LEADERSHIP AND INNOVATION DYNAMICS ON PUBLIC SERVANTS: CREATIVE SELF-EFFICACY AND AFFECTIVE COMMITMENT AS MEDIATORS

Elvirani Dwi Saputri[1]
Universitas Indonesia, Depok, Indonesia
elvirani.vira@gmail.com

Elok Savitri Pusparini[2]
Universitas Indonesia, Depok, Indonesia
eloksp@ui.ac.id

Abstract

This study explores how creative self-efficacy and affective commitment mediate the relationship between leadership styles and innovative work behavior among public servants in the government financial sector. It compares the impact of self-leadership and transformational leadership on innovative work behavior, using public servants as the research subjects. The study surveyed 860 public servants in a state financial organization using online questionnaires with a 7-point Likert scale. Data were analyzed using SmartPLS and Structural Equation Modelling (SEM). The study found a positive link between creative self-efficacy, affective commitment, and innovative work behavior, highlighting the mediating role of creative self-efficacy and affective commitment between leadership style and innovative work behavior. It recommends that supervisors adopt a transformational leadership style to enhance creative self-efficacy and affective commitment, thereby boosting innovative work behavior. Additionally, organizations should employ self-leadership strategies to promote innovation.

Keywords: Self-leadership, Transformational Leadership, Creative Self-Efficacy, Affective Commitment, Innovative Work Behavior

INTRODUCTION

Today, the necessity to modify, innovate, or revolutionize public institutions stands as a pivotal topic in public administration (Altamimi et al., 2023). Revisions within the public sector commonly stem from overarching influences like shifts in financial markets and advancements in information technology, alongside more particular catalysts like the introduction of new regulations or directives from a nation's central government (Hameed et al., 2019). Ahmad et al. (2021) stated that public sector organizations are urged to implement changes in governance, structure, design, and service quality, as these changes will greatly benefit the community. The focus is on engaging employees in innovation and developing high-quality services through cost-effective approaches, while also meeting rising external expectations and demands (Tan et al., 2023).

Public sector employees are crucial to the innovation process as they propose, support, and execute grassroots innovation within public sector organizations. (AlMunthiri et al., 2023). Employee innovative work behavior, which refers to the degree to which employees investigate, develop, advocate, and/or execute ideas and solutions to enhance job performance, is crucial for boosting innovation in the public sector. (De Jong & Den Hartog, 2010). The growing focus of researchers on innovative behavior has spurred increased interest in employees, prompting deeper exploration of success drivers in human resource development and intensifying scrutiny of individual innovation within the public sector. While there's a consensus that innovation in the public sector can enhance organizational performance, there's a call for additional research to delve into the specific innovative behaviors of employees (Mutonyi et al., 2020).

Innovation makes a significant difference for organizations of various shapes and sizes. Innovation is a way for organizations to survive because the companies that survive are those capable of making changes regularly and with focus (Tidd & Bessant, 2021). Public service has long been an example of 'Innovation Studies,' where the main idea is that innovation is something specific to the market sector, and the term 'public innovation' is an oxymoron (Sørensen & Torfing, 2011).

Earlier studies have suggested that the style of leadership plays a significant role in directly and indirectly impacting employees, which in turn fosters and nurtures their

innovative work behavior (Alheet et al., 2021; Iqbal et al., 2023; Khan et al., 2023). Lin et al. (2023) found that both transformational leadership and ethical leadership positively impact the innovative work behavior of academic staff and their leaders in Chinese higher education institutions. According to research Iqbal et al. (2023), creative self-efficacy and affective commitment can mediate the relationship between leadership styles and innovative work behavior. Khan et al. (2023) discovered that creative self-efficacy and knowledge sharing are essential in promoting innovative work behavior. These factors enhance employees' confidence in their skills and expertise to carry out specific tasks.

This study aims to investigate how leadership style, creative self-efficacy, affective commitment, and knowledge sharing impact innovative work behavior. The research adopts a predominantly quantitative methodology, focusing on employees in the financial sector within government organizations. The theoretical contribution aims to enhance the academic comprehension and knowledge regarding the effects of leadership styles (specifically self-leadership and transformational leadership), affective commitment, and creative self-efficacy on innovative work behavior. The practical contribution is to guide organizational leaders or units responsible for human resources to encourage and empower their employees in terms of innovation. The author also anticipates that this study will offer additional benefits to employees by helping them nurture their innovative ideas and gain the confidence to implement these ideas when devising strategies to tackle workplace challenges.

