



The Fact Of How Leaders Influence On Employee Creativity In Indonesia

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ABSTRACT

Introduction/Main Objectives: Digitization in the Indonesian National Shipping Company requires employee creativity so it is necessary to know the extent of the role of transformational leadership. The purpose of this study is to analyze the effect of transformational leadership on employee creativity at the Indonesian National Shipping Company. **Background Problems:** The demand for employee creativity is very high at this company engaged in ship transportation services because the use of technology and digitalization in the workplace environment is increasing to minimize physical contact when carrying out task activities. Therefore, the role of transformational leadership is needed in increasing employee creativity to generate innovative ideas and work behavior. **Novelty:** Compared to previous studies, this study also examining perceived organizational support as a mediating variable of the effect of transformational leadership on employee creativity. **Research Methods:** The data used in this study are primary data. 200 respondents were obtained from Indonesian National Shipping Company who became the sample. Analysis of the data used to test the hypothesis is Structural Equation Modeling (SEM). **Finding/Results:** Transformational leadership affects employee creativity and the effect of transformational leadership on employee creativity can be mediated by perceived organizational support. In addition, the higher the employee's perception of perceived organizational support, the stronger the effect of transformational leadership on employee creativity. **Conclusion:** Leaders who motivate, inspire, have quirky ideas, are willing to listen, and leaders who encourage employees to develop can increase employee creativity. The more leaders care about employees' opinions, leaders care about employee welfare, leaders are consistent with procedural justice, and fairness according to employee performance, the perceived organizational support will improve which will then strengthen the effect of transformational leadership on employee creativity.

1. Introduction

Based on the observations of researchers and interviews with managerial staff, it was found that there were problems at the Indonesian National Shipping Company, including many vacancies in the branch head positions so that there was no person in charge of each passenger and freight voyage. Also the use of information technology applications that have not been completed, thus weakening services that want to buy tickets online. It is necessary to hold maintenance on the application of information technology so that passenger and freight shipping activities run smoothly and employee creativity is needed to be able to solve new problems related to passenger and goods shipping activities. In connection with the leadership vacuum in the Indonesian National Shipping Company and the digitization of the work system from manual to online, this study wants to analyze the extent to which transformational leadership plays an important role in this company. Why a transformational leadership role? because it is transformational leadership that identifies the changes that the company needs, develops a vision that will pave the way for the changes to be made and executes the necessary plans for those changes to occur. This leadership style is important in today's ever-changing world.

According to Dwivedi et al. (2020), transformational leadership is an act of making the right decisions and being able to inspire and motivate team members to work better by building emotional relationships through communication, dissemination of knowledge, to promoting the creativity and intelligence of team members. Afsar & Umrani, (2020), argue that transformational

leadership is a process in which a leader acts as an ideal leader who can provide stimulus and encouragement to bring up innovative work behavior, provide inspiring motivation, and be actively involved in supporting and guiding subordinates to be able to achieve the company's vision and goals. According to Shin and Zhou (2003), transformational leadership shows the concern and welfare of employees, problems and desires, increases the ability of employees to generate ideas, be creative, and open themselves to new things. The task of the leader in the organization is very influential on the ability of employees, this is very possible because the leader is a figure who becomes an example in the implementation of daily tasks in order to achieve increased work performance, so that the organization will develop well. The change in the online passenger service system that automatically changes the manual work system to digital shows that the Indonesian National Shipping Company company has a leader with a transformational leadership style. Because the change/development of the company is realized by the presence of leaders who have visionary, open-minded, inspiring, and adaptable characters. It's all in the transformational leadership style.

According to Jehanzeb (2020), Perceived Organizational Support is an employee's individual assessment of the form of concern as well as the contribution made by company leaders to employees. According to Liu et al. (2016) perceived organizational support is an employee's assessment of compensation issues from the workplace or a description of the quality of employees where the employee works. The better Perceived Organizational Support can be seen from the feeling of being

treated fairly, encouragement from superiors, rewards that are supported by employees, as well as pleasant busy situations can manifest the positive character of individual employees at work (Won, Chiu, Bang, and Bravo, 2021). According to Ibrahim et al. (2016) perceived organizational support has a significant effect on employee creativity because it increases motivation on organizational performance and efficiency. Based on the above background, the authors are interested in making this study in order to better understand the conditions of transformational leadership, perceived organizational support, and employee creativity. The difference with previous research is the discussion of the role of perceived organizational support as a mediating influence of transformational leadership on employee creativity.

