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EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE CREATIVITY: PERCEIVED ORGANIZATIONAL SUPPORT MEDIATOR (STUDY EMPIRIC AT FIVE-STAR HOTELS IN JAKARTA)

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Abstract

This study aims to examine and analyze the effect of transformational leadership mediated by perceived organizational support on employee creativity at five-star hotels in Jakarta, with questionnaires being distributed to 356 employees. Structural equation model was used to analyze the data. Based on the descriptive statistics, transformational leadership has a mean value (average) of 4.28 that means transformational leadership can influence employee perception in establishing a good and effective relationship between leaders and employees to create positive and creative attitudes as well as behavior; Perceive organizational support has a mean value (average) of 4.06 means that perceived organizational support can improve employee equality and desire to work creatively and effectively; and Employee creativity has a mean value (average) of 4.92 shows employee has a great creativity to bring new idea and creative behavior to deliver the best service quality. Based on the results of hypothesis testing, it found that there is positive effect of transformational leadership on employee creativity of $0.028 < 0.05$; positive effect of transformational leadership on perceived organizational support of $0.000 < 0.05$; positive effect of perceived organizational support on employee creativity of $0.042 > 0.05$; and the last hypothesis found that transformational leadership has strong effect on employee creativity mediated by perceived organizational

support with statistic beta 0,868 is bigger than direct effect of transformational leadership on employee creativity with beta value 0.724. The conclusion of this study is a strong positive effect of transformational leadership on employee creativity mediated by perceived organizational support at five-star hotels in Jakarta.

Keywords

Transformational Leadership, Employee Creativity, Perceived Organizational Support, Five-Star Hotels

1. Introduction

In hotel business the role of human resource management is very important. Employees are assets of the organization and company communicators which in the long run are important for the survival of the organization. Employees are the pillar of any hotel business success, therefore they need to be supported by right style of leader to motivate employee in organization at all cost to aid the organization to compete globally in terms of providing creative products and services to society (Azela et al., 2012). Moreover, the organization must better identify and understand the possible causes that predict employee creativity. The hotel business should has great concern for organizations to keep in mind about the professional and creative employees. Hotel business needs to focus on leadership style and organizational support in order to develop employee creativity.

Human resource managers in hotel business should find strategies to grow the organizational environment with transformational leadership that there can be a conditions where employees feel involved in dialogue with the organization. The transformational leadership can be the strongest contributor of employee creativity. Gandolfi (2012) mentioned that transformational leadership is a form of leadership that drives a positive relationship between leaders and employees. It can be other factors that can affect employee creativity is perceived organizational support. Organizational support and employee creativity in an organization is very important. According to Kurtessis et al., (2015) perceived organizational support is employee perception about the degree to which the judge on contribution and care on welfare of employees, and also considered a belief of global formed by employees on assessing policy and procedures in organization. Employee creativity mostly tends to have a big impact on the organization, both in terms of service quality and in terms of customer satisfaction. Employee creativity that occurs continuously can increase the level of productivity of the organization. Liu et al., (2013) employee creativity is a process

the use of ideas, expertise, and information latest owned by employees in in achieving its objectives company.

This theory and condition can be applied to five-star hotels in Jakarta. In developing its strategy to be able to compete in the hotel market in Indonesia, five-star hotels must have adequate resources both organizational support such as salary, benefits and technology, and also human resources as the main drivers in hospitality service providers. Therefore, the role of employees in five-star hotels is very important. Moreover, managers in five-star hotels need to find some ways to maintain good relationships with employees by pay attention on transformational leadership and give organizational support factors to increase employee creativity. Based on the background of the above problems, the title of this study is "*Effect of transformational leadership on employee creativity: Perceived organizational support mediator (Empirical study of five-star hotels in Jakarta)*".