In the next section, the literature review will examine elucidating the theory and prior studies, as well as the hypotheses formulated for this research. Next, the study's methodology will be explained, after which the findings of the data analysis will be presented. Following this, the study will be thoroughly examined, culminating in a conclusion. The sequence outlined here reflects the structure of this research article after the introduction.

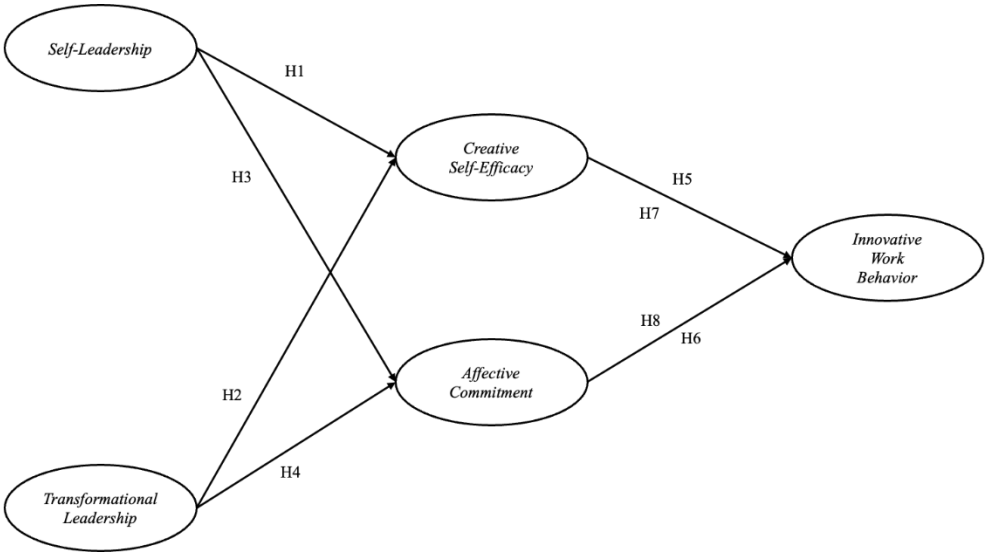

Figure 1.
Research Model

Based on the research model developed as shown in the figure above, there are eight hypotheses as follows:

H1: Self-leadership has a positive effect on Creative Self-efficacy

H2: Transformational Leadership has a positive effect on Creative Self-efficacy

H3: Self-leadership has a positive effect on Affective Commitment

H4: Transformational Leadership has a positive effect on Affective Commitment

H5: Creative Self-Efficacy has a positive effect on Innovative Work Behavior

H6: Affective Commitment has a positive effect on Innovative Work Behavior

H7: Creative Self-Efficacy mediates the influence of Self-Leadership and Transformational Leadership on Innovative Work Behavior

H8: Affective Commitment mediates the influence of Self-Leadership and Transformational Leadership on Innovative Work Behavior

RESEARCH METHOD

In this research, the author employed a quantitative confirmatory approach, which involves using numerical data to test a pre-established theory or hypothesis. This method entails collecting data and utilizing statistical analysis to determine whether the data supports the hypothesis. The author employs primary quantitative data in this study. According to Sekaran & Bougie (2016), primary data refers to information gathered firsthand by

researchers from original sources, specifically for designated research objectives. In this study, data was gathered through a questionnaire survey administered to state civil servants employed in State Financial Management (PKN). Data collection is conducted by distributing online questionnaires.

The measurement scales utilized in this study were derived from various previous studies. The constructs were evaluated using seven-point scales, with responses ranging from 1 (strongly disagree) to 7 (strongly agree). The survey questionnaire used in this study comprised 40 indicators distributed across five sections. Self-leadership was assessed using a nine-item by Houghton et al. (2012), transformational leadership was evaluated with a seven-item developed by Jensen et al. (2019), affective commitment was measured using an eight-item scale by 6/5/2025 12:59:00 AM, creative self-efficacy was gauged with a six-items developed by Karwowski et al. (2018), and lastly, innovative work behavior was measured using a ten-item developed by De Jong & Den Hartog (2010).

