

The Effect of Inclusive Leadership on Innovative Work Behavior: Creative Self-Efficacy Mediation Variable in Indonesian Private University Workers



Indri Sri Enderwati¹, Asri Laksmi Riani²

¹Magister Management Sebelas Maret University 57126, Indonesia

²Sebelas Maret University 57126, Indonesia

ABSTRACT: Social Cognitive Theory or abbreviated as SCT is the main basis in conducting this research to determine the effect of inclusive leadership on innovative work behavior with creative self-efficacy as a mediating variable. This research was conducted in several provinces in Indonesia involving 176 education personnel spread across private universities. The analysis process in this study using Structural Equation Modeling (SEM) with Amos 6.0 software, found results that inclusive leadership was able to influence innovative work behavior. The same thing also happens to creative self-efficacy which is able to directly affect innovative work behavior.

KEYWORDS: Private Universities, Education Personnel, Inclusive leadership, Creative Self-Efficacy, Innovative Work Behavior.

I. INTRODUCTION

The wave of revolution 4.0 has entered Indonesia and has brought about many changes marked by the development of creativity and innovation by utilizing technology and information, but this condition makes some industries in Indonesia difficult to adapt. (Sugiarto, 2018). The need for an innovation is the key to its success ((Javed et al., 2020). One of the reasons for the low level of innovation in human resources is the low level of literacy they get and efforts to increase innovation can be improved in terms of employee education (Indriani, 2021). However, the current condition of Indonesia's education is not good because the impact of the Covid-19 pandemic is evident from the data submitted by UNESCO that Indonesia's Human Development Index is declining and is currently ranked 111th out of 189 countries (Kadi et al., 2017).

The government has not let go of this deteriorating situation. The government made a policy that all teaching and learning activities were shifted online and there were restrictions on space for movement during the covid-19 pandemic, but this decision actually made hundreds of private universities (PTS) bankrupt and out of business (Citrawan, 2021). Therefore, Innovation is an important key in supporting the success and survival of an organization (Asbari & Novitasari, 2020). Employees or organizations that cannot carry out an innovation in a relatively long time will harm the company's performance later (Purwanto et al., 2021). *Innovative work behaviour* which was later shortened to IWB in this study could be influenced by several factors, which in this study could be influenced by inclusive leadership and creative self-efficacy. Inclusive leadership is a leadership style that is more open and flexible because it is able to accept team members as they are and accept various opinions from all points of view. (Purnamaningtyas & Rahardja, 2021). Therefore, inclusive leadership will be needed to motivate employees to discuss their problems to find innovative solutions (Javed et al., 2020). Next is creative self-efficacy, which is the development of the concept of self-efficacy and self-efficacy according to Bandura, (1997) is an important mechanism to produce something desired such as innovative work behavior.

The current research is conducted in the education sector because, along with the development of the era of the education sector, especially private universities cannot be separated from competition between universities in obtaining students (Hafni et al., 2020) and one factor that can affect the number of New Student Admissions (PMB) is by providing good and quality services (Chen, 2016) and those who are tasked with providing good and quality services are educational staff in any conditions. However, according to (Rustiono, 2017) the role of administrative bureaus in many universities is still underestimated for its participation in higher education governance because its function is considered only as complementary. This inaccurate point of view makes academic administration services at higher education institutions not run optimally, the educational staff employed also have low

The Effect of Inclusive Leadership on Innovative Work Behavior: Creative Self-Efficacy Mediation Variable in Indonesian Private Higher Education Education Personnel

competence, are not given training that suits their needs and the reward and punishment motivation system is not applied optimally. (Aziz, 2016). The new thing presented in this study is to use education personnel as the research sample, which according to the researcher's knowledge based on the articles read, the use of this sample is still rarely used at the university Level.

II. LITERATURE REVIEW

Social Cognitive Theory

This theory is a theory that explains that the lessons of human life can be obtained from the social environment that is owned by observing other people interact and will gain knowledge, applicable rules, strategies, beliefs, and attitudes that will later be beneficial for oneself. Bandura, 1999).