2. Research Objective

Objectives of the study are to examine and to analyze:

- Transformation leadership at five star hotels in Jakarta
- Perceived organizational support at five-star hotels in Jakarta
- Employee creativity at five-star hotels in Jakarta
- The effect of transformational leadership mediated by perceived organizational support on employee creativity at five- star hotels in Jakarta.

3. Literature Review

This study discusses the theory about variables that relating to the research as transformational leadership, perceived organizational support, and employee creativity.

3.1 Transformational Leadership

Transformational leadership was initiated by Bass (1985) and has become a very popular concept in recent years. Many definitions have been provided for transformational leadership over the years. Organization that has a leader in transformational leadership style will be able to provide innovation, inspiration, motivation, and vision that lead to employees efficiently to achieve better results individual achievement and the company objective. According to Fitzgerald & Shutte (2010) transformational leadership is a style of leadership that creates understanding the wants and needs of employees, designating vision, as well as providing inspiration to their employees. Meanwhile according to the Gandolfi (2012) transformational leadership is a form of leadership that has relationships further to encourage

and to show signs of positive sentiments between leaders and employees. According to Eisenbeib & Boerner (2013) transformational leadership is the leader of the who can afford to motivate those who were with him to do the best and make a vassal of they can bring it forward in the collective interests to struggle of reaching a destination or vision that is high. And according to Garcia-Morales et al., (2012) transformational leadership is a style leadership that increase common interest including organization members and help employees to achieve a joint purpose. In addition, according to Erkutlu (2008) transformational leadership proven to be the type of the most successful leadership because it raises level maturity and ideals his followers, and concern for the employee self-actualization and welfare to organization and the community. According to Peterson et al., (2009) transformational leadership is about what leaders imagine positive scenario to the organization future and help employees increase confidence to their potential, communicate vision and mission accomplished, identify the needs and work together to fulfill their needs. Moreover, it is the process of developing people, who in turn, develop their organizations by achieving the determined goals that is important. It also results in making ordinary people create extraordinary performance (Rao, 2014).

3.2 Perceived Organizational Support

Employee Perception about how far company contribution levels and attention for their welfare, it becomes effective support to the creativity and work performance. According to Kurtessis et al., (2015) perceived organizational support is the perception of workers about the extent to which a company feels on the whole employee contribution and cares more about employee on welfare, and give the believe of employee globally that considered to an act of faith which had been formed to most of the employee problems about the fair policies and procedures, interaction between leader and employee to solve employee welfare. In addition, according to Beheshtifar & Zare (2012) perceived organizational support is the general perception of employees about how organization assess employee contribution to a company and how company attention for the welfare of an employee. According to Simosi (2012) perceived organizational support had described as a belief of employee how organization appreciate employees and concern for the welfare of their employees.

3.3 Employees Creativity

Creativity is very important for employee that can be applied on the work environment in organization, because it can help achieve the purpose of company creatively. According to Liu et al., (2013) creativity is a process of the use of ideas, expertise, and updated information possessed by employee in company in achieving its objectives.

According to Chang et al., (2014) employee creativity is the formation of ideas creative and responses owned by employees at work. Moreover Beheshtifar & Zare (2013) employee creativity is the way employee knows how to increase efficiency, develop a change in a company, and faces competition in the global market. According to Cohen-Meitar et al., (2009), when employees enjoy a positive experience and they feel that they are known for what they bring to their work, they will feel more competent to engage in creative behaviors, generate novel ideas, and solve problems creatively.

