

Creating Employee Creativity in The Disruptive Era: The Implementation of Women Servant Leadership

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Abstract

Purpose: Servant leadership is an alternative solution for leadership in a disruptive era. The purpose of this study is to describe the effect of women servant leadership on employee creativity through organizational trust.

Methodology: The sample population of this study is 90 employees in the food and beverage business in Indonesia. This study uses the SEM Path Analysis approach.

Results: The results showed that women Servant leadership had a significant and positive influence on employee creativity and organizational trust; meanwhile, organizational trust also has a significant and positive impact on employee creativity; however organizational trust cannot be a mediator variable for women Servant leadership.

Limitations: The sample size is less big

Contribution: This research will contribute to leadership science and business practice, especially with women leaders

Novelty: The novelty of this research is the synthesis of the concept of women Servant leadership.

Keywords: Women Servant Leadership, employee creativity, organizational trust, food and beverage business

1. Introduction

The world will always change. That is because change is a natural law. It means that everything in this world will change, except for the change itself. The changes that occur will bring extraordinary dynamics in various aspects of human life, including the very rapid development of technology that will have an impact on everything becoming more sophisticated. In Indonesia, globalization and technological progress have made the community more individualistic (Witanigtyas, 2016, para. 1). The individualist attitude which gradually led to a leadership crisis. Individuals who are believed to be leaders act selfishly by prioritizing their interests above the public interest. The above description illustrates the problems that occur at present. To be able to face the world and its dynamics, a true leader is needed. The figure is the leader who is "unselfish" and willing to serve.

One of the things that is key in leading is the character of the leader himself. These characteristics are the uniqueness and features of a Servant leader. Spears (1995) wrote in his article entitled "Servant leader of Leadership and the Greenleaf Legacy" about ten characteristics of a Servant leader, namely listening, empathy, healing, awareness, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community. With the unique concept of Servant leadership above, it is expected to be able to create a "real" leadership style. Creative leaders, based on the community, consumers, and employees. Creating a new way and solution to be able to answer various kinds of world challenges.

The concept of Servant leadership during a globalized world with a variety of changes and advances that occur is an exciting thing to study. But other things are not less interesting. This is about the stereotype of the community, which is ironically very difficult to change. Stereotypes related to gender discrimination. The view that women are secondary creatures and less competent still exists and is experienced by women. The International Labor Organization

or ILO explained that discrimination against women workers has even occurred in the last 20 years (Silaen, 2016, para.2).

Servant leadership uses an approach that is more empathetic and support-oriented than transactional leadership. Social role theory shows that women are socialized to act in ways that are more empathetic and socially supportive than men. Therefore female leaders are categorized as more suitable to use servant leadership (Duff, 2013).

On the other hand, servant leadership is related to trust in organizations. Trust is one of the main indicators of Servant leadership and is a significant factor influencing the relationship between leaders and subordinates (Rezaei, Salehi, Shafiei, Sabet, 2012). This close relationship makes organizational trust a matter that cannot be separated from Servant leadership. Servant leadership actively participates in activities that benefit the welfare of the broader corporate constituency (Graham, 1991; Smith et al., 2004). A servant leader emphasizes high-quality relationships with subordinates and, as a result, meets their needs and fosters their trust (Page & Wong, 2000). Servant leaders provide opportunities for subordinates to share their concerns, which builds strong trust in leaders and organizations (Whitener et al., 1998).

Servant leadership is mainly defined by the qualities of being a good listener, having self-awareness, empathy and management, that enable leaders to understand employees' needs and optimize their potential, while at the same time adjusting employees' aspirations to organizational needs and goals. Servant leaders place their employees at the center of their attention and strive to pay attention to their needs while doing their utmost to foster employee development with sufficient support and resources (Setiawan, et. al , 2020).

Organizational trust that is formed is expected to be able to foster creativity within the organization. Not only in organizations, but creativity also plays an essential role in human life. Kusumah (2015) states that without creativity, we will dissolve and run over the wheels of change. Without creativity, we will not be able to withstand increasingly rapid changes (para 6).

Creative behavior is the ability to give a new idea in problem-solving (Semiawan, 2009). To foster creative behavior is needed in the right leadership style. Servant leaders influence the cognition and behavior of followers (Neubert et al., 2008; Walumbwa, 2010), not only by empowering and developing their competencies, but also respecting commitments made, cognitively adopting the psychological perspective of followers, emphasizing their interests, and direct them towards the future (Dierendonck, 2011). In other words, servant leaders are expected to be able to encourage employees in the organization to be ready to go through rapidly changing times by fostering the creativity of these employees.

For most people in the country, being a leader is still the same as social mobility for the sake of improving the social status and economic status. As a result, political orientation is not for the people, but power or perpetuating the status quo (Karman, 2010, p.169). The statement shows a picture of the small number of Indonesian leaders willing to serve, implementing Servant leadership.

The startup business is flourishing in Indonesia, especially in the field of food and beverage (F&B) with various business trends, both food, and beverage models. The Ministry of Industry noted that the F&B sector is among the top five contributors to the gross domestic product (GDP), making it one of the supporting subsectors of the creative economy and continuing to increase as in 2017 to 2018, which increased by 0.23%. Besides, the Ministry of Industry also mentioned that in the 2019 non-oil and gas growth projection, the investment value of the F&B industry sector is projected to grow by 9.86%.

The Indonesian statistical center explained data that 41.4% of the total GDP of the creative economy was contributed by the culinary sector and could be estimated to be equal to around 381 trillