

Authentic Leadership on Employee Creativity: The mediating of Work Engagement

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ABSTRACT

This study analyzes: (1) the effect of authentic leadership on employee creativity (2) The effect of authentic leadership on work engagement (3) The effect of work engagement on employee creativity (4) The effect of authentic leadership on employee creativity through work engagement. This research is a quantitative research. The population in this study were the employees of the Regional Secretariat of Aceh Singkil Regency, amounting to 97 people. The sampling technique used was Total Sampling. Data obtained through a questionnaire with a Likert scale. The analysis technique used is through the SmartPLS software.3. The results of data processing in this study indicate that: (1) Authentic leadership has a positive and significant impact on employee creativity in the employees of the Regional Secretariat of Aceh Singkil Regency (2) Authentic leadership has a positive and significant impact on work engagement in the employees of the Regional Secretariat of Aceh Singkil Regency (3) Work engagement has a positive and significant impact on employee creativity in the employees of the Regional Secretariat of Aceh Singkil Regency (4) Authentic leadership has a positive and significant impact on employee creativity through work engagement in the employees of the Regional Secretariat of Aceh Singkil Regency.

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INTRODUCTION

Currently, almost all organizations face a dynamic environment, marked by rapid technological changes, for that it takes human resources who can become the backbone of the organization and as a key asset to success in dealing with these technological changes, therefore to be able to achieve that success, employees must have creativity in the agency. Creative employees are often more interested in finding new ideas, as well as new ways to use existing processes or procedures (Amabile et.al., 1996).

The current demands for creativity are not only on companies but also on government agencies, including the Aceh Singkil Regency Regional Secretariat because with this creativity there will be new findings to expedite the process of service activities for the employees themselves and the wider community. To meet the needs of employees, the organization must find the best approach to increase creativity so that it can create a positive work atmosphere (Carmeli et al., 2010).

Employee creativity is supported by leaders with creativity being a job requirement for progress by providing feedback and rewards to employees when they are able to achieve creative

results (Stobbeleir, 2011). Authentic leadership shows a sense of caring about ethical issues and increases positive, supportive, fair and transparent emotions that will encourage creativity (Peterson et al., 2012). These leaders inspire others to get involved in the workplace and optimize their performance by demonstrating authentic characteristics through which leaders can develop work engagement (Walumbwa et al., 2010).

Schaufeli (2012) states that work engagement is needed by every employee. Vinarski et al., (2011) asserted that encouraging mental situations that include work engagement plays an important role in increasing employee creativity.

The problems that the authors found related to employee creativity in the employees of the Regional Secretariat of Aceh Singkil Regency were the low ability of human resources, the lack of flexibility and support for employees to explore new ideas and implement these ideas. Lack of hard work to achieve success at work, often complain and do not want to try new things that can speed up work, and do not want to give the best to the agency.

The problems that the authors found related to authentic leadership at the Regional Secretariat of Aceh Singkil Regency employees were the low level of balanced communication, the low interaction between leaders and subordinates, and the lack of level of understanding the feelings of their subordinates so that it would make employees not have ideas to be more creative. .

The problems that the authors found related to work engagement with employees of the Regional Secretariat of Aceh Singkil Regency were that there were still some employees who behaved not having the desire to help co-workers, preferring to work individually, lack of respect for the regulations that apply in the agency, some employees only work to meet standard operating procedures by the organization, as well as the absence of real subordinates in carrying out orders from superiors.

Based on previous research, the factors that can affect employee creativity include authentic leadership (Gong et al., 2009; Stobbeleir, 2011; Rego et al., 2012; Avolio et al., 2004; Peterson et al., 2012; Semedo et al., 2016; Zubair and Kamal, 2015), work engagement (Demerouti et al., 2015; Bakker and Xanthopoulou, 2013; Ahmetoglu, 2011; Eldor and Harpaz, 2016; Bakker, 2020). Previous research has also proven that authentic leadership affects work engagement (Kumar and Israel, 2012; Oh et al., 2018). Previous research has proven that authentic leadership affects employee creativity mediated by work engagement (Sengupta et al., 2020; Prayoga et al., 2020; Chaundhary and Panda, 2018; Mubarak and Noor, 2018).

Based on the phenomena and conditions described above, the authors are interested in discussing "The effect of authentic leadership on employee creativity through work engagement as a mediator for the employees of the Regional Secretariat of Aceh Singkil Regency.