Inclusive Leadership

Inclusive leadership is a leadership style that shows an invitation, direction and rewards followers for what their followers have done (Nembhard & Edmondson, 2006). In addition, inclusive leadership also emphasizes honesty, fairness, and equal treatment which will later aim to increase follower participation (Rawat et al., 2021). According to Javed et al., (2019) inclusive leadership will usually handle crises that occur, reduce pressure, and create mutually respectful and respectful relationships between followers and superiors. So, it can be concluded that this leadership style is a leadership style that wants to invite and collaborate with employees, supports innovative ideas from employees and will always accompany and be open for employees to consult.

Creative Self-Efficacy

The focus of creative self-efficacy (CSE) is a development of the concept of self-efficacy (Oktaria et al., 2021) which is a person's belief in his ability to organize and carry out the series of actions needed for a given task that allows a person to act, think, and process. (Bandura, 1997) So, from this self-efficacy concept, (Bandura, 1997) emerged creative self-efficacy, which is a belief to understand one's own ability to knowledge, skills and abilities to help their performance in the workplace.

Innovative Work Behavior

Innovative work behavior is work behavior that leads to the process of generating new ideas, related to products, services, process updates and work procedures that can later be applied to their work. (de Jong & den Hartog, 2010). According to Le & Zheng (2014), explaining that innovative work behavior can arise from internal factors, namely the ability to innovate and can also come from external factors in the form of support from the environment and the role of leaders.

III. HYPOTHESIS

Inclusive leadership is a leadership style that can accept group members as they are both from their abilities, suggestions and criticisms as well as the contributions that can be made (Qurrahtulain et al., 2022) This kind of leader really helps employees in dealing with problems in their work and will assist employees in creating new ideas (Javed et al., 2021) Inclusive leadership will greatly assist employees in creating and developing creative and innovative ideas in the workplace, on the other hand employees will feel highly valued. This is supported by research conducted by (Javed et al., 2020) which shows the results that inclusive leadership can have an influence on innovative work behavior. The hypothesis formulated is H1: inclusive leadership has a positive and significant effect on innovative work behavior.

Brockhus et al., (2014) explain that CSE is something that leads to self-confidence in one's creativity and believes that this ability is useful for designing creative things in certain situations that can be successful and useful in work. To encourage creative self-efficacy, support from leaders who are able to appreciate their abilities is needed (Randel et al., 2018). Therefore, inclusive leadership is very important for employees who want to develop their potential. In addition, inclusive leadership that is open to input and suggestions from followers makes employees feel empowered and employees feel more confident in their ability to generate creative ideas.

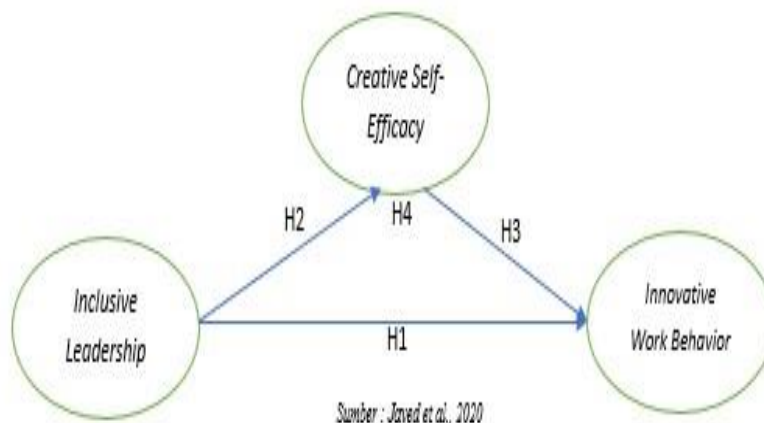
This is supported by research conducted by Javed et al., (2021) and Hollander, (2012) the result is that inclusive leadership has an effect on creative self-efficacy because this leadership style is very open and willing to help employees in dealing with the problems they face. The hypothesis formulated is H2: inclusive leadership has a positive and significant effect on creative self-efficacy.