2. Literature Review

Based on the opinion expressed by Shrafat et al. (2016) employee creativity is bringing something new to the organization, where it is something special, unnatural, pure, new perspectives, thinking out of context, and contributing something that did not exist before. Batovrina (2016) argues that employee creativity is the main factor towards organizational progress. According to Anderson et al. (2014) employee creativity is the production of new ideas and a useful scope of work. Meanwhile, Conny (2009) states that employee creativity is the change of something that already exists into a new design.

According to Swandari (2013) transformational leadership is a leader who has the power to influence subordinates with certain methods. Danim (2011) states that transformational leadership is the ability of a

leader when working with other employees in order to maximally change organizational resources in an effort to achieve useful goals in accordance with the achievement targets that have been implemented. Based on the opinion expressed by Robbins and Judge (2015) transformational leadership is a leader who inspires employees to put aside the individual needs of employees for the success of the organization and can have an interesting impact on their followers. According to Gong et al. (2009) transformational leadership plays an important role in providing support and encouraging motivation to employees, to unite employees and show creativity. According to Eisenberger and Stinglhamber (2011) the leader is an agent of the organization, and transformational leadership behavior is an indicator for subordinates on positive coping, leading to the highest organizational perception support.

According to Liu et al. (2016), perceived organizational support is an employee's opinion about what is now received from the company or a description of the extent to which the quality of employees is where the employee works. According to Mujiasih (2015), perceived organizational support is the level of how employees believe that the company appreciates members and is aware of the comfort of members. Based on the opinion of Ibrahim et al. (2016) perceived organizational support has a significant impact on employee creativity because it increases motivation, organizational performance and efficiency. Perceived organizational support plays an important role in employee creativity because it tends to increase the possibility of creative output (Zhou and George, 2001). According to

Trybou et al. (2014) theory of perceived organizational support suggests that employees believe they will tend to receive the highest level of support for better performance, because they feel obliged to care about their organization and help achieve goals and objectives by showing positive behavior in the organization.

According to Abbas et al. (2012) transformational leadership is an analytical, effective, results oriented, and direct follower of a new set of behaviors on promotion and creativity change in organizations. According to Schweitzer (2014) transformational leadership emphasizes individualized attention to behaviors that motivate followers to share ideas and contribute to decision making. In 25 banks operating in Jordan, in a limited time and 377 samples of previous studies. It also emphasizes inspiring and stimulating behaviors that encourage critical thinking and building individual solutions. Based on the theory and research results above, the following hypotheses can be formulated:

H1: Transformational leadership affects employee creativity.

According to Stinglhamber et al. (2015) Transformational leadership leads followers, considers individual needs and allows them to thrive in a supportive environment. Transformational leadership tends to display confidence in followers' abilities and to generate contributions. When support leadership is intertwined among subordinates should extend throughout the organization, leading to the perception of the highest organizational support. Based on the theory and the results of previous studies above, the following hypotheses can be formulated:

H2: Transformational leadership has an effect on perceived organizational support.

According to Appu and Sia (2015), perceived supervisor support increases creative behavior by increasing employee interest in work. According to Trybou et al. (2014) theory of perceived organizational support argues that employees believe they will tend to receive the highest support for better performance. Because they feel obliged to care for the organization and help achieve goals by showing positive behavior towards the organization. Based on the theory and the results of previous studies above, the following hypotheses can be formulated:

H3: Perceived organizational support affects employee creativity.

Based on the theory put forward by Rhoades and Eisenberger (2002) there are three main methods of corporate support. First, when employees recognize that managers value their engagement and well-being, they feel compelled to retaliate through behavior. Second, caring and respect helps to satisfy individual interests that are essential to work unions and agreements. Third, show how an organization's recognition and approval can support employees' belief that their achievements will be recognized and appreciated. With successful transformational leadership in promoting an environment of organizational support, employees will tend to behave creatively in order to change the competitive advantage of the company. Based on the theory and the results of previous studies above, the following hypotheses can be formulated:

H4: The effect of transformational leadership on employee creativity mediated by Perceived organizational support.