RESULTS AND DISCUSSION

The study involved a descriptive analysis, as depicted in Table 1, with a total of 860 respondents. The data revealed that the majority of respondents were male, predominantly aged between 31 and 35 years old, and occupied staff positions within their respective institutions.

Table 1.
Demographic

Characteristic	Category	Quantity	Percentage
Gender	Male	563	65%
	Female	297	35%
Age	<25	58	7%
	26–30	140	16%
	31-35	169	20%
	36-40	152	18%
	41-45	108	13%
	46-50	137	16%
	>50	96	11%
Position	Manager	62	7%
	Section Head	263	31%
	Staff	535	62%

Validity testing is a crucial phase where researchers need to concentrate on the content validity of the measurements, this involves evaluating how well the indicators reflect the comprehensive content domain or at least its primary aspects (Hair, 2014). Indicators are deemed valid if their loading factor is at least 0,50 (Hair et al., 2019). This AVE value is considered acceptable based on Fornell & Larcker (1981) opinion, which asserts that an AVE value of 0,4 or slightly below 0,5 is still acceptable for convergent validity, provided that the composite reliability (CR) value exceeds 0,6, the information shown in Table 2.

Table 2.
Results of Measurement Model Assessment

Construct	Indikator	Outer loadings	Cronbach's Alpha	CR	AVE
Self-Leadership	SFL1	0,724	0,826	0,864	0,421
	SFL2	0,649			
	SFL3	0,770			
	SFL4	0,713			
	SFL5	0,726			
	SFL6	0,475			
	SFL7	0,526			
	SFL8	0,512			
	SFL9	0,670			
Transformational Leadership	TL1	0,920	0,967	0,972	0,834
	TL2	0,923			
	TL3	0,913			
	TL4	0,898			
	TL5	0,933			
	TL6	0,895			
	TL7	0,908			
Affective Commitment	AC1	0,727	0,909	0,927	0,617
	AC2	0,793			
	AC3	0,784			
	AC4	0,616			
	AC5	0,723			
	AC6	0,813			
	AC7	0,887			
	AC8	0,902			
Creative Self-Efficacy	CSE1	0,815	0,928	0,943	0,736
	CSE2	0,830			

Construct	Indikator	Outer loadings	Cronbach's Alpha	CR	AVE
	CSE3	0,845			
	CSE4	0,863			
	CSE5	0,902			
	CSE6	0,889			
Innovative Work Behavior	IWB1	0,674	0,953	0,960	0,707
	IWB2	0,737			
	IWB3	0,748			
	IWB4	0,887			
	IWB5	0,886			
	IWB6	0,888			
	IWB7	0,876			
	IWB8	0,892			
	IWB9	0,894			
	IWB10	0,889			

Notes: SFL = Self-Leadership, TL = Transformational Leadership, AC = Affective Commitment, CSE = Creative Self-Efficacy, IWB = Innovative Work Behavior, CR = composite reliability, AVE = average variance extracted

The subsequent stage entails performing a model fit test or applying structural equation modeling (SEM). SEM consists of statistical techniques designed to analyze complex interrelationships that linear regression equations cannot effectively address. The hypothesized relationships were evaluated using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, executed with SmartPLS 3 software. PLS-SEM analysis follows a two-step procedure: initially, assessing the measurement model, and subsequently, evaluating the structural model.

Table 3.
Results of Structural Model Evaluations

Relationships	Path Coefficients	Standard Deviation	T statistics	p-values
Direct Effects:				
SFL>CSE	0,538	0,030	18,152	0,000
TL>CSE	0,183	0,032	5,662	0,000
SFL>AC	0,279	0,032	8,670	0,000
TL>AC	0,426	0,032	13,333	0,000
CSE>IWB	0,739	0,024	31,303	0,000
AC>IWB	0,173	0,028	6,260	0,000

Relationships	Path Coefficients	Standard Deviation	T statistics	p-values
Indirect Effects:				
SFL>CSE>IWB	0,397	0,025	15,739	0,000
TL>CSE>IWB	0,135	0,025	5,463	0,000
SFL>AC>IWB	0,048	0,010	4,689	0,000
TL>AC>IWB	0,074	0,013	5,696	0,000

