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THE ROLE OF EMPOWERING LEADERSHIP IN ENHANCING INNOVATIVE BEHAVIOR AMONG MILLENNIAL AND GENERATION Z IN THE HEALTHCARE SECTOR

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***Abstract*—In the high-stakes environment of regulated industries, the tension between strict compliance and the necessity for innovation creates a unique challenge for organizational leaders. Rather than acting as mere supervisors, modern leaders must serve as facilitators who empower their teams to navigate these boundaries with creative responsibility. This study investigates how an empowering leadership style fosters innovative behavior, specifically by examining the roles of psychological empowerment and knowledge sharing among 200 Millennial and Gen Z professionals in Indonesia's pharmaceutical and medical device sectors. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the analysis demonstrates that while leadership positively influences all studied variables, it is the internal sense of psychological empowerment rather than the formal exchange of information that acts as the primary catalyst for innovation. Surprisingly, generational differences proved to be an insignificant factor, as both cohorts adapt similarly to the industry's rigorous regulatory framework. Consequently, the findings suggest that organizations should move away from age-based management strategies and instead prioritize leadership practices that build the psychological confidence and autonomy of their employees to sustain long-term innovative growth.**

Keywords—**Empowering Leadership; Knowledge Sharing; Psychological Empowerment; Innovative Behavior.**

I. INTRODUCTION

The modern business landscape is primarily shaped by the converging demand for sustainability [1]. These pressures require organizations to develop high-level adaptive capacities and strategic competencies, both of which are fundamentally driven by the quality of effective leadership [2]. In the specific context of Indonesia's pharmaceutical and medical device sectors, the challenge goes beyond typical market competition; firms are bound by strict regulatory mandates and rigorous management systems designed to protect product integrity and patient safety [3]. Such a high-pressure environment necessitates that companies integrate continuous improvement, across both technical workflows and quality standards as a core operational pillar [4]. Ultimately, leadership serves as the vital link in embedding these sustainable practices into the organizational culture to satisfy the complex expectations of various stakeholders [5].

The paradigm of empowering leadership (EL) has emerged as a contemporary management model [6], distinguished by its unique operational characteristics [7]. This approach has proven instrumental in revitalizing organizational energy [8] while simultaneously navigating the intricate web of internal and external pressures facing modern firms [9]. By its very nature, empowering leadership acts as a catalyst for employee autonomy, fostering a culture where individuals feel empowered to take ownership of decision-making [10]. This is particularly evident in [11], which highlights how such autonomy directly influences the specific scope of an employee's professional responsibilities [12], [13]. In the landscape of modern organizations, the focus on this leadership style is inextricably linked to the rise of Millennials and Generation Z. As these cohorts now constitute the backbone of the workforce, their engagement through empowerment will ultimately dictate the competitive edge and

long-term viability of the enterprise [14].

Over time, empowering leadership has gained widespread recognition as a primary catalyst for igniting innovative behavior within the workforce [15]. This capacity for innovation is far more than a mere instrument for navigating rapid market shifts [16], [17], it represents a vital strategic pillar for an organization's long-term endurance [18]. By cultivating such innovative conduct, firms can generate the kind of original insights that fundamentally bolster their competitive edge [19]. Furthermore, [20] highlights how these behaviors sharpen a company's responsiveness and agility, particularly in the nuanced management of customer relations. The emergence of innovative behavior unfolds in two distinct stages, the innovation process and the ultimate innovation output, both of which are fueled by the dynamic exchange of knowledge sharing among employees [21].

It is widely acknowledged that the influence of knowledge sharing (KS) within the modern business ecosystem has become an irrefutable reality [22]. Far from being a mere exchange of information and experience, knowledge sharing is increasingly viewed as a strategic competitive asset [23] and a vital instrument for driving sustainable growth [24]. The synergy derived from the collective intelligence of the staff effectively accelerates the emergence of more robust innovations [25]. Consequently, the contribution of knowledge sharing is deemed crucial for individual professional development [26], [27]. Upon closer examination, the efficacy of the intention to share knowledge is largely triggered by specific psychological factors, most notably the mitigation of interpersonal conflict, the enhancement of psychological empowerment, and the cultivation of trust among colleagues [28].

