
A Conceptual Model of Public Service Employee Creativity

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Abstract

This article aims to explain the influence of rewards and knowledge sharing on employee creativity by mediating organizational support for innovation and supervisor support as moderators. Various literature reviews have been carried out to determine the variables that build the conceptual model. The expected findings are a positive relationship between rewards and knowledge sharing and employee creativity, as well as the mediating role of organizational support for innovation and the mediating role of supervisor support. This research explains that the creativity possessed by employees is able to make the face of public services better according to society at large. The author hopes that this research can provide an understanding of the importance of employee creativity for service improvement and can be used as a strategy for organizations to see whether rewards and knowledge sharing can influence employee creativity. Apart from that, it is hoped that this paper can contribute theoretically, practically, and possibly be used for further research.

Keywords: Employee Creativity, Rewards, Knowledge Sharing, Organizational Support for Innovation, Supervisory Support

1. Introduction

Public services are a series of activities to fulfill community needs. The government, through the various organizations that have been formed, is expected to be able to provide excellent service to the community. However, public services in Indonesia are still considered poor because several organizations providing services tend to delay services, services are not on time and there are incompetent officers (ombudsman.go.id, 2023). According to the ombudsman's website, this is due to low human resources, which has an impact on the services the community will receive. For example, the amount of human resources available with an unbalanced number of service recipients will have a negative impact.

According to Albrecht and Zemke (1990), public service quality is the result of the relationship between various aspects, service systems, human resources of service providers, strategy, and customers. An organization's ability to achieve its goals does not only depend on the facilities and infrastructure it has, but also the creativity of its employees. Creativity is the development of ideas regarding products, practices, services, procedures and processes that are considered new

and constructive for solving problems (Ximenes et al., 2019). research by Zhang et al. (2018) revealed that creativity is an important factor in determining an organization's competitive ability. Therefore, individuals and groups who establish organizations determine organizational creativity within the organization (Noerchoidah et al., 2022). In this case, the role of the organization is needed in responding to employee creativity. When organizations are able to provide facilities as a forum for creativity for public service employees in Indonesia, it is hoped that public services will be able to become better.

Leaders in an organization can use reward systems to create a learning organization (Bartol & Srivastava, 2002). Awards can be given to employees who are creative in dealing with change and when providing services to the community. However, there is a process for giving awards to the best employees, for example it is necessary to identify whether awards can be given intrinsically or extrinsically. Chen et al. (2012) stated that when employees believe that their creativity is recognized, the individual will show greater creativity in the work environment. In research, Opoku et al (2022) stated that the positive relationship between rewards and perceived employee creativity was not supported.

Apart from rewards, knowledge sharing can also support employee creativity (Wahyudi & Laily, 2020). Knowledge sharing plays a very important role in the development of an organization. The better the knowledge and human resources of a company, the higher its competitiveness (Firmaiansyah, 2014). Opoku et al (2022) show that there is a positive relationship between organizational support for innovation and employees' perceptions of creativity. A study by Zhang et al (2019) shows that knowledge sharing is an activity that helps individuals collaborate, grow insight, increase authoritative learning, and increase the ability to achieve individual and organizational goals.

Opoku et al (2022) revealed that organizational support for innovation mediates the relationship between perceived employee rewards and creativity. Organizational support is the confidence of employees to know the extent to which their organization supports employees in aspects of their work (Ie et al., 2021). Business organizations increasingly depend on innovation to compete and develop (Wang & Holahan, 2017). Therefore, the progress of an organization also needs to be supported by an organizational environment that can support creative performance and provide good rewards. According to the Componential Theory of Creativity (CTC), a supportive organizational environment is very important for employee creativity. The research results of Shanker et al. (2017) found that there is a positive relationship between organizational climate for innovation and employees' innovative work behavior. An organizational environment that supports innovation triggers employee creativity within the organization (Wahyuni, 2022). Organizations that support the realization of innovation provide opportunities for employees to explore their creative potential (Ijaz & Nawaz, 2022).

Supervisory support for creativity refers to the extent to which managers provide recognition, respect and supportive behavior towards subordinates' creativity, for example by providing feedback and information related to creativity (Madjar et al., 2002). High supervisory support for

creativity combined with job creativity requirements can increase employee attention to creativity because in this situation, potential risks associated with creativity are minimized, and creative ideas are considered effective. In the research of Opoku et al. (2022) propose that rewards be applied to organizations that will have a positive impact on increasing employee creativity, not only when the organization provides a supportive environment. In the research of Zhang et al. (2015) found the opposite that awards had a positive effect on employee creativity.