Innovative work behavior in this study could be influenced by inclusive leadership and creative self-efficacy. The role of creative self-efficacy can be influential and can be a mediating variable. Creative self-efficacy is considered important because it can increase employee creativity and help motivate employees to be able to behave innovatively in the workplace (Oktaria et al., 2021). Employees who have a sense of self-confidence will be able to create new creative ideas that will help them find solutions

The Effect of Inclusive Leadership on Innovative Work Behavior: Creative Self-Efficacy Mediation Variable in Indonesian Private Higher Education Education Personnel

to the problems they are facing. Thus, the hypothesis formulated is H3: creative self-efficacy has a positive and significant effect on innovative work behaviour.

Based on the social cognitive theory explained by (Bandura, 1997) Creative self-efficacy is a very important factor that can produce and realize innovative work behavior because employees have a great desire to engage in certain behaviors and are confident in making them happen after gaining knowledge and beliefs from their environment. The role of inclusive leadership will significantly increase employee confidence to help them realize innovative work behavior (Slåtten & Mehmetoglu, 2015). The hypothesis formulated is H4: creative self-efficacy mediates between inclusive leadership and innovative work behavior.



IV. RESEARCH METHODS

To find out the influence between inclusive leadership and innovative work behavior through creative self-efficacy as a mediation, it involved educational staff working in private universities spread across the provinces of Central Java, DI Yogyakarta, DKI Jakarta, West Nusa Tenggara (NTB), South Sulawesi, East Java, Papua and North Sumatra. This study uses a cross sectional technique in the sample collection process because it involves a certain time with many samples. The sample in this study also used an individual unit of analysis.

The process of collecting data in this study using an online questionnaire with a convenience sampling method with a total sample of 176 respondents. The questionnaires were distributed using Indonesian, the responses using a Likert scale from 1 = strongly disagree to 5 = strongly agree. Inclusive leadership uses nine measurement items developed from (Carmeli et al., 2010), creative self-efficacy uses three measurement items from (Tierney & Farmer, 2002) and lastly, innovative work behavior also uses nine measurement items that are referred to (Janssen, 2000).

V. RESULTS AND DISCUSSION

According to the results of demographic analysis in this study, it is dominated by private higher education staff located in the provinces of Central Java, East Java, and DKI Jakarta who are women aged 25-30 years and have a bachelor's level of education (S1).

Measurement Model

Table 1 presents the results of the validity test using Amos 6.0. The result is that there are 17 measurement items with a loading value > 0.50 while the other 4 measurement items do not meet the criteria. The next test is a reliability test showing the three research variables showing the results of CR > 0.60. Inclusive leadership has a CR of 0.899, then creative self-efficacy has a CR value of 0.897, the last innovative work behavior has a CR value of 0.888. To assess goodness of fit, the researcher used different fit indices, including the chi-square model, the Tucker-Lewis index (TLI), the Comparative Fit Index (CFI), and the root mean square error of approximation (RMSEA). Judging from the measurement model the three factors provide a very good level of conformity $cmin/df = 1.796$, $TLI = 0.944$, $CFI = 0.958$ and $RMSEA = 0.067$.

The Effect of Inclusive Leadership on Innovative Work Behavior: Creative Self-Efficacy Mediation Variable in Indonesian Private Higher Education Education Personnel

Table I. Validity Test Results

		Estimate
IL9	<--- Inclusive Leadership	,721
IL8	<--- Inclusive Leadership	,825
		Estimate
IL7	<--- Inclusive Leadership	,825
IL6	<--- Inclusive Leadership	,835
IL5	<--- Inclusive Leadership	,836
IL4	<--- Inclusive Leadership	,548
CSE3	<--- Creative Self Efficacy	,864
CSE2	<--- Creative Self Efficacy	,909
CSE1	<--- Creative Self Efficacy	,796
IWB8	<--- Innovative Work Behavior	,558
IWB7	<--- Innovative Work Behavior	,533
IWB6	<--- Innovative Work Behavior	,855
IWB5	<--- Innovative Work Behavior	,872
IWB4	<--- Innovative Work Behavior	,668
IWB3	<--- Innovative Work Behavior	,627
IWB2	<--- Innovative Work Behavior	,730
IWB1	<--- Innovative Work Behavior	,696

