive and significant effect on employee performance, which means that the higher the level of leader dedication, the higher the performance (Hyde, 2006; Jaya & Ariyanto, 2021; Mäkelä et al., 2020). According to Jaya & Ariyanto, (2021) a leader's dedication is shown by providing solutions to problems encountered in the workplace. A dedicated leader jumps in and thinks of solutions even if they are not at a managerial level. In addition, dedicated leaders devote more personal time to work and get things done. Dedicated leadership is engaged leaders behave in such a way that they are able to meet the targets and goals assigned to them. Able to influence employees to be able to work with high enthusiasm, concentration, and perseverance (Gemeda & Lee, 2020; Rahmadani et al., 2020).

According to Şen & Eren, (2012) innovative leaders are able to make radical changes through innovative leadership practices such as changing old systems to solve problems. Innovative leadership will be the most feasible leadership style that can be used to solve today's problems effectively. Innovative leaders are leaders who are willing to learn and change, are willing to invest in learning and understand the need to challenge and possibly change existing mindsets of individuals, teams and organizations (Paxton, 2015; Riza et al., 2021). Innovative leadership as one of the most influential predictors of innovation and in effective leadership is very important for the success of innovative efforts in organizations to understand the complex process of how leaders can influence subordinates on innovation. An innovative leader is one who has the ability to take existing ideas and turn them into solutions (Poonam, 2014; Purwadita et al., 2018; Riza et al., 2021). Innovative leadership is a combination of the four elements of emotional intelligence, innovative organization, management innovation and interaction with outsiders. Emotional intelligence helps leaders to be innovative in managing people and building innovative organizations and management and interacting with stakeholders (Alharbi, 2021; Davis, 2019; Sultana, 2012).

According to Kathy (2010), meaningful leadership is characterized by leadership that has quality intellectual, social and moral abilities. Intellectual ability is characterized by being able to formulate a problem and have ideas to solve the problem. Social ability is shown by how the leader can implement the social values of his life. Meanwhile, according to Yulianti, et.al, (2020) Meaningful leaders refer to

leaders who apply siddiq, amanah, tabligh and fathonah to carry out their work in accordance with the code of ethics. Leaders are considered to have implemented ethical behavior well which includes respect, care, fairness, honesty, and loyalty. Meaningful leadership has a significant positive effect on employee work effectiveness (Ahmet, 2021; Rosa & Ancok, 2020). Employees have higher expectations and confidence in the leader. With existing beliefs, employees increase their belief in the mission they carry and have high work values to complete the job. According to Frémeaux & Pavageau, (2020) meaningful leadership is shown by traits such as moral exemplary, self-awareness, personal or professional support, community spirit, commitment to work together, and a positive attitude towards individuals and situations. Meaningful leadership is related to providing meaningful work experiences for employees.

4. CONCLUSION

Aspects of integrity (integrity), collaboration (collaboration), agility, dedicated, innovative and meaningful (meaningful) are required by the leadership of a company. The value of integrity in leadership empowerment refers to adherence to the moral principles of ethical values so that it can be seen as an important driver in leadership empowerment. The integrity of the leader can be seen from the honesty and consistency between the values and behavior adopted. Collaborative leadership empowerment is needed to foster an environment that supports collaboration at work. Collaborative leadership creates successful teams, creates a compelling vision, enables effective communication, and builds trust among employees. Collaborative leaders emphasize the group decision-making process. Agility in leadership is demonstrated through flexible leadership and can lift the capabilities of the staff, so that they can contribute to the development of the company in a more advanced direction. A leader's work dedication refers to the leader's disciplined behavior at work which includes compliance in following the rules, working hard, having resilience in carrying out tasks and being able to take the initiative in solving problems. Innovative leaders are leaders who are willing to learn and change, are willing to invest in learning and understand the need to challenge and perhaps change existing mindsets of individuals, teams and organizations. Meaningful leadership is characterized by leadership that has quality intellectual, social and moral abilities and meaningful leadership has a significant positive effect on employee work effectiveness.

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