Notes: SFL = Self-Leadership, TL = Transformational Leadership, AC = Affective Commitment, CSE = Creative Self-Efficacy, IWB = Innovative Work Behavior

According to the hypothesis testing results in Table 3, the initial finding suggests a positive relationship between self-leadership and creative self-efficacy (18.152 > 1.645). This result proves previous studies by Khan et al. (2023), Knight et al. (2022), Kalra et al. (2021), and Chughtai & Khalid (2022) which show that PKN employees capable of self-leadership exhibit a creative self-efficacy that supports their work performance in the office. Second, the relationship between transformational leadership and creative self-efficacy is positive (5,662>1,645) which proves the previous research by Maria et al. (2022), Bayraktar & Jiménez (2020), dan Leandro & Umana (2021). In the realm of transformational leadership, employees are motivated to have confidence in their ability to think creatively and generate innovative results. This process contributes to boosting their belief in their creative capabilities. A strong creative self-efficacy is essential for employees as it is seen as pivotal in facilitating creative outputs. However, these results contrast with the study conducted by Kaya & Koçyiğit (2023), which found that the relationship between transformational leadership and self-efficacy is not particularly strong. Kaya's study also found that this relationship becomes stronger in countries with a high power distance orientation.

Third, self-leadership positively influences affective commitment (8,670 > 1,645), consistent with prior work by Knotts & Houghton (2021), that established self-leadership's significant role in enhancing affective commitment. Moreover, Jnaneswar & Ranjit (2023) research revealed that self-leadership correlates with organizational commitment (affective commitment) and work engagement, acting as mediators in fostering employee creativity. Son et al. (2022) also investigated the effect of self-leadership on sports center employees'

commitment, finding that highly motivated self-leaders tend to derive satisfaction from their work, fostering a positive organizational environment.

Fourth, in PKNs, the correlation between transformational leadership and affective commitment demonstrates a significant positive effect, as evidenced by the statistical values (13,333>1,645). This finding aligns with Park et al. (2022), research, which explored how transformational leadership influences affective organizational commitment. Their study indicated that transformational leadership positively impacts both affective organizational commitment and individual performance, particularly when there is a high level of employee engagement acting as a mediator. Shao et al. (2022) similarly discovered a positive association between transformational leadership and affective commitment, attributing this to transformational leaders' concern for their team members, which fosters an environment where employees feel comfortable addressing issues, thus strengthening their bond with the organization. Likewise, Waisy & Wei (2020) also reported comparable findings, suggesting that adopting transformational leadership practices can bolster employees' emotional commitment to organizational changes.

Fifth, In PKNs, there is a positive correlation between creative self-belief and innovative work conduct (31,303 > 1,645), as evidenced by various studies. discovered a significant impact of creative self-belief on innovative work behavior. Likewise, Ghulam Jan et al. (2021) observed a link between the level of creative self-belief and employees' innovative work behavior (IWB). Similarly, Javed et al. (2021) established a significant association between creative self-belief and innovative work behavior, wherein the former triggers employees' creativity, leading to novel self-improvement methods and consequently enhancing their innovative work conduct.

Sixth, The study demonstrates a strong correlation (6,260>1,645) between affective commitment and innovative work behavior in PKNs. These results align with Muñoz et al. (2023) findings, highlighting a positive link between affective commitment and innovative behavior. Affective commitment signifies employee satisfaction when the organization achieves positive results, driving them to explore innovative methods that benefit the company. Correspondingly, Azinga et al. (2023) discovered that employees' affective commitment significantly influences their innovative behavior, influenced by factors like

motivation, expectations, and self-confidence. Moreover, Wang et al. (2022) also established a positive association between affective commitment and employees' innovative behavior.

Seventh, the findings demonstrate that creative self-confidence acts as a mediator between self-leadership (15,379>1,645) and transformational leadership (5,463>1,645) and employees' innovative work behavior. H7 is corroborated, consistent with Goldsby et al. (2021) and Harari et al. (2021) who found that self-leadership boosts employees' belief in their creative abilities (creative self-confidence), empowering them to engage in and demonstrate innovative work behaviors. This hypothesis is also supported by Iqbal et al. (2023) who observed that creative self-confidence mediates the link between transformational leadership and innovative work behavior, albeit not very strongly. This corresponds with Zainal & Mohd Matore (2021) findings, highlighting the significance of teachers' self-confidence and school administrators' transformational leadership style in shaping teachers' inclination towards innovation.