This study examines and analyze the effect of transformational leadership mediated by perceived organizational support on employee creativity (case study of five-star hotels in Jakarta). The transformational leadership has four dimensions measured by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Allegedly, each dimension can influence on variables perceived organizational support and employee creativity. It means the more employees feel leader capability in providing innovation, inspiration, motivation, and create vision properly, the leader may be able to encourage employees in achieving better results on creativity and company objective. While variable perceived organizational support has two dimensions that can be measured by procedural justice and supervisor support, the two dimensions of the perceived organizational support alleged to have a positive effect on variable employee creativity. It means, the more company appreciate employee contributions and pay attention for the employee welfare, it will increase effectiveness in company. Based on information above and theory that described before, there is the conceptual framework of the study:

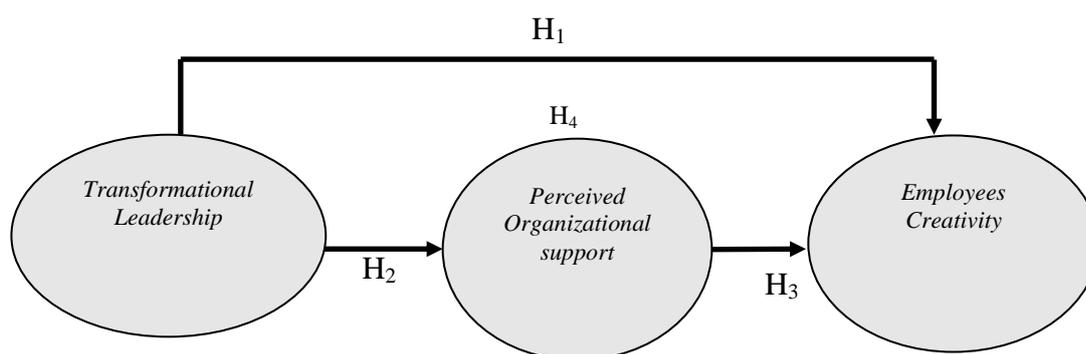


Figure 1: Conceptual Framework Effect of Transformational Leadership on Employee Creativity: Perceived Organizational Support Mediator

4. Hypothesis Model

H1: Transformational leadership has a positive effect on employee creativity

H2: Transformational leadership has a positive effect on perceived organizational Support

H3: Perceived organizational support has a positive effect on employee creativity

H4: Transformational leadership has a positive effect on employee creativity mediated by perceived organizational support

5. Material and Research Methods

5.1 Sampling Technique

The research method used in this study is a method of data collection by distributing questionnaires, were distributed and acceptable to 356 employees of five-star hotels in Jakarta. The sampling method used in this study by purposive sampling which is assessed as having worked in the same hotel for more than 1 year and frontline position levels (front desk, restaurant waiters, security, valet boy, bell boy and house keepers) and for five-star hotel employees in Jakarta consisting of JW Marriotts Hotel, Pulman Hotel, Mandarin Oriental, Indonesia Kempinski Hotel and Grand Hyatt Hotel.

5.2 Measurement

Data was collected using questionnaires. All the scales were adapted and developed from past literatures. Response was taken on five-point likert scale starting from 1=strongly disagree to 5=strongly agree.

Statements for transformational leadership, perceived organizational support and employee creativity are developed from the research of Suifan, T. S., Abdallah, A. B., & Al Janini, M. (2018). Transformational leadership that consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration which consists of eleven statement items; the mediating variable is perceived organizational support consisting of two dimensions: procedural justice and supervisor support which consists of six statement items are; and statements for employee creativity contains of fifteen statement items. All items of the measurements describe as follows.

Table 1: *Statement of Transformational Leadership*

Transformational Leadership	Statement Items of Transformational Leadership
<i>Idealized Influence</i>	
1.	Manager shows better example about employee competence
2.	Manager appreciates our achievement
3.	Manager always discuss problem directly to employee
4.	Manager uses the power to achieve positive result
<i>Inspirational Motivation</i>	
5.	Manager gives optimistic view to employee future
6.	Manager always supports employee expectation and life value
7.	Manager tends to give priority for important goal and sense
<i>Intellectual Stimulation</i>	
8.	Manager encourages employee to analyze new assumption
9.	Manager give support to push employee develop ideas
<i>Individualized Consideration</i>	
10.	Manager is an active listener for employee
11.	Manager always support employee promotion and development