More specifically, psychological empowerment serves as a vital catalyst that amplifies employee contributions by instilling a profound sense of meaning within their professional roles [29], while simultaneously fostering individual resilience and agency amidst the complexities of the modern workplace [30]. Furthermore, a leader's proficiency in navigating the intricate interplay between employee emotions and intellectual capital is a decisive factor in driving organizational innovation [31]. Complementing this, the strategic implementation of health-oriented organizational policies does more than just enhance corporate reputation; it acts as a compelling magnet for top-tier talent, signaling the firm's robust commitment to nurturing and retaining a high- quality workforce [32].

Extensive prior literature has successfully explored the nexus between empowering leadership and innovative behavior, positioning this leadership style as a critical determinant that drives innovation at the individual level [6], [33], [34], [35], [36], [37], [38]. Scholarly findings have further confirmed the role of empowering leadership in stimulating knowledge sharing [33], [39], [40] and bolstering psychological empowerment among employees [30], [32], [37], [40], [41], [42].

Concurrently, the significance of knowledge sharing in fostering innovative conduct has been widely documented in previous academic discourse [21], [27], [43], [44]. Empirical evidence also points to a positive correlation between psychological empowerment and active knowledge-sharing practices [28], [45], [46]. Furthermore, additional studies underscore how psychological empowerment serves to reinforce innovative behavior [30], [47], [48] while simultaneously enhancing the efficacy of knowledge transfer across the workforce [12], [28], [45].

Building on these insights, this research integrates Millennials and Generation Z as moderating factors to explore the complex relationship between empowering leadership, knowledge sharing, and psychological empowerment in driving innovative behavior. Although these elements have been studied in isolation, there is a significant lack of empirical evidence testing them within a single, unified framework. Focusing on these specific cohorts is essential because Millennials have largely moved into middle management [52], where they now act as the primary leaders and mentors for Generation Z [53]. By examining the interplay of their distinct professional values and work styles, this study aims to reveal how such generational shifts influence organizational performance. Ultimately, by grounding this analysis in the pharmaceutical and medical device sectors, the research offers a deeper look into the specialized challenges of fostering innovation within a high-stakes, highly regulated environment.

In addition, this research aims to re-examine the link between empowering leadership and innovative behavior, an area that remains debated due to conflicting results in previous studies. By investigating the synergy between leadership, knowledge sharing, and psychological empowerment, this study seeks to fill a critical gap in understanding how these factors collectively drive innovation across Millennials and Generation Z. Beyond its theoretical aims, the findings are intended to offer a practical strategic roadmap for the pharmaceutical and medical device industries, providing a clear framework for building a culture of lasting innovation in a high-stakes environment.

II. METHOD

This research utilizes a quantitative approach, gathering data through a purposive sampling technique via an online survey. To ensure measurement precision, all variables were assessed using 5-point Likert scales adapted from established literature. Specifically, Empowering Leadership (EL) was evaluated through 12 items [117], while the dependent variables, Innovative Behavior (IB) (5 items), Knowledge Sharing (KS) (4 items), and Psychological Empowerment (PE) (12 items), were sourced from [27] and [118], respectively.

The target population consists of permanent employees in the pharmaceutical and medical device sectors within the DKI

Jakarta area, specifically those with at least one year of tenure and holding positions at the supervisor level or higher. The sample targets two cohorts: Generation Z (ages 18–29) and Millennials (ages 30–45). Data collection took place between May and June 2025, capturing sociodemographic details such as gender, education, and occupation. To control for bias and ensure instrument quality, a pre-test was conducted with 30 respondents. While the minimum sample size was initially set at 165 based on the item-to-respondent ratio [119], the survey was distributed to 250 individuals to enhance robustness, resulting in 200 completed responses.

Analytical procedures began with rigorous validity and reliability checks using SPSS 30.0. Validity was confirmed via factor analysis, ensuring KMO and MSA values exceeded the 0.5 threshold [120], while internal consistency was verified through Cronbach's Alpha. Finally, hypothesis testing was performed using Structural Equation Modeling (SEM), facilitated by SmartPLS 4.0 to analyze the complex relationships between variables.