3. Method, Data, and Analysis

The researcher used hypothesis testing on the research topic of the effect of transformational leadership on employee creativity: mediated by perceived organizational support. The independent variable in this study is transformational leadership. The dimensions of transformational leadership based on the theory proposed by Bass and Avolio (1994) are as follows: 1). Idealized influence, 2). Inspiration motivation, 3). Intellectual stimulation, 4). Individualized consideration. The dependent variable is employee creativity. The dimensions of employee creativity according to Özaralli (2015) are as follows: 1). Expertise, 2). Divergent thinking, 3). Psychological empowerment, 4). Rewards. While the mediating variable is perceived organizational support. Dimensions of perceived organizational support based on the opinion expressed by Rhoades and Eisenberger (2002) are as follows: 1). Perceived supervisor support, 2) Procedural justice.

This research is aimed at 500 employees of Indonesian National Shipping Company with the number of samples that researchers propose is 200 respondents permanent employees at the head office. Calculation of the number of respondents using the Slovin formula (Sevilla, 2007) as follows:

$$n = \frac{N}{1 + Ne^2}$$

n = number of samples

N = number of population

e = error tolerance limit

The total population in this study is 500 people. So it can be concluded that the number of samples that the researcher

proposes is 200 with a tolerance limit of e = 5%.

This study uses a quantitative method, which is in the form of numbers, and is tested by applying a structural equation model or Structural Equation Modeling (SEM). SEM is used because it can solve a model that has more than one dependent variable, which is calculated simultaneously. This cannot be done by linear regression equations.

4. Result and Discussion

To measure the accuracy of the questionnaire indicators, the validity test is used and will get results whether the questions given are valid or not. The results of the data quality analysis of each variable are shown in the following table:

Table 1. Data Quality Test Results of Transformational Leadership Variable

Indicator	Factor Loading	Cronbach's Alpha	Decision
TL1: My leader shows great competence	0,864	0,920	Valid & Reliable
TL2: My leader always motivates employees	0,864		
TL3: My leader always inspires employees	0,861		
TL4: My leader always has a positive influence on employees	0,833		
TL5: My leader always encourages employees to re-learn their guesses	0,824		
TL6: my leader to entertain employees who have strange ideas	0,786		
TL7: My leader is a good listener	0,800		
TL8: My leader promotes self-development	0,615		

Source: Output SPSS (2021)

Table 2. Data Quality Test Results of Employee Creativity Variable

Indicator	Factor Loading	Cronbach's Alpha	Decision
EC1: I have the autonomy to determine how I do my job	0,770	0,919	Valid & Reliable
EC2: I have a significant influence on what happens in my department	0,809		
EC3: I have ideas that can improve company performance	0,836		
EC4: I can be an example for other employees for what I have done	0,819		
EC5: I can compete with my coworkers	0,790		
EC6: I am able to make decisions and solve problems in the company	0,830		
EC7: have the right to be punished for all my actions	0,813		
EC8: I deserve an award for what I have done	0,735		

Source: Output SPSS (2021)

Table 3. Data Quality Test Results of Perceived Organizational Support Variable

Indicator	Factor Loading	Cronbach's Alpha	Decision
POS1: My supervisor cares about my opinion	0,841	0,907	Valid & Reliable
POS2: My supervisor really cares about my well-being	0,901		
POS3: Procedural fairness is applied consistently	0,889		
POS4: Fairness of procedure based on accurate performance	0,910		

Source: Output SPSS (2021)

Hypothesis testing is carried out on the condition that there is a match between the theoretical model and empirical data that can be seen at the goodness-of-fits level.

