Paternalistic Leadership and Employee Creativity to Realize Public Innovation

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ABSTRACT

One of the factors that drives innovative behavior among employees is their leadership style. Many innovations have been made to support high quality service. The purpose of this paper is to identify her three elements of patriarchal leadership in which employee innovation influences public innovation mediated by employee creativity. The survey was conducted by government agencies in Banyumas Regency and Serang City. The results of this study are that paternalistic leadership and creativity have a significant impact on public his innovation. The method of distributing questionnaires to respondents and collecting data received responses from 99 out of 120 people who distributed them, which were shared with superiors and subordinates through Google Forms. Analysis in this study is by regression.

Keywords: Paternalistic leadership, Employee creativity, Innovation.

1. Introduction

The current changes in globalization are growing research in creativity and innovation. Today, innovation is one of the needs to become simpler and more efficient, so a rapid change in the organization, i.e. increased innovation in all areas, is required. In the context of innovation, work takes place not only in industry and business, but also in the public sphere. Sarges et al. (2012) states that innovation has moved from the private sector to the public sector. Honk et al. (2018), Jansen et al. (2009) and Tsai (2016) argue that firms need to adopt exploratory and exploitative innovation strategies to increase their competitiveness and viability. Creativity is considered one of the innovation drivers that improve performance as it supports the innovation process within an organization.

In Farh and Cheng's (2000) study, this paternalistic leadership stems from Chinese culture based on Confucianism and legalism, and conceptualizes paternalistic leadership as his three elements of authoritarian, virtuous, and moral leadership. Leadership depends on culture. Of course, the government that the current model serves must be left behind and its culture abandoned. Therefore, you need a manager who can foster the creativity of your employees so that innovation can easily occur. Leadership (Zhang, Huai & Xie, 2015) cites leaders as one of the main drivers of employee creativity. Other studies have noted that this organizational leadership style influences innovation

activity (Berson, et al, 2006). Leaders play a critical role in determining the success or failure of organizational change.

According to Gibson (2006), leadership styles generally include authoritarianism, paternalism, laissez-faire, and democracy. Leadership depends on culture. Paternalist leadership is prevalent in traditional societies. Paternalistic leadership is an appropriate and appropriate leadership model in Eastern cultures (Pallegrini and Scandura, 2008). This paternal leadership is more paternal in nature and has a nature of protecting, nurturing and supporting the members of the organization. In most cases, paternalistic leadership combines autocratic decision-making, strong discipline, cooperative attitudes, and benevolent behavior (Dorfman et al., 1997). This article examines the role of the paternalistic leader and employee creativity in public his innovation. This is being done voluntarily by the existence of programs from this research to fill gaps in research that are still relevant to innovative behavior of workers and in this case contextualized for civil servants. will be split. Furthermore, this study also provides a framework that complements previous studies by Chen et al. (2016)

2. Literature Review

2.1 Paternalistic Leadership

Cultural Leadership Is Critical Previous research has shown that the variables that influence leadership effectiveness vary across cultures (Offerman and Hellman, 1997; Scmidth & Yeh, 1992). Dimensions Indonesian society has a high degree of collectivism regarding paternal and kinship attitudes (Pratiwi, et al. 2013). Paternalism (Mustafa & Lines, 2012) is an important part of Chinese culture, in which those in higher positions in the social structure have a duty to regulate, nurture and set an example for those in lower positions.Farh & Cheng (2000) Paternalistic leadership is a leadership style characterized by strong discipline and authority, fatherly virtues, and high ethical standards. The three dimensions of authoritarianism, virtue, and morality. Authoritarianism means control and authority to which employees obey unconditionally. Virtue includes holistic and personal attention to personal and family well-being in both professional and personal settings. Morality, that is, a leader acts altruistically, fulfills his or her duties, exhibits excellent integrity and moral character, and acts as a role model for subordinates

Chen et al. (2004) define leadership in paternalism using a 'triad' model that combines strong discipline and authority with paternalism and moral integrity. Compassionate leadership (Zhao, 1994) focuses on the needs of the employee both inside and outside of work, and is believed to motivate, focus on job performance and achievement, and be recognized by leaders.