Testing of Hypothesis

Hypothesis testing in this study using SEM with the help of Amos 6.0 software. The use of this SEM analysis tool is because, SEM is considered capable of testing complex hypotheses. The results of this study indicate that inclusive leadership is able to have a positive and significant influence on innovative work behavior with a CR value of 4.705 and a P value of 0.000 so, H1 in this study is supported. The results of this study are supported by research conducted by (Javed et al., 2021) and (Siyal et al., 2021) leaders who are willing to listen to ideas, input, and suggestions from their subordinates, are open to discussion and consultation about work and are willing to assist employees in dealing with problems that exist during the creation process. Ideas will make employees do not hesitate to express their creative and innovative ideas to support the work they are doing.

The next result is that this study is able to show that inclusive leadership is able to have a positive and significant influence on creative self-efficacy with a CR value of 6.435 and a P value of 0.000 so that H2 in this study is supported. Inclusive leadership which is characterized by being more open, responsive, and available to subordinates will make employees more confident in their abilities to generate creative ideas to help them solve work problems. This is supported by research conducted by Javed et al., (2020) the next discussion about *creative selfefficacy* which can have a direct influence on innovative work behavior and act as a mediation. The results of data processing show that creative self-efficacy is able to have a direct positive and significant influence on innovative work behavior as evidenced by the results of a CR of 3,399 and a P value of 0.000. Therefore, H3 in this study is supported because the self-confidence of employees who are able to generate new, creative ideas and develop these ideas to be more perfect will encourage employees to be able to create ideas even in bad conditions, encourage employees to find methods new work and solutions to problems encountered so that later these ideas can be communicated with colleagues to obtain approval and implement them Javed et al., (2020)Therefore, it can be said that H4 in this study is also supported because creative self-efficacy is able to become a mediator between inclusive leadership and innovative work behavior.

CONCLUSION

The conclusion in this study is that H1, H2, H3, and H4 are supported. For further research, it is recommended to involve respondents who are quite large and come from several employment sectors other than education.

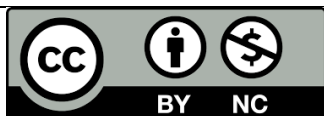
The Effect of Inclusive Leadership on Innovative Work Behavior: Creative Self-Efficacy Mediation Variable in Indonesian Private Higher Education Education Personnel