III. RESULTS AND DISCUSSION

Respondent Profile

The study's participant pool is primarily drawn from the pharmaceutical and medical device industries, reflecting a notably young and well-educated workforce. Specifically, 63% of those surveyed belong to Generation Z (aged 18–29), while the remaining 37% are from the Millennial generation. Men make up a slight majority of the group at 55.5%. Educational attainment is high across the board; the vast majority (75%) hold a bachelor's degree, followed by 13% with diplomas, 6% with postgraduate degrees (S2/S3), and a small 7% from high school or vocational backgrounds. Despite the young age of the group, there is a strong sense of career stability, as 56% of respondents have been with their companies for over five years, while the rest are distributed between those with five years of service (14%), three to four years (22%), and those newer to their roles at one to two years (9%). This level of experience is mirrored in the organizational hierarchy, where nearly half of the 200 participants serve as Section Heads (45%), followed by Supervisors (31%), Junior Managers (13%), Senior Managers (7%), and General Managers or higher (5%).

Measurement Model Evaluation

The outer loading values in the study, both overall and based on this generation, were all declared valid (> 0.70). The factor loading values obtained from the empowering leadership indicators ranged from 0.784 to 0.857. The innovative behavior indicators obtained results ranging from 0.814 to 0.866. The knowledge sharing indicator obtained a range of results from 0.826 to 0.872. Meanwhile, the psychological empowerment indicator obtained results from 0.805 to 0.868. These findings explain that each indicator of the variable can strongly and consistently reflect the observable latent variable. The results of Cronbach's Alpha, Composite Reliability, and AVE for the empowering leadership variable as a whole are (CA = 0.959, CR = 0.964, and AVE = 0.689), the innovative behavior variable are (CA = 0.898, CR = 0.925, and AVE = 0.711), knowledge sharing variable (CA = 0.864, CR = 0.907, and AVE = 0.710), and psychological empowerment variable (CA = 0.963, CR = 0.967, and AVE = 0.711). The AVE measurement results show that all variables in this study meet the convergent validity requirement (>0.5). This indicates that each variable can explain more than 50% of the variation in its indicators. The results of these findings further confirm that the indicators used can adequately reflect the latent variables, so that the convergent validity requirements in the measurement model are consistently met.

Meanwhile, testing for discriminant validity was conducted in two ways, namely the Heterotrait–Monotrait Ratio (HTMT) test and the Fornell–Larcker test. Parameters commonly used in SEM-PLS state that the HTMT value must be <0.85 (conservative criteria) or <0.90 (liberal criteria). The HTMT value shows results of <0.85. All HTMT values between variables are in the range of 0.482 to 0.539. With an HTMT value of <0.85, it can be concluded that each variable has clear differences and does not overlap, so that the discriminant validity in this research model has been fulfilled.

The AVE root values for each latent variable proved to be greater than the correlations between other latent variables, in accordance with the Fornell–Larcker criteria. The AVE root square values for each variable can be proven to be higher when compared to their correlation values with other variables. Thus, the following findings explain that each variable has a stronger ability to explain its own indicators than indicators derived from other variables in this research model. In addition, the cross-loading results show that all indicators have the highest loading value on the variable they measure compared to other variables. Thus, these findings confirm that the discriminant validity in the measurement model has been fulfilled and there is no overlap between latent variables in this conceptual research model.

Structural Model Fit Test (Inner Model Fit)

The R-square values for the variables of innovative behavior and knowledge sharing each showing a figure of 0.312. On the other hand, the psychological empowerment variable has an R-Square value of 0.269. R-Square values of 0.312 and 0.269 are classified as weak but close to moderate, indicating that although the model has predictive power, there is a significant external influence on the three dependent variables. The following structural model can be said to explain the variables quite well.

The overall effect size (f-square) evaluation indicates that the relationship between empowering leadership and psychological empowerment has a large effect ($f^2 = 0.368$). This indicates that empowering leadership plays a dominant role in increasing psychological empowerment. Generation as a control variable also shows a very small effect size on innovative behavior. Similarly, the moderating variables of

Generation x psychological empowerment and Generation x knowledge sharing explain in this study that cross-generational moderation does not have a meaningful contribution in explaining the model of innovative behavior. The results of the following findings also emphasize that psychological empowerment is the main driver that influences empowering leadership.

The results of the model fit evaluation show adequate results. This research model is considered feasible and stable. This is evidenced by the SRMR value in the overall model of 0.049 (below the threshold of 0.08) and an NFI score of 0.856, which reinforces the adequate level of fit (close to the recommended threshold of 0.90). The Chi-square value is relatively large, which tends to be influenced by sample size, so it is not used as the sole basis for model evaluation. Thus, the structural model developed in this study is declared to meet the goodness of fit criteria and can proceed to the hypothesis testing stage.

Based on the results of blindfolding calculations, the Q-square (Q^2) test results as a predictive relevance test show that the conceptual model of this study is not only able to explain the relationship between variables, but also has a good ability to predict endogenous variables.

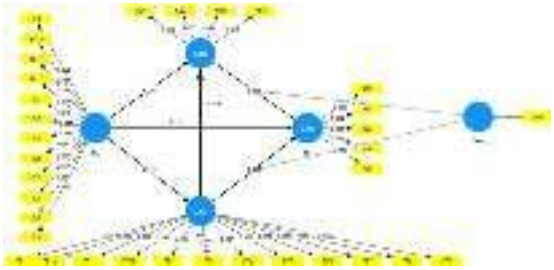

Figure 1. SEM-PLS Output Display

The next step was to assess the path coefficients to determine the direction of the hypothesized relationships. Table 1 presents the t-test results used to test the study hypotheses.

TABLE I. **RESEARCH MODEL HYPOTHESIS TEST**

Hypothesis	Hypothesis Requirements	Original Sample	T-Value (>1,96)	P-Value (<0,05)	Description
H1	Empowering leadership has a positive influence on innovative behavior	0.218	2.587	0.010	The data supports the hypothesis
H2	Empowering leadership has a positive influence on knowledge sharing	0.328	3.891	0.000	The data supports the hypothesis
H3	Empowering leadership has a positive influence on psychological empowerment	0.519	5.656	0.000	The data supports the hypothesis
H4	Knowledge sharing has a positive influence on innovative behavior	0.125	1.193	0.233	The data does not support the hypothesis
H5	Psychological empowerment has a positive influence on innovative behavior	0.309	2.321	0.020	The data supports the hypothesis
H6	Psychological empowerment has a positive effect on knowledge sharing	0.312	3.522	0.000	The data does not support the hypothesis
H7a	Knowledge sharing and innovative behavior are stronger among millennials (Y) than among Generation Z.	-0.120	0.615	0.538	The data does not support the hypothesis
H7b	Psychological empowerment and innovative behavior are stronger among Gen Z than among millennials (Gen Y).	0.180	1.055	0.292	The data does not support the hypothesis

The statistical analysis confirms that five of the primary hypotheses are supported, with each path exhibiting a T-Value exceeding 1.96 and a P-Value below 0.05. Broadly, these results highlight the pivotal role of empowering leadership in driving various facets of employee engagement, specifically fostering innovative behavior, facilitating knowledge exchange, and strengthening psychological empowerment. The data demonstrates that psychological empowerment serves as a potent catalyst for both innovative actions and the sharing of information. The act of knowledge sharing itself did not show a statistically significant impact on fostering innovative behavior in this context. Furthermore, the expected moderating influence of generational cohorts, Millennials versus Gen Z, did not materialize; the age of the employees did not significantly alter how psychological empowerment or knowledge sharing translated into innovation within this specific industrial setting.

Discussions

This study aims to examine and confirm the relationship between empowering leadership and innovative behavior, knowledge sharing, and psychological empowerment among millennials (Generation Y) and Generation Z respondents in the pharmaceutical and medical device industries. The focus on this sector is considered relevant because the pharmaceutical and medical device sectors operate under very

strict regulatory and quality standards, particularly regarding patient safety and product quality as stipulated in Minister of Health Regulation No. 14 of 2021 and its successor, Minister of Health Regulation No. 11 of 2025. In general, the dominance of standard operating procedures (SOPs) is often perceived by employees as limiting their room for innovation. From this perspective, empowering leadership emerges as an important concept for maintaining room for work exploration for Millennial (Y) and Gen Z employees without compromising compliance with applicable regulations.

Psychological empowerment fosters a sense of trust and autonomy, encouraging employees to drive innovation through practical, incremental improvements like digitizing records or streamlining daily workflows. However, in the healthcare sector, these creative initiatives must navigate a landscape of rigorous IT validation, where digital data is treated as a direct extension of the physical product. Because any data discrepancy or security breach could lead to legal defects and jeopardize patient safety, every technological update from software tweaks to advanced AI integrations requires exhaustive testing and formal approval. Ultimately, while empowerment fuels the desire for improvement, the critical nature of data integrity ensures that innovation remains strictly governed by safety and compliance protocols.

Meanwhile, many divisions within the organization also require a strategic role for innovation to develop technical excellence into added value for the organization. For example, the marketing division can utilize data integrity to build consumer trust, while the production and finance teams use data for optimization and cost efficiency as well as product distribution accuracy. Cross-functional collaboration within the organization must ensure that regulatory compliance continues to support simultaneous innovation, in line with business growth. With the integration of empowering leadership and a solid digital system, a strong foundation will be created for the company to continue to adapt amid dynamic market competition.

The findings support Hypothesis 1 (H1), indicating that empowering leadership has a significant positive influence on innovative behavior. Leadership practices that emphasize trust, autonomy, and employee involvement help employees understand the importance of their roles and contributions within the organization. When employees perceive their work as meaningful and recognized, they tend to develop stronger intrinsic motivation [33]. Participation in decision-making also fosters a sense of ownership and confidence in addressing challenging tasks and exploring new approaches. In this way, empowering leadership encourages employees to take calculated risks and experiment with ideas, ultimately transforming the creative potential of Millennials and Generation Z employees into innovative behavior [13], [33], [35], [36], [37], [88].

The findings for H2 validate that empowering leadership serves as a vital catalyst for knowledge sharing by establishing a foundation of psychological safety. When leaders actively provide support and maintain transparent communication, employees perceive a healthy sense of reciprocity; they view the trust granted to them as a professional endorsement that warrants a positive response [94]. Within this dynamic, the exchange of information is no longer seen as a burdensome task, but rather as a core component of professional integrity. Furthermore, this leadership style effectively dismantles the emotional and hierarchical walls that typically silence valuable insights, enabling a more open flow of ideas [40]. This outcome reinforces existing literature which consistently links supportive, empowering management to enhanced collaborative behaviors within organizations [33], [40], [58].

The analysis for H3 confirms that empowering leadership acts as a powerful driver of psychological empowerment. By granting employees autonomy, trust, and access to critical information, leaders directly enhance the four core dimensions of a worker's psychological state: meaning, competence, self-determination, and impact [55]. This approach moves beyond surface-level management, as genuine recognition and involvement in decision-making serve as tangible proof of a leader's confidence in their team [32]. Consequently, when individuals feel psychologically empowered, they become more proactive and resilient, tackling workplace complexities with increased self-assurance [30]. Ultimately, these results reinforce the idea that empowering leadership provides the essential foundation for building employee competence, aligning with established academic evidence [30], [32], [37], [41].

The statistical evidence for H4 reveals that knowledge sharing does not significantly drive innovative behavior within this sector. This lack of impact stems from the heavy regulatory burden including standards like CDOB, CPOB, CPAKB, and CDAKB which shifts the focus of information exchange toward absolute compliance rather than creative exploration. Because the consequences of errors are so severe, knowledge sharing often becomes a mechanical process centered on maintaining operational safety and product quality. In such a high-pressure environment, employees frequently prioritize caution over creativity, particularly if they feel a lack of psychological safety [123]. These findings suggest that simply exchanging information is insufficient to spark innovation; without the active support of leadership and a robust organizational infrastructure to foster a culture of courage, knowledge sharing remains confined to structural validation rather than the birth of new ideas [124].

The results of H5 also confirm that psychological empowerment has a positive effect on innovative behavior. When employees feel psychologically empowered, they believe they have control over their work and the innovation process itself [47]. This includes confidence in their competence, a sense of meaning in their work, autonomy in making decisions, and the perception that they can influence outcomes and organizational goals. Such beliefs encourage employees to consistently engage in innovative actions because they feel responsible for and capable of generating

change. When innovation efforts succeed, employees experience personal satisfaction and a sense of achievement, which further reinforces their innovative behavior. These findings are consistent with previous studies that similarly report a positive relationship between psychological empowerment and innovative behavior [107], [108], [109].

Furthermore, this study also aims to test (H6) the positive effect of psychological empowerment on knowledge sharing. Those who have strong autonomy will see knowledge sharing activities as a form of personal control and a way to expand their personal influence [45]. Psychological empowerment acts as internal fuel that drives individuals to go beyond their standard job descriptions and exhibit innovative behavior. A sense of empowerment makes employees no longer see themselves as small cogs in a machine, but rather as agents of change with clear autonomy. The findings in this study are in line with previous studies [40], [45], [111].

Hypotheses H7a and H7b, which were proposed to test the difference in influence between millennials (Generation Y) and Generation Z on innovative behavior, through the moderating role of knowledge sharing and psychological empowerment, show that generation does not have a significant effect as a factor that strengthens this relationship. This means that generation is not a major determinant in encouraging innovative behavior in the pharmaceutical and medical device industries. This finding confirms that psychological encouragement is a universal intrinsic need. Psychological empowerment contributes to the creation of innovative ideas even though the implementation of SOPs in the industry suppresses behavioral variations between generation.

The discovery that empowering leadership and psychological empowerment continue to drive progress within a highly regulated environment suggests that innovation barriers in healthcare are primarily structural rather than psychological. Even within rigid frameworks, employees who feel genuinely empowered can still identify creative opportunities in non-regulatory domains, such as refining workflow efficiencies, elevating service standards, and implementing continuous improvements. In contrast, the exchange of knowledge in this sector often fails to spark creativity because it tends to be repetitive and highly standardized, serving more as a collective mechanism. Consequently, this focus on procedural confirmation limits the capacity of knowledge sharing to foster truly innovative behavior.

IV. CONCLUSIONS

This study proves that amid strict regulations in the healthcare industry, the key driver of innovative behavior among employees lies in psychological empowerment. First, employees with high psychological empowerment will continue to proactively share knowledge as a form of professionalism to maintain data integrity, while also possessing the intrinsic motivation that is essential for practical innovation within the organization. Second, empowering leadership is the next crucial factor, whereby leadership that instills trust breaks down barriers so that employees feel in control of their work and are more willing to explore.

Third, an interesting finding emerged regarding the variable of knowledge sharing, which did not have a significant impact on innovation in the pharmaceutical sector. This process tends to be bogged down in formalities to meet compliance requirements. Knowledge repetition only revolves around the validation of standard operating procedures (SOPs) without generating new ideas. Fourth, this study confirms that SOP limitations are universal for all generations, so that both Generation Y and Generation Z face similar pressures, making generational factors irrelevant in terms of how they innovate. By fostering a deeper sense of autonomy and purpose, companies can drive genuine innovative behavior even within a rigid regulatory landscape.

Research Limitations and Future Research

A primary constraint of this study is its narrow focus on employees within the pharmaceutical and medical device sectors. This industry operates under a highly specific ecosystem characterized by stringent regulations, rigid standard operating procedures (SOPs), and a low risk tolerance concerning medical safety and data security. Technically, this also extends to the IT infrastructure, where digital systems are prioritized for compliance and data integrity rather than experimental flexibility. Due to these unique environmental characteristics, the findings may not be easily generalized to other industries with different operational dynamics. Furthermore, the data reflects a dominant representation of specific generational groups, which may limit the extent to which these findings represent a more diverse workforce. Since the study utilized a cross-sectional approach by capturing data at a single point in time, it is difficult to establish a definitive cause-and-effect relationship between the variables.

Additionally, the model was confined to four primary variables, leaving out other significant factors such as psychological safety climate, creative self-efficacy, work engagement, and organizational citizenship behavior (OCB). To broaden future insights, it is highly recommended that subsequent research expands the respondent base to include various geographical regions and more diverse job categories. Maintaining a balanced demographic composition in terms of both age and tenure will ensure that the results are more representative. Researchers might also consider a longitudinal approach to better understand how behavioral dynamics evolve over time. Finally, integrating more complex variables like psychological safety and work engagement into future models will provide a more comprehensive understanding of the factors that truly drive innovative behavior in the workplace.

Managerial Implications

This study confirms that in the rigid pharmaceutical industry, a empowerment is the key driver of innovation. Because

innovation in this sector is triggered more by a sense of mental empowerment than simply sharing formal information, leaders must be able to distinguish between "non-negotiable" aspects (such as quality standards) and aspects that are flexible for improvement (such as workflows). By separating procedural violations from improvement initiatives, managers can act as facilitators who encourage efficiency without neglecting compliance risks.

To that end, management needs to produce leaders who are role models, not just supervisors. Leadership must be based on trust and delegation that can erode bureaucratic barriers, so that employees naturally become more proactive. Training programs should also focus not only on technical skills, but also on communication skills and personal guidance relevant to everyone. This approach ensures that every team member, regardless of generation, has room to grow within a safe corridor. Finally, the work ecosystem must strengthen employees' sense of meaning, competence, and autonomy. The challenge of determining work priorities can be overcome with a "measured autonomy" model, where decision-making boundaries are made clear through simple guidelines. Through supportive micro-coaching, leaders can gradually build staff independence. This creates a sense of psychological security that allows innovation to flourish amid strict healthcare industry regulations.

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