2.2 Employee Creativity

Amabile (1986) defines creativity as something new and useful, but does not assume that there are universal criteria for evaluating accuracy and usefulness. Creativity is the ability to produce original new works/products and ideas, including combining existing works, objects and ideas in various ways for new purposes. Amabile (1986) added that in creativity there are four creative concepts, ``he is the four Ps of creativity'': product, process, people and press.
- People here, creativity is the result of discoveries, theories, literature, artistic achievements, ideas communicated and new and innovative combinations.
- Process, or creativity, is the process of creative action that takes the form of the perceptions, thoughts, and motivations that generate ideas.

- People is creativity focused on creative individuals, such as personal habits and attitudes.
- Press is creativity that grows and develops under the influence of the environmental and cultural factors that foster internal and external creativity.

Munandar (2002) states that creativity is the result of interaction between humans and their environment. It can be said that the environment can support or constrain human creativity. Creative people tend to be energetic and full of ideas, characterized by a desire to develop themselves and by being spontaneous and open to new experiences. Chaves et al (2016) stated that creative people are exploratory, optimistic, tolerant of uncertainty, and goal-seeking when faced with new things. Creative products are novel products such as books, songs, and new inventions. The creative process starts with creative people and produces a creative product with the thoughts and actions that occur to produce something.

2.3 Innovation

Xiaoyan (2013) Innovation is a business mechanism that can adapt to a dynamic environment. Therefore, companies should create reviews, new ideas and offer innovative products. Benner and Tushman (2003). Jansen et al (2006) divided innovation into he two categories: exploratory innovation and exploitative innovation. Exploratory innovation is a substantive, radical activity where the goal is to find new opportunities and the emphasis is on accessing and creating new knowledge. Exploratory innovation to develop new products, open new market segments, develop new sales channels and serve new consumer groups. Explosive innovation is small, incremental innovation activity aimed at improving the current situation (March 1991). Explosive innovation taps into a company's existing knowledge base to support and enhance existing knowledge in order to extract, integrate, enhance and improve it (Benner & Tusman, 2003, Jansen, et al. al., 2006).

Aspects of Innovative
Salessi & Etchevers (2020), his three dimensions of innovative behavior in the workplace are:
- Generate ideas (idea generation) Employees who can identify problems in their organization come up with new ideas and new solutions that work in their respective areas.
- Sharing ideas (idea promotion) Employees shared their ideas with colleagues or created new solutions so that they could accept them. And just as an idea has the power to be implemented and realized within an organization, so too is the gathering of support.
- Idea Realization (Idea Realization) An individual perfects an idea by building a prototype or model of a product or innovative idea. These can be directly experienced and applied across a job, workgroup, or organization, so ideas can be disseminated and mass-produced later. Or using it can be productive.

Indicators of employee innovation behavior According to Ye et al (2020), indicators of employee innovation behavior are:
- Exchange of innovative ideas
- Encourage key figures in the organization to take an interest in innovative ideas
- Putting innovative ideas into practice

Public Innovation
Public innovation calls on central and local governments to implement decentralization by increasing welfare, prosperity, independence and improving services to communities and regions. Galbraith (1973), Schon (1976) in Prawira (2014) argue that the process of using new technology

in products creates value. In addition to services, this innovation can also occur in goods, services, or ideas that someone accepts as new. Despande, Farley et al. should be a core value of In this case, innovation is essential to achieving the organization's main goals. It's about meeting the needs and satisfaction of the people we help. Innovation in the public sector is about serving the community in the hope of improving quality, not the pursuit of profit. Supported by Birkinshaw et al. (2011) found that innovation tends to be understood and focused on ideas, but does not produce real change or contribution.

2.4 Research Hypothesis

Paternalistic leadership demonstrates a genuine and sustained concern for employee well-being, not only in the workplace, but also in the employee's personal sphere (Cheng et al., 2004). At work, good-natured leaders allow subordinates to make mistakes and provide opportunities for improvement. Outside of work, he treats his subordinates like family and helps them overcome life's challenges. Your acts of kindness can lead to appreciation from subordinates (Mumford and Gustafson, 1988). Subordinates are motivated to express their opinions freely (Fudk, 2013) Expect innovation to benefit from paternal leadership hypothesis

H1: Paternal leadership is positive for public innovation influence

Identification with a moral leader can therefore motivate subordinates to further improve their performance (Gudkk., 2015). ethical leadership. Staff (Tu et al., 2006). They mobilize their creativity to improve current products and services, increase the efficiency of current practices, and expand current market sectors through the power of role models (Jansendkk., 2006; Wang et al., 2017).