The final hypothesis in our study suggests that affective commitment plays a mediating role in the impact of self-leadership (4,689>1,645) and transformational leadership (5,696>1,645) on employees' innovative work behavior within PKNs. This hypothesis (H8) is substantiated by Knotts & Houghton (2021) who found that affective commitment can act as a mediator between self-leadership and employees' work engagement. Additionally, our findings align with Düger (2021), conclusion that affective commitment positively influences innovative work behavior. This implies that employees with strong affective commitment display a deep loyalty to the organization, actively engage in its activities, and are willing to go the extra mile to contribute to the organization's goals, including through innovative work behavior. This results are consistent with the research of (Khaola & Musiiwa (2021) which highlights that the relationship between transformational leadership and innovative work behavior is most pronounced when organizational emotional commitment and fairness are high. Similarly, Shah et al. (2020) also observed a positive correlation between transformational leadership and innovation in the hospitality industry, with affective commitment serving as a mediator in this relationship.

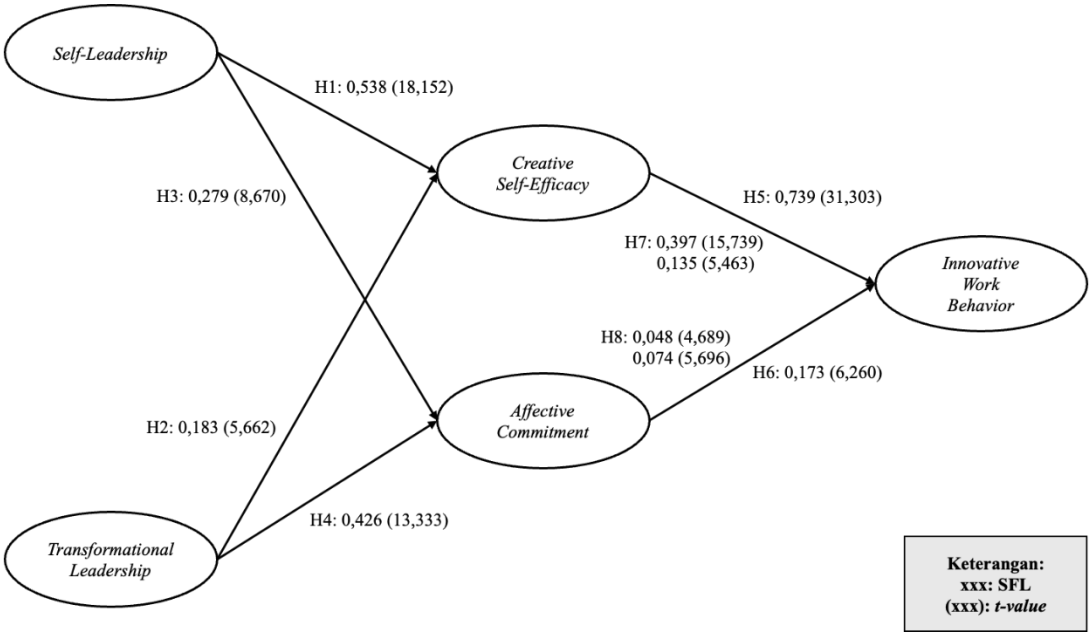

Figure 2.

CONCLUSION

Innovation is a crucial element that organizations must develop and enhance to survive the rapid advancement of technology. Human resources are a part of the organization that can create and develop these innovations, and therefore, they must be supported by the organization to improve their innovative work behavior. Factors such as self-leadership, transformational leadership, creative self-efficacy, and affective commitment have been shown to directly and indirectly influence the innovative work behavior of civil servants at PKN. The research utilized a cross-sectional research design, which means that interpreting the precise connection between real working conditions and all aspects of the scale is not straightforward. Future research could consider using additional data collection methods besides questionnaires, such as interviews with departments directly involved in employee innovation development, to obtain more in-depth results. Furthermore, future research could consider focusing on specific job positions or generations. This approach would aim to achieve a consistent understanding of which factors most significantly influence innovative work behavior among employees.

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