Table 2: *Statement of Perceived Organizational Support*

Perceived Organizational Support	Statement Items Perceived Organizational Support
<i>Procedural Justice</i>	
1.	Procedural Justice in hotel daily operational is applied consistently
2.	Procedural Justice in hotel daily operation is trust worthy
3.	Procedural Justice in hotel daily operational is based on performance accuracy.
<i>Supervisor Support</i>	
4.	Manager count on my opinion
5.	Manager care on my welfare and
6.	Manager is very considering on my ability in achieving hotel performance

Table 3: *Statement of Employee Creativity*

Employee Creativity	Statement Items of Employee Creativity
1.	I support other people successful in work place
2.	I decide my own ability in finishing my job
3.	I feel very happy with my own new ideas
4.	I have with some ideas to solve a problem
5.	I have an idea and a solution that other people don't think about
6.	I have my own autonomy to do my job
7.	I believe that my role gives a significant achievement for my department
8.	If I achieve a good performance, I will get rewarded higher
9.	Good performance in my job will give me high reward
10.	If I work hard, I will get better reward
11.	Big effort in my job will give me higher reward
12.	If I work creatively, I will get extra financial reward, incentives or bonuses
13.	If I do my job creatively, it will influence my job promotion
14.	If I give suggestion with the new idea for my job, it will influence positively to my performance appraisal
15.	Manager knows me better because of my suggestion with new ideas for the new duty

6. Result and Discussions

Majority of the respondents were male that is 78.2% and rests were females. Participants ranged from 25 to 48 years of age with a mean age of 28 years having a mean experience of 3.8 years of total job experience of the participants. The education level of the respondents show that 48.4 % respondents are associates degree holders, 39.4% are bachelor degree, and rest were senior high school.

Data analysis methods used by looking at the research objectives are as follows:

- To analyze transformational leadership, perceived organizational support and employee creativity in five-star hotels in Jakarta used descriptive statistics by calculating the average answers of respondents.
- To analyze the effect of transformational leadership on employee creativity mediated by perceived organizational support used structural equation model (SEM)

- To test the suitability of the formation of the conceptual framework (Goodness of Fit Model) which shows the formation of the influence of transformational leadership on employee creativity mediated by perceived organizational support.

The results of the goodness of fit test can be mentioned that the IFI value $0.938 > 0.90$, CFI value $0.937 > 0.90$ and RMR value $0.026 < 0.10$ approaches are used to conclude the fit model, so that the theory hypothesis is continued.

Hypothesis testing is done using the Structural Equation Model (SEM) method with the help of AMOS software. The hypothesis was tested at a significance level of 0.05 and a 95% confidence level.

Table 4: Hypothesis Test Results

Hypothesis	Coeff. Beta	P-value	Result
H1: Transformational leadership has a positive effect on employee creativity	0.724	0.028	Ho rejected
H2: Transformational leadership has a positive effect on perceived organizational support	0.668	0.000	Ho rejected
H3: Perceived organizational support has a positive effect on employee creativity	0.228	0.042	Ho rejected
H4: Transformational leadership has a positive effect on employee creativity mediated by perceived organizational support	0.868	0.000	Ho rejected

Source: processing data using AMOS

Testing the first hypothesis found that there is a positive effect of transformational leadership on employee creativity of $0.028 < 0.05$, then H_a is accept and H_o is rejected, with a beta value of 0.724. The results of this study support the results of previous studies conducted by Suifan *et al.*, (2018) transformational leadership has a positive effect on employee creativity. The result of this research supported by Schweitzer (2014) said that transformational leadership stressed on individual behavior that motivates follower to share ideas and contribute to decision-making. This also focused on individual behavior that inspires and stimulates critical thought and develop individual ability to make decision. This indicates that transformational leadership has positive effect on employee creativity.