H2: Petanalist Leadership Positively Affects Employee Creativity

Nystrom (1993) states that creativity and innovation are the creation of the future, but focuses on individual creativity for innovation in UKMs. Very little research has yet been done. Baron and Tang show that entrepreneurial creativity is closely related to innovation.

H3: Creativity Positively Affects Public Innovation

Chiu, Lunge et al. (2018) found that individuals with high creative scores were more likely to be involved in creative work, especially when they had professional autonomy, and this relationship was stronger when individuals were socialized. Creativity is a limitless creative act that involves the development of decision-making and problem-solving (Sanny, et al., 2013). Research by Wenjing et al (2013) shows that creativity has a positive impact on innovation, and organizational innovation requires employee creativity. Therefore, we make the following hypothesis.

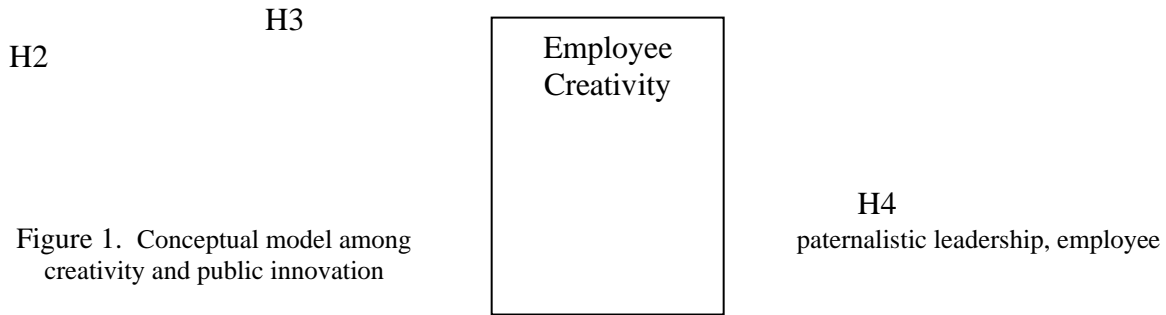H4: Creativity mediates the relationship between paternalistic leadership and public innovation.

H1

Paternalistic Leadership

Public Innovation

H3

H2

Employee
Creativity

H4
paternalistic leadership, employee
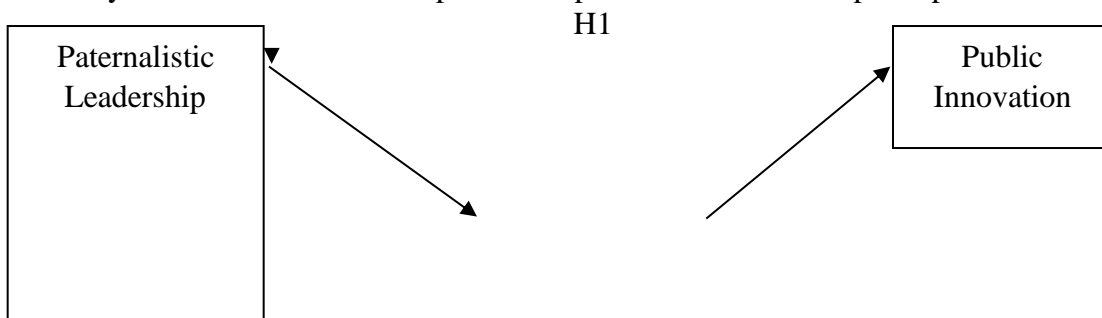
Figure 1. Conceptual model among
creativity and public innovation

3. Research Methodology

Population and Sample
Samples were drawn from two sources, supervisors and subordinates, by providing questionnaires using Google's electronic media form. Data were collected cross-sectionally and distributed to 120 of his ASNs and returnees, with over 99 cases completed by superiors and subordinates.

Measurement
The Paternalistic Leadership Scale was developed by Chen et al. (2000) 13 items on a Likert 5-point scale. One of the points is that my manager tolerates the opinions of others and uses the scale used in the study of Lubatkin et al. to measure innovation. Developed. (2006) with 8 items using a 5-point Likert scale, the item was 'Created new breakthroughs to improve quality of service'. Scott & Bruce (1994) and George & Zhou (2001) use a 5-point Likert scale for creativity variables with up to 8 items. A person who has the imagination to create new ideas. The reason for using a Likert scale is that it is easy to use and understandable to respondents (McDaniel and Gates, 2013). Educational background, years of service, age, and gender were also considered control variables in this study.