With support from supervisors, it is hoped that organizations will be able to make employees have high creativity in the public service sector. Of course, the ultimate goal of service is service user satisfaction. In fact, every public service agency has an IKM (Community Satisfaction Index) sector (Ombudsman, 2023). However, is the IKM box managed well? Is there an authority that assesses SMEs? Or is the box just an indicator of meeting certain service standards? And with the challenges of creativity in development and innovation among government agency employees being an interesting matter, this research examines how the influence of rewards and knowledge sharing influences employee creativity which is mediated by organizational support for innovation and moderated by supervisor support for public service employees in Indonesia.

2. Method

This research is a type of quantitative research. A population is a group of individuals who have special characteristics, qualities and characteristics needed by researchers (Nazir, 2005). The population in this research are all employees who work in the Indonesian public service sector. The sample is a part of the population taken as a data source and can represent the entire population (Arikunto, 1998). Sampling in this study used a purposive sampling technique. This method was chosen to obtain representation or be able to represent the sample in accordance with the research objectives. Sampling in this study used considerations (1) respondents were employees of the Indonesian public service sector; (2) the respondent has worked for at least 1 year; (3) respondents feel overwhelmed by work in the service sector

The types of data in this research are primary data and secondary data. Primary data was obtained from distributing questionnaires via Google Form to respondents. Secondary data supports primary data needs such as books, journals, websites, literature and various reading materials related to research (Sekaran & Bougie, 2016). Variable measurement uses a Likert scale. The Likert scale aims to assess the attitudes, opinions and perceptions of individuals or groups of individuals about social phenomena. A 5-point Likert scale was assigned to the results of each question, and scored 1 for “strongly disagree” and 5 for “strongly agree” (Sekaran & Bougie, 2016).

This research uses the SEM-PLS analysis model or Structural Equation Model with SmartPLS application. The initial step taken in this analysis is to design the outer model and inner model. Designing an outer model to measure indicators and paths connecting latent variables. The outer model criteria measure convergent validity, discriminant validity, and construct reliability.

The inner model or structural model is determined through the research hypothesis. The criteria in the inner model are the coefficient of determination (R^2) and the path coefficient. According to Sekaran (2016), hypothesis testing is carried out by comparing the significance probability value with the alpha (α) value in the previously determined path coefficient results. Hypothesis testing was carried out by comparing the alpha (α) value used in this research which was 5% with a t-statistic value of 1.96. If the significance probability value is $\leq 5\%$ or the t-statistic value is > 1.96 , then the hypothesis is supported.

3. Literatur Review

3.1 Core Theory

The conceptual model is built based on the componential theory of creativity. Componential Creativity Theory was developed by a psychologist, namely Teresa Amabile, in 1983. According to Teresa Amabile, this theory was designed comprehensively for psychological research and organizational creativity. There are four components of creativity, and three intrapersonal components including domain-related skills, creativity-related processes, and task motivation. Individual external factors include the social environment. Its application is in forming a conceptual model of employee creativity with the influence of rewards and knowledge sharing mediated by organizational support for innovation and moderated by supervisor support.

3.2 Rewards

According to Foss et al. (2014) that rewards are considered as part of organizational culture which is used to motivate employees to achieve organizational goals. Rewards play an important role in determining and producing quality performance. Rewards are a driving force for individuals to be motivated and challenged in doing their work. When individuals receive intrinsic rewards, they will be encouraged to work harder and produce superior performance (Vansteenkiste et al., 2006). Employees are motivated and perform well when given awards (Markova & Ford, 2011). There is a direct relationship between employee appreciation and work performance.

Employees are rewarded for their work and performance that is aligned with organizational goals. Rewards play an important role in determining and achieving quality performance. According to Eisenberger and Shannock (2003), rewards are an important element in job design and foster employee creativity.

3.3 Knowledge Sharing

Mohanty et al. (2011) define knowledge as the fact or condition of knowing something with a certain degree of understanding through experience, association, or relationship. Knowledge is the result of knowing and this occurs after people sense a particular object. Sensing occurs through the five human senses, namely the senses of sight, hearing, smell, taste and touch. Most human knowledge is acquired through the eyes and ears.

Organizations can effectively advance a culture of knowledge sharing by not only incorporating knowledge in strategy but also shaping employee attitudes and behavior to advance knowledge sharing (Son et al., 2017). According to Zhang et al. (2019) that sharing knowledge is an activity

for individuals to work together, encouraging the exchange of insights, increasing the ability to achieve individual and organizational goals.

3.4 Organizational support for innovation

Innovation represents the creation and implementation of new ideas in a specific social context with the aim of providing benefits. Innovation implementation involves changing the status quo, which implies resistance, conflict, and the requirement for sustained efforts (Crossan & Apaydin, 2010). Organizations that support innovation are one of the triggers for employee creativity. A work environment that encourages employees to develop and utilize their creative potential.