Table 4. Results Goodness-of-Fits

Type of GoF	Goodness of Fit Measure	Level of Acceptance	Calculating Measure	Acceptable
Absolute Fit Measure	Chi-square	Small chi-square	449,325	POOR FIT
	p-value	p-value ≥ 0.05	0,000	POOR FIT
	RMSEA	< 0.10	0,092	GOOD FIT
	RMR		0,036	GOOD FIT
Incremental Fit Measure	NFI	> 0.90 or close to 1	0,861	POOR FIT
	TLI		0,894	POOR FIT
	CFI		0,907	GOOD FIT
	IFI		0,908	GOOD FIT
Parsimonious Fit Measure	Normed Chi-square	Lower limit: 1.0 Upper limit: 3.0	1,000	GOOD FIT

Source: Output SPSS (2021)

The statistical method that will be taken using the Structural Equation Model (SEM) method, SEM is a model that has a combination of factor analysis, multiple regression and correlation. To perform data processing with SEM, we use the available statistical software, namely AMOS. The following is a display of the SEM model related to this research which is shown in Figure 1.

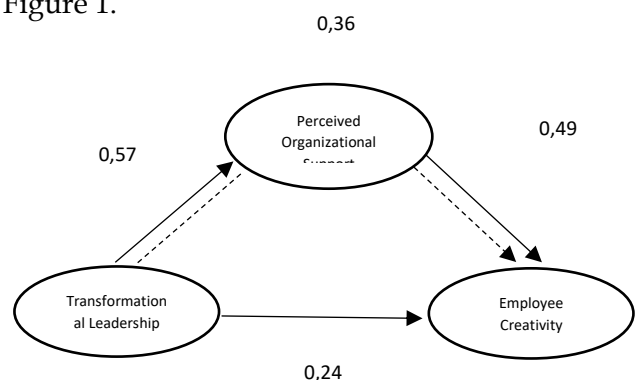


Figure 1. SEM Model

Source: Results of AMOS (2021)

Based on the test results on the feasibility of the above model, it was found that based on the values of RMSEA, RMR, NFI, TLI, IFI, CFI, and Normed Chi-square, it was concluded that the goodness-of-fit model was. Therefore, hypothesis testing can be continued by analyzing two things, namely the coefficient of each variable and the probability of error (p-value). To accept a hypothesis, the condition is a p-value <0.05 based on the theory proposed by Hair et al. (2014), so the results are as shown in the following table.

Table 5. Hypothesis Testing Results

Hypothesis	Coefficient	p-value	Decision
H1: Transformational leadership affects employee creativity	0,242	0,000	Supported
H2: Transformational leadership has an effect on perceived organizational support	0,566	0,000	Supported
H3: Perceived organizational support affects employee creativity	0,493	0,000	Supported
H4: The effect of transformational leadership on employee creativity mediated by Perceived organizational support	0,361	0,000	Supported

Source: Results of AMOS (2021)

The strength of the relationship between two or more variables is expressed in the correlation coefficient with a range of values ranging from -1 to 1. The closer a correlation coefficient value is to the number -1 or 1, the stronger the relationship, whereas if the value is 0, it means that the variables are without a relationship based on the opinion expressed by Hair et al. (2010). The positive or negative sign indicates the direction of influence between two or more variables

analyzed, so that the largest positive coefficient value is 1, while the largest negative coefficient value is -1. In the table, it is clear that it is evident that all hypotheses are accepted, because they meet the requirements based on the opinion expressed by Hair et al. (2010), namely the p-value or probability of error is smaller than the significance level value of 0.05 (p-value < 5%), which is 0.000. Thus, it can be said that all hypotheses are accepted because they have an intervariable influence and the effect is significant.

4.1. Hypotesis 1

These results confirm previous studies that transformational leadership is a very significant determinant in implementing employee creativity in a sustainable manner based on the opinion expressed by Abbas et al. (2012) and Schweitzer (2014). According to Abbas et al. (2012) transformational leadership is an analytical, effective, results oriented, and direct follower of a new set of behaviors on promotion and creativity change in organizations. Meanwhile, according to Schweitzer (2014) transformational leadership emphasizes individualized attention to behaviors that motivate followers to share ideas and contribute to decision making. Thus, it is concluded that if transformational leadership is getting better, then employee creativity will be more positive. This shows that the more leaders have extraordinary competence, leaders motivate employees, leaders inspire employees, leaders give positive influence to employees, leaders encourage employees, leaders entertain employees, leaders listen to employees, and leaders who do not promote themselves, then will further increase

employee creativity (employee creativity). Therefore, transformational leadership must be maintained so that employee creativity increases.