LITERATURE REVIEW

Employee Creativity

Amabile (1996) states that employee creativity is a function of individual relevant skills (actual knowledge and technical skills in knowledge and skills related to creativity (cognitive style and work style). Creativity can be defined as the generation of new or original ideas or solutions, useful and valuable (Amabile, 1988). Indicators of employee creativity according to Risnawaati in Marino (2014) are: (1) Cognitive Aspect, namely the process of thinking and the process of knowing ideas in developing an idea. (2) Affective Aspect, namely the attitude of curiosity know, and the imaginative nature of the individual (3) Personality Aspect is the aspect of feeling, attitude, individual, or individual/employee's stability in dealing with new things in the company (4) Process Aspect is an aspect of planning, implementation and evaluation in an activity carried out by individuals and certain goals.

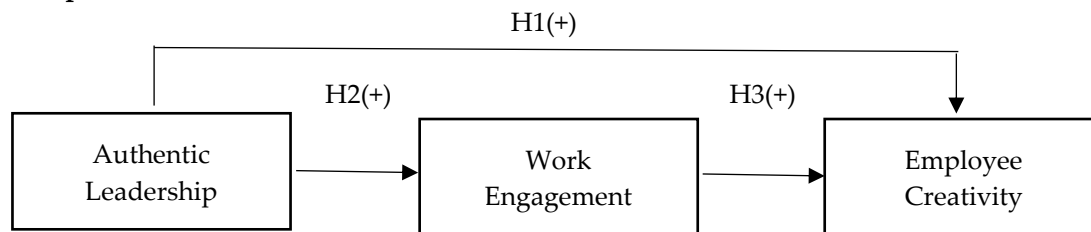
Authentic Leadership

According to Walumbwa et al., (2008) in Garner et al., (2011) authentic leadership is a leader who is very conscious in thinking and acting. George (2003) states that authentic leadership uses their natural abilities, admits mistakes and tries to overcome them. Indicators of authentic leadership according to Walumbwa et al., (Rego et al., 2012), namely: (1) Self-Awareness, namely being able to see and understand oneself regarding the strengths and weaknesses that they have from time to time (2) Relationships that are transparent, leaders display the actually interact with other people by showing his real self without fabrication. (3) Internalized Moral Perspective, namely the leader makes decisions based on moral values and self-regulation.

Work Engagement

According to Schaufeli et al., (2001), work engagement is the positivity and fulfillment of work that is owned by the dimensions of vigor, dedication and absorption. Indicators of work engagement according to Baker and Bal (2010), namely: (1) Vigor has high energy, willingness and ability to work, and perseverance in dealing with difficulties (2) Dedication feels inspired, proud, enthusiastic, challenged and feels a good job. Possession is important. (3) Absorption has full concentration which can speed up the completion process at work, at work time seems to pass so fast and at work it is difficult to let go.

Conceptual framework



Gambar 1. Conceptual framework

Hypothesis

According to walumbwa et al., (2008) in Zeb et al., (2019), stated that authentic leadership promotes employee creativity. Where a person has an effective relationship to meet the challenges on the task, which will increase the attitude and creative behavior to meet the goals that have been set. Supervision and Leadership are indispensable for employee creativity (Tierney in Zeb et al., 2019). In order to be accepted in the organizational environment, leaders must make the best decisions. This research is supported by Rego, et al., (2012), Peterson et al (2012), Rashid et al (2019), Semedo et al (2016) and Zubair and Kamal (2015). Based on the literature review above, the authors make a hypothesis, namely:

H1: Authentic leadership affects employee creativity

Based on research conducted by Alok and Israel (2012), it is stated that authentic leadership provides employee resources to be later involved in the organization. These leaders demonstrate authentic characteristics by inspiring others to increase work engagement (Walumbwa et. al., 2010). This research is supported by Puguh and Prasanti (2016), Penger and Cerne (2014). Based on the literature review above, the authors make a hypothesis, namely:

H2: Authentic leadership affects work engagement

Toyama and Mauno (2017) Employees who are high on work engagement express creativity which marks the employee's need to be flexible. Slatten and Mehmetoglu (2011), stated that an important factor of creativity is work engagement. Supported by research Harter et al., (2004) stated that work engagement affects employee's creativity.