The questionnaire distributed to the respondents used Indonesian language. If Indonesia is a country that upholds values of harmony and harmony in people's lives, paternalistic leadership is used as an independent variable, and these values influence paternal leadership styles (Irawanto, 2008)

Employee creativity is used as a mediating variable between paternalistic leadership and public his innovation. Creativity is new and useful there (Amabile, 1986). Creativity is therefore the building block of innovation, the process by which creative ideas are implemented.

Public innovation as dependent variable. Innovation is associated with rigidity and willingness to work on ideas, and is particularly inherent in the public sector as a researched action.

4. Results

In this study, reliability tests were used to ascertain the extent to which measurements of the dependent and independent variables were unaffected by pre-existing consistent effects of those variables and considered reliable. The SPSS 25 program provides tools for measuring reliability using the statistical Cronbach alpha test. Confidence test values for each Cronbach's alpha value for all variables exceed 0.6. Therefore, each of these variables is reliable and suitable as a measurement tool for statistical tests.

The result of the F calculation is 503.874 with a significance value of 0.000. This means that the alpha is less than 0.05. These results show that the variable ``paternalistic leadership'' (X) is the variable ``employee creativity'' (M. A value of R² = 0.876 indicates that the influence of paternalism leadership (X) contributes 87.60% to employee (M) creativity, while the remaining 12.40% accounts for the influence of other factors not included in the model. It shows that you are receiving

The result of the F calculation is 77.683 with a significance value of 0.000. This means that the alpha is less than 0.05. These results allow the conclusion that paternalistic leadership variables (X) and employee creativity (M) simultaneously influence public innovation variables (Y). A value of R² = 0.687 indicates that paternalistic leadership (X) and employee creativity (M) contributed 68.70% of their contribution or influence to public innovation, with the remaining 31.30% not included in the model. It shows that it is influenced by other factors. Additionally, the variables paternalistic leadership (X) and employee creativity (M) have a significant impact on public innovation (Y). This is evidenced by t-counts of 2.394 and 2.189, respectively, but a t-table with 1.994 degrees of freedom (df2=98) is smaller than this number. The impact of the paternalistic leadership variable (X) and employee creativity (M) on public innovation (Y) is less than 1% probable, with significant values of 0.025 and 0.032 for the two variables, respectively. I understand.

The calculated F value for the table is 77.682 with a significance of 0.000. Significance values are z Table 1.96, H0 is rejected and H1 is accepted. This means that employee creativity has an important positive effect on instilling paternalist leadership in public innovation.

The path coefficient diagram of this study is as follows:
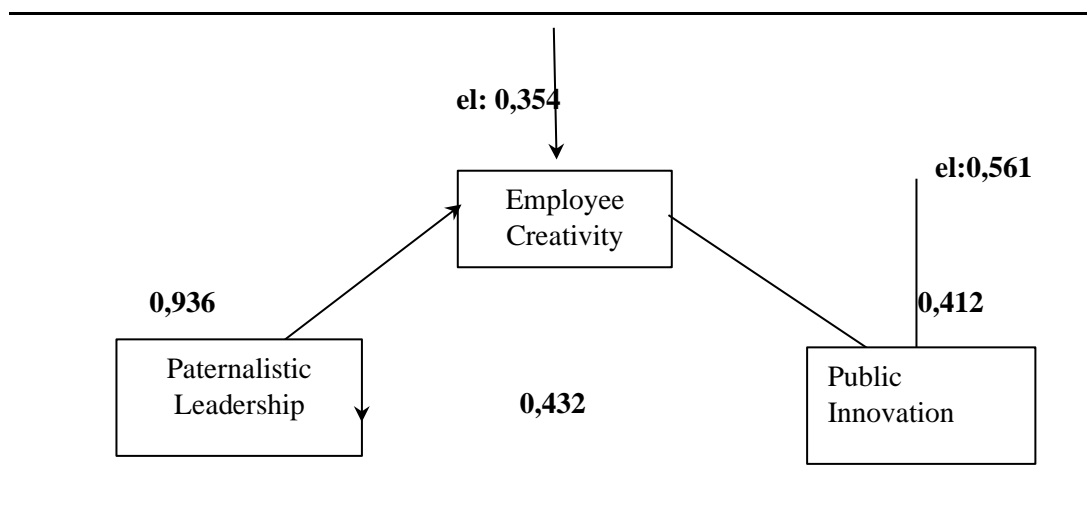
Based on the picture above, it can be seen that the direct influence of paternalistic leadership on employee creativity is 0.936. The direct effect of employee creativity on public innovation is 0.412. The direct effect of paternalistic leadership on public innovation is 0.432. The indirect effect of paternalistic leadership on public innovation is through employee creativity, which is 0.384