REFERENCES

- 1) Asbari, & Novitasari. (2020). the Influence of Knowledge Sharing and Cultural Mediation Activities on Teachers' Innovation Ability. *Journal of Educational Management and Supervision*, 5(1), 50–60.
- 2) Aziz, S. (2016). *College Quality Management Correction & Implementation* (Vol. 1). Gava Media Publisher.
- 3) Bandura, A. (1997). *Self-Efficacy the Exercise of Control*. WH Freeman & Company.
- 4) Bandura, A. (1999). Social Cognitive Theory: An Agentic Perspective. *Asian Journal of Social Psychology*, 2, 21–41.
- 5) Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive Leadership and Employee Involvement in Creative Tasks in the Workplace: The Mediating Role of Psychological Safety. In *Psychology Faculty Publications* (Vol. 30). <https://digitalcommons.unomaha.edu/psychfacpub/30>
- 6) Citrawan, D. (2021). Hundreds of Campuses Closed Due to the Covid-19 Pandemic Lamppost.Co. de Jong, J., & den Hartog, D. (2010). Measuring innovative work behavior. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.20100.00547.x>
- 7) Hafni, L., Chandra, S., & Chandra, T. (2020). MODEL OF SERVICE QUALITY IMPROVEMENT AT HIGHER EDUCATION IN RIAU. *EQUITY (Journal of Economics and Finance)*, 3(4), 445– 463. <https://doi.org/10.24034/j25485024.y2019.v3.i4.4179>
- 8) Hollander, EP (2012). *Inclusive Leadership the Essential Leader-Follower Relationship*. Routledge.
- 9) Indrani. (2021). Bappenas: Low literacy causes human resources to be unproductive. *Antaranews*.
- 10) Janssen, O. (2000). Job demands, perceptions of effortreward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302. <https://doi.org/10.1348/096317900167038>
- 11) Javed, B., Abdullah, I., Zaffar, MA, Haque, AU, & Rubab, U. (2019). Inclusive leadership and innovative work behavior: The role of psychological empowerment. *Journal of Management and Organization*, 25(4), 554–571. <https://doi.org/10.1017/jmo.2018.50>
- 12) Javed, B., Fatima, T., Khan, AK, & Bashir, S. (2021). Impact of Inclusive Leadership on Innovative Work Behavior: The Role of Creative SelfEfficacy. *Journal of Creative Behavior*, 55(3), 769–782. <https://doi.org/10.1002/jocb.487>
- 13) Javed, Fatima, Khan, & Bashir. (2020). Impact of Inclusive Leadership on Innovative Work Behavior: The Role of Creative Self-Efficacy. *Journal of Creative Behavior*, 1–14.
- 14) Kadi, T., Samarinda, I., Timur, K., & Awwaliyah, R. (2017). *EDUCATION INNOVATION: Efforts to Solve EDUCATION PROBLEMS IN INDONESIA* (Vol. 01, Issue 02).
- 15) Nembhard, IM, & Edmondson, AC (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, 27(7), 941–966. <https://doi.org/10.1002/job.413>
- 16) Oktaria, Sari, & Praningrum. (2021). Creative Selfefficacy Mediates the Effect of Proactive Personality on Teachers' Innovative Work Behavior. *Inspirational Journal of Business & Management*, 5(1), 13–26.
- 17) Purnamaningtyas, & Rahardja. (2021). The Influence of Inclusive Leadership and Organizational Culture on Employee Performance with Innovative Behavior as a Mediation Variable (Study on Employees of the Industry and Trade Office of Central Java Province). *Diponegoro Journal of Management*, 10(3), 1–12.
- 18) Purwanto, Asbari, Hartuti, Setiana, & Fahmi. (2021). The Effect of Psychological Capital and Authentic Leadership in Innovation Work Behavior. *International Journal of Social Studies and Management*, 02, 1–13.
- 19) Qurrahtulain, K., Bashir, T., Hussain, I., Ahmed, S., & Nisar, A. (2022). Impact of inclusive leadership on adaptive performance with the mediation of vigor at work and moderation of internal locus of control. *Journal of Public Affairs*, 22(1). <https://doi.org/10.1002/pa.2380>
- 20) Randel, AE, Galvin, BM, Shore, LM, Ehrhart, KH, Chung, BG, Dean, MA, & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190–203. <https://doi.org/10.1016/j.hrmr.2017.07.002>
- 21) Rawat, PS, Lyndon, S., Pradhan, MR, Jose, J., Kollenchira, M., & Mehta, G. (2021). Employee reactiveness and inclusive leadership: time to manage emotional diversity. *South Asian Journal of Business Studies*, 10(3), 357–376. <https://doi.org/10.1108/SAJBS-02-2020-0042>
- 22) Rustiono, D. (2017, December 21). Repositioning the Role of the Administrative Bureau for Internationalization. *BAKK UNNES*.

The Effect of Inclusive Leadership on Innovative Work Behavior: Creative Self-Efficacy Mediation Variable in Indonesian Private Higher Education Education Personnel

- 23) Slåtten, T., & Mehmetoglu, M. (2015). The Effects of Transformational Leadership and Perceived Creativity on Innovation Behavior in the Hospitality Industry. *Journal of Human Resources in Hospitality and Tourism*, 14(2), 195–219. <https://doi.org/10.1080/15332845.2014.955557>
- 24) Sugiarto. (2018, December 22). Indonesia's Future Creative Economy. Ministry of State Secretariat of the Republic of Indonesia. https://www.setneg.go.id/baca/index/ekonomi_kreatif_masa_Depan_indonesia
- 25) Tierney, P., & Farmer, SM (2002). CREATIVE SELF-EFFICACY: ITS POTENTIAL ANTECEDENTS AND RELATIONSHIP TO CREATIVE PERFORMANCE. In *B Academy of Management Journal* (Vol. 45).



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.