4.2. Hypothesis 2

The results also prove that if transformational leadership is consistently applied in a sustainable manner, the perceived organizational support will increase. The results of this study confirm several previous studies, such as the research of Stinglhamber et al. (2015). According to Stinglhamber et al. (2015) Transformational leadership leads followers, considers individual needs and allows them to thrive in a supportive environment. Thus, it is concluded that if the transformational leadership is getting better, the perceived organizational support will be more positive. This shows that the more leaders have extraordinary competence, leaders motivate employees, leaders inspire employees, leaders give positive influence to employees, leaders encourage employees, leaders entertain employees, leaders listen to employees, and leaders who do not promote themselves, then will further increase the perceived organizational support perceived by employees (perceived organizational support). Therefore, transformational leadership must be maintained so that the perceived organizational support of employees of increased.

4.3. Hypothesis 3

The results of this study also confirm several previous studies, namely Appu and Sia (2015) and Trybou et al. (2014). According to Appu and Sia (2015), perceived supervisor

support increases creative behavior by increasing employee interest in work. Meanwhile, according to Trybou et al. (2014) theory of perceived organizational support argues that employees believe they will tend to receive the highest support for better performance. Thus, it is concluded that if the perceived organizational support is better, then employee creativity is more positive. This shows that the more leaders care about employee opinions, leaders care about employee welfare, leaders are consistent with procedural justice, and fairness according to employee performance, the more employee creativity will be increased (employee creativity). Therefore, perceived organizational support must be maintained so that employee creativity increases.

4.3. Hypothesis 3

Based on the results of the study, it can be seen that the role of perceived organizational support is that perceived organizational support mediates the effect of transformational leadership on employee creativity. The effect is positive, meaning that the higher the employee's perception of perceived organizational support, the stronger the effect of transformational leadership on employee creativity. This shows that the more leaders care about employees' opinions, leaders care about employee welfare, leaders are consistent with procedural justice, and fairness according to employee performance, the perceived organizational support will improve which will then strengthen the

effect of transformational leadership on employee creativity.

5. Conclusion

Based on the results of research on the effect of transformational leadership on employee creativity mediated by perceived organizational support, there are several conclusions that can be drawn, namely: there is an effect of transformational leadership on employee creativity, there is an effect of transformational leadership on perceived organizational support, there is an effect of perceived organizational support on employee creativity, and there is an effect of transformational leadership on employee creativity mediated by perceived organizational support.

6. Conclusion and Suggestion

The leaders needs to find the right way so that employees have ideas that can improve the continuity of the organization, by increasing the ability to take initiative. Initiative ability is doing something or working without having to be told in advance what to do. With initiative ability, employees will never stop learning and continue to develop themselves, when they show initiative in the world of work, employees will solve a problem that other employees may not pay much attention to and continue to look for good ideas. Employees agreed to have the autonomy to determine how to do its work. However, employees does not feel enough to have the autonomy to determine how to do its work. Therefore, the leaders needs to find the right way so that employees have autonomy to improve organizational performance, by means of leaders giving trust to employees to

take responsibility and make decisions independently. Employees agrees that leaders really care about employee well-being. However, employees has not sufficiently felt the leader's concern for his welfare. Therefore, the leaders needs to find the right way in an effort to prioritize the welfare of its employees in order to improve organizational performance and performance. Improving welfare can be done in various ways, such as: providing attractive incentives, bonuses and rewards.

Suggestions for further research are: further research can examine the application of transformational leadership as a mediating variable for employee creativity and perceived organizational support; If research with the same theme is conducted in a company, it is necessary to first classify and stratify the population to get more representative respondents. Therefore, further research can use the simple random sample method so that each sample from each group or stratum is simpler; the object of this research is a state company, for further research it can be carried out on national or international private companies, even multinationals.

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