According to Černe et al. (2013) that support for innovation plays a very important role in encouraging creativity among individuals. Employees who work in a supportive environment value experience more and tolerate mistakes and show higher levels of creative behavior. Organizations that support innovation are one of the triggers of creativity. In the research of Axtell et al. (2000) explained that in general the innovation process is divided into two, namely initiation and application. The first step is the generation of thoughts and the second step is their implementation. The statement above can be interpreted as meaning that the generation of ideas shows creativity and the process of implementing ideas shows innovation.

3.5 Supervisory Support

According to Rhoades and Eisenberger (2002), supervisor support perceived by employees refers to the extent to which employees form a general perception that superiors value the contributions of individual members and support the team. It is recognized that supervisor support plays an important role in shaping the work context as a support for creativity (George & Zhou, 2007). Asif (2020) believes that a supportive leadership or supervisory relationship can independently increase employee creativity. This is similar to the opinion of Zhou and Hoever (2014) that supervisor support can increase employee creativity.

In the research of Masterson et al. (2000) revealed that an employee is involved in one or at least two social exchange relationships at work, namely one with the immediate supervisor and one with the organization. Good interaction and communication between employees and superiors is when employees can feel the support provided by their direct superiors. When supervisors pay attention to employees' feelings and encourage them to express their opinions, employees perceive their work situation as supportive, which increases their intrinsic motivation to behave creatively (Shalley et al., 2004).

4. Proposed Conceptual Framework

Based on the problems explained above, a hypothesis is needed so that the research to be carried out is more focused. The hypothesis in this research is:.

4.1 The Effect of Rewards on Employee Creativity

Research on rewards is more related to positive organizational outcomes such as employee satisfaction and performance, but there is still a lack of research that addresses the mechanism of the relationship between rewards and creativity (De Jonge et al., 2014). In the research of Zhang et al. (2015) found that there is a positive relationship between employee appreciation and creativity. This is also supported by research by De Jonge et al. (2014) that there is a positive influence on rewards for employee creativity. Opoku et al (2022) stated that the positive relationship between rewards and perceived employee creativity is not supported. Based on previous research, the researchers proposed the first hypothesis as follows:

H1: There is a positive influence between rewards and employee creativity.

4.2 The Effect of Knowledge Sharing on Employee Creativity

Knowledge sharing is a process in which individuals exchange information and collaborate to develop new ideas (Lan et al., 2022). Combinations and exchanges among employees at various levels make employees more aware of the organization's strategic goals and processes to contribute to process and product innovation (Wang & Zatzick, 2019). Muzafary et al. (2021) that employees who share knowledge have a positive effect on employee creativity. Research by Opoku et al (2022) states that knowledge sharing is positively related to employee creativity. Based on previous research, the researcher proposed the second hypothesis as follows:

H2: There is a positive influence between knowledge sharing on employee creativity

4.3 The Effect of Organizational Support for Innovation on Employee Creativity

Research by Lin and Liu (2012) found that there is a positive relationship between an organizational climate that challenges employees and provides support and freedom to increase employee innovation and creativity. Supported by other research by Shankeret et al. (2017) who found a positive relationship between organizational climate for innovation and innovative work behavior. If the organization does not support it, employees' creative potential will not be realized (Zhou & Hoever, 2014). Based on previous research, the researcher proposed the third hypothesis as follows:

H3: There is a positive influence of organizational support for innovation on employee creativity

4.4 The Effect of Rewards on Employee Creativity as Mediated by Organizational Support for Innovation

Reward systems are conceptualized as the most effective and universal managerial tool for influencing organizational behavior (Zhang & Min, 2021). Organizations that value innovation will give more rewards to creative and high-performing employees. In contrast, employees will form perceptions about organizational support for innovation with the value of the existence and alignment of reward systems with performance (Opoku et al., 2022). Opoku et al. (2022) stated that organizational support for innovation mediates the effect of rewards on employee creativity. This means that organizational support for innovation positively mediates the relationship

between rewards for employee creativity. Based on previous research, the researcher proposed the fourth hypothesis as follows:

H4: Organizational support for innovation mediates the effect of rewards on employee creativity

4.5 The Effect of Knowledge Sharing on Employee Creativity as Mediated by Organizational Support for Innovation

In building a work environment that supports creativity and innovation, processes and resources are needed that are able to distribute and design in such a way that they can encourage creative and innovative performance (Černe et al., 2013). Therefore, organizations that support creativity and innovation are very influential on individuals within the organization. In the research of Opoku et al. (2022) found that organizational support for innovation has a positive effect on employee creativity. This is also supported by research by Khalili (2016) that a work environment that supports innovation has a positive effect on employee creativity.