H3: Work engagement has an effect on employee creativity

Mubarak and Noor, (2018), state that work engagement has a positive and significant effect on employee creativity. Bakker and Albrech, (2018) in Sengupta et al., (2020) said it is very necessary to involve employee's which will make creativity increase. This research is supported by Chandhary and Panda, (2018). Based on the literature review above, the authors make a hypothesis, namely:

H4: Authentic leadership affects employee creativity through work engagement**METHOD**

The type of research used is causality research. The measurement model is used to test the validity and reliability. The population in this study were all employees of the Regional Secretariat of Aceh Singkil Regency as many as 97 people using random sampling method. The data collection technique used a Likert scale measurement questionnaire with a PLS approach that was supported using SmartPLS3.

RESULT AND DISCUSSION

The frequency distribution of the employee creativity variable was measured by 15 statement items from 4 indicator with an average accumulation of 3.85 and a TCR of 76.99. It can be concluded that employee creativity in the employees of the Regional Secretariat of Aceh Singkil Regency can be said to be sufficient. Then the authentic leadership variable was measured by 8 statement items from 4 indicator where the average score was 3.79 and the TCR was 75.82. It can be concluded that the authentic leadership variable for the employees of the Regional Secretariat of Aceh Singkil Regency can be said to be sufficient. Then the work engagement variable was measured 15 statement items from 3 indicator where the average score was 3.71 and the TCR was 74.12. It can be concluded that the work engagement variable for the employees of the Regional Secretariat of Aceh Singkil Regency can be said to be sufficient.

Table 1. Validity Test

Variable	AVE
Employee Creativity	0.666
Authentic Leadership	0.610
Work Engagement	0.591

From the description of the table above, it can be seen that each construct has a validity above 0.5. This can be interpreted that the construct has a good level of validity.

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
Employee Creativity	0.941	0.929
Authentic Leadership	0.959	0.954
Work Engagement	0.956	0.950

From the description of the table above, it is known that all constructs have values above 0.7, meaning that all models meet the criteria or are reliable.

Table 3. R-square test results

Variable	R-square
Employee Creativity	0.282
Authentic Leadership	
Work Engagement	0.144

From the table description above, the R-square value work engagement value is 0.282, meaning that 28.2% of work engagement can be influenced by authentic leadership. As for the variable employee

creativity, 0.144 was obtained, indicating 14.4% that employee creativity can be influenced by authentic leadership.

Table 4. Direct Effect

Variable	Original sample (O)	Average sample	Standard Deviation	T Statistics
Authentic Leadership> Employee Creativity	0.307	0.308	0.109	2.818
Authentic Leadership> Work Engagement	0.379	0.394	0.105	3,605
Work Engagement > Employee Creativity	0.332	0.344	0.106	3.129

Table 5. Indirect Effect

Variable	Original sample (O)	Average sample	Standard Deviation	T Statistics
Work Engagement> Employee Creativity	0.126	0.136	0.065	2.110

The first test showed that the authentic leadership variabel with employee vreativity has a t-count value of 2.818> 1.96. This shows that there is a significant effect between authentic leadership on employee creativity, so the first hypothesis is ac cepted.

The second test show that the authentic leadership variabel with work engagement has a t value of 3.605> 1.96. This shows that there is a significant effect between authentic leadership on work engagement, so the second hypothesis is accepted.

The results of the third test show that the work engagement variable with employee creativity has a t-value of 3.126>1.96, which means that there is a significant effect between work engagement and employee creativity, so the third hypothesis is accepted.

The results of the fourth test show that authentic leadership on employee's vreativity through work engagement is obtained a value of 2.110> 1.96, with an original sample of 0.126, which means that there is a significant effect of authentic leadership on employee creativity through work engagement, so the fourth hypothesis is accepted.

CONCLUSSION

There is a direct and significant influence between authentic leadership and employee creativity in the employees of the Regional Secretariat of Aceh Singkil Regency. This means that the employees of the Regional Secretariat of Aceh Singkil Regency feel that the authentic leadership style applied in the agency can increase the level of employee creativity.

There is a direct and significant influence between authentic leadership and work engagement for the employees of the Regional Secretariat of Aceh Singkil Regency. This means that the employees of the Regional Secretariat of Aceh Singkil Regency feel that the perception of the authentic leadership style applied in the agency can increase work engagement.

There is a direct and significant influence between work engagement and employee creativity in the employees of the Regional Secretariat of Aceh Singkil Regency. This shows that the perception of work engagement applied in the agency is able to increase employee creativity.

There is a direct and significant effect between authentic leadership and employee creativity through work engagement on the employees of the Regional Secretariat of Aceh Singkil Regency.

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