Based on the results of testing the second hypothesis, it can be concluded that there is positive effect of transformational leadership on perceived organizational support of $0.000 < 0.05$, then H_o is rejected, with a beta value of 0.668. The results of this study support the results of previous study conducted by Eisenberger & Stinglhamber (2011) claimed that there

was a positive relationship between transformational leadership and perceived organizational support. A leader is an agent in organization. Therefore, transformational leadership is an indicator for employee to have positive supporting and treatment to perceived organizational support higher. Leader should show standard of need, hope, and challenge employee to be creative in finding new opportunities and deal with more complex employee problem. This indicates that transformational leadership has positive effect on perceived organizational support.

The results of testing the third hypothesis concluded that there is positive effect of perceived organizational support on employee creativity of $0.042 > 0.05$, then H_a is reject and H_o is accepted, with a beta value of 0.228. This result supported by Appu & Sia (2015) found perceived organizational support can encourage employee creative behavior and increase willing to do better job. Moreover, Trybou et al., (2014) found that perceived organizational support can be felt by employees who believes that if they receive support level higher than others, they tend to perform better. In additional, employees will obey and care to the organization, also they will help in achieving the target and objective with in organization with showing behavior positive over organization. Organization would provide fair operating procedure to employee, and also would give bonus or incentive if employees can give an idea or innovation. This indicates that perceived organizational support has positive effect on employee creativity.

Based on the results of testing the fourth hypothesis concluded that there is a positive effect of transformational leadership on employee creativity through perceived organizational support that is equal to 0.868, then the results of this test show in accordance with the hypothesis proposed and support the results of previous research conducted by Rhoades & Eisenberger (2002) mentioned that employees admit that organization provides support and recognition which needed by employee. In addition, manager and leader give appreciation to employee contributions then they also care about the employee welfare in order to build employee obligation and employee creativity for organization success. According to Waseem (2010) perceived organizational support increase employee confidence and creativity because organization give them appreciation on creative idea and solution. Briefly, leader should mediate employee with appreciation in order to explore new idea and innovation from them. Finally, stated that transformational leadership has strong effect on employee creativity mediated by perceived organizational support with statistic beta 0,868 is bigger than direct effect of transformational leadership on employee creativity with beta value 0.724.

7. Conclusion

Transformational leadership has a mean value (average) of 4.28. This shows transformational leadership is considered one of the factors that can influence employee perception in the company in establishing a good and effective relationship between leaders and employees so as to create positive and creative attitudes and behaviors from within employees. Moreover, it can increase employee work creativity effectively and increase hotels service quality optimally.

Perceive organizational support has a mean value (average) of 4.06. This shows that perceived organizational support is considered as one of the factors that can influence employee perception in the company, can improve employee equality and desire to work creatively and effectively.

Employee creativity has a mean value (average) of 4.92. This shows the circumstances in which employees has a great creativity at work place to bring new idea and creative behavior in order to deliver the best service quality as company performance.

From the result of hypothesis test, There are four conclusions: The first, there is a positive effect of transformational leadership on employee creativity of $0.028 < 0.05$, then H_a is accept and H_o is rejected, with a beta value of 0.724; second, there is positive effect of transformational leadership on perceived organizational support of $0.000 < 0.05$, then H_o is rejected, with a beta value of 0.668; then third there is positive effect of perceived organizational support on employee creativity of $0.042 > 0.05$, then H_a is reject and H_o is accepted, with a beta value of 0.228; and finally, that is a strong effect of transformational leadership on employees creativity that mediated by perceived organizational support because beta 0,868 is bigger than direct effect of transformational leadership on employees creativity with beta value 0,724.

8. Manager Implications

Managers of human resources at the five-star hotels in Jakarta is better to continue (1) providing a leader who is able to encourage their employees to be creative by giving idealized influence, inspirational motivation, intellectual stimulation and individualized consideration, and (2) designing appropriate compensation systems that measured by fairly performance appraisal and giving the incentives and bonuses that will encourage employees to behave creatively.

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