H5: Organizational support for innovation mediates the effect of knowledge sharing on employee creativity.

4.6 The Effect of Rewards on Employee Creativity Moderated by Supervisory Support

Intrinsic rewards refer to praise and recognition, while extrinsic rewards refer to monetary incentives such as bonuses, paid vacations, and promotions (Choi et al., 2010). When employees receive intrinsic or extrinsic rewards through sharing knowledge, employees will be motivated to continuously share knowledge (Hau et al., 2013). Research by Wang and Hou (2015) shows that supervisor support moderates the influence of rewards on employee creativity. Based on previous research, the researcher proposed the sixth hypothesis as follows:

H6: Supervisor support moderates the effect of rewards on employee creativity

4.7 The Effect of Knowledge Sharing on Employee Creativity Moderated by Supervisory Support

The interactions that occur between superiors and subordinates can increase employees' independent creative abilities. A supportive leader or supervisor relationship can independently increase employee creativity (Asif, 2020). Positive supervisory relationships can enhance the relationship between rewards and creativity (Delić et al., 2017). According to Chi (2019), the moderating effect of supervisory support on employee behavior has been researched previously, with regard to employee creativity, that supervisor support in increasing creativity is important when employee creativity is low in positive situational characteristics. Based on previous research, the researcher proposed the seventh hypothesis as follows:

H7: Supervisor support moderates the effect of knowledge sharing on employee creativity

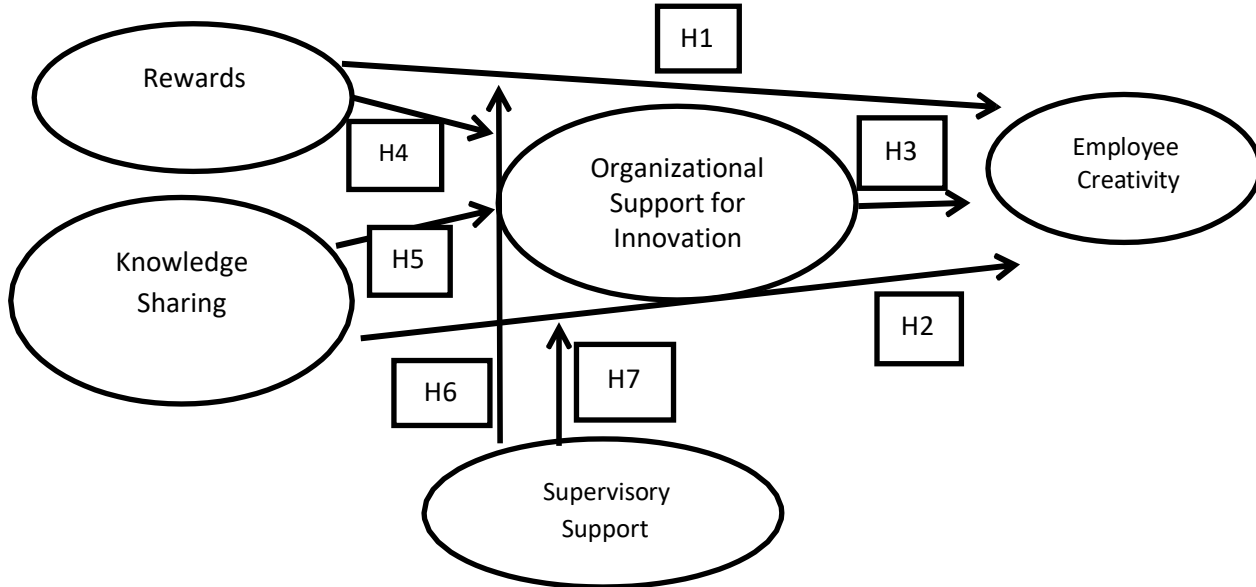


Figure 1. Proposed Conceptual Model

In the conceptual framework, this research will examine the influence of rewards and knowledge sharing on employee creativity which is mediated by organizational support for innovation and moderated by supervisory support. The dependent variable in this research is Employee Creativity and the independent variables are Rewards and Knowledge Sharing as well as Organizational Support for Innovation as a mediating variable and Supervisory Support as a moderating variable.

5. Conclusion

This conceptual model is a role model that can be used as a reference and applied to organizations in Indonesia. Service employees are expected to be able to develop their creativity to provide excellent service to the wider community. With appreciation and support from the organization and supervisor support, employee creativity can be fostered.

Theoretical and practical implications based on this research are considerations for further research. The conceptual model of this research provides an alternative model that is different from previous research where there is mediation of organizational support for innovation as well as the moderating role of supervisor support in the relationship between rewards and knowledge sharing on the growth of creativity in public service employees in Indonesia.

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