Hypothesis Test

The Impact of Passionate Leadership on Employee CreativityBased on the calculations obtained, the calculated results show a standardized beta of 0.936 with a significance level of $0.000 < . 0.05$. These figures provide clues and can make clear that patriarchal leadership has a positive and significant impact on employee creativity.

Impact of paternalistic leadership on public innovationThe calculated results obtained show a standardized beta value of 0.432 with a $0.025 <$ significance level of 0.025. is 0.05. This demonstrates that paternalistic leadership variables have a significant positive impact on public innovation.

Impact of employee creativity on public innovationThe calculated results obtained show a standardized beta value of 0.431 with a $0.032 <$ significance level of 0.032. is 0.05. This shows that employee creativity has a positive and significant impact on public innovation.

The role of employee creativity Mediating public innovation through paternalistic leadershipThe results of a study testing compassionate leadership for employee creativity gave beta a standardized score of 0.936 and a significance of $0.000 < 0.000$. A score of 0.05 indicates that paternalistic leadership has a significant positive effect on employee creativity. The standardized beta value is 0.936. In the regression equation, the standardized beta value for paternalism leadership is 0.432, which has a significant effect.A standardized beta of employee creativity of 0.412 has a clear positive effect. The standardized beta of leadership for paternalism is 0.432, corresponding to the value of path c, and the standardized beta of employee creativity is 0.411, corresponding to the value of path b. Based on calculating the values of the error variable (e), we find values of e1 = 0.354 and e2 = 0.561. Our analysis shows that paternalistic leadership has a direct impact on public innovation with employee creativity. Based on the results obtained, the hypothesis between paternalistic leadership and public innovation can be accommodated through the employee creativity variable.

5. Discussion

An organization's leadership style naturally influences its strategy in both the short and long term. This research was conducted because Indonesia is a country that has and maintains a culture of harmony in life, so these values influence fathers' leadership in their style. Paternalistic leadership plays an important role in innovation activities related to public innovation. The results of this study suggest that paternalism encompassing her three dimensions of authoritarianism, virtue, and morality. is to encourage Propaganda. Different paternalistic leaders with paternal traits exhibit different relationships with their subordinates so that they can produce what fosters innovation in them. Previous research has shown that authoritarian leadership effectively reinforces employee loyalty and influences innovation behavior (Wang et al, 2017).

The results of this study show that paternalistic leadership has a positive impact on public innovation when hiring good leaders who care about subordinates, respect employee motivation and produce creative employees. (Chen, et al., 2000). Kind-hearted leaders, on the other hand, run and manage their organizations as a family, like the father of a family.The study also tells us that paternalistic innovation leadership also takes into account the impact of creativity. Creativity mediates the relationship between paternalistic leadership and public innovation, demonstrating a sense of belonging that advances skills through innovation within the organization. In the above

organizations, employees feel more comfortable voicing their thoughts and opinions because they are driven by the trust and interest of their leaders.

Paternalistic leadership by influencing innovation also depends on the existing environment within an organization. Because a dynamic environment can affect moral leadership. Public innovation here, especially in the development of services for the government's community service sector, requires new public sector policies to harness innovation.It can be said that better ideas and interactions are born when leaders support their subordinates. This is the hallmark of public innovation.

6. Conclusion

This study examines how leadership influences public innovation. Paternalistic leadership plays an important role in driving innovation outcomes in organizations, this is also inseparable from the role of individual creativity. The innovation process research involves conceptualizing creative process ideas and developing ideas (implementation processes). Public innovation must be able to take the opportunity to be at the forefront and focus on being the best in providing quality services. Innovation can also be said to involve exploration activities to create something new with useful results and exploitative activities to improve existing things. this cannot be separated from the creativity of its members in it, namely.

The limitation in this paper is that it uses a cross sectional design. The sample of this study was taken from ASN in Serang City and Banyumas Regency so that cultural factors are important to be used as material for further research because in this study it has not shown the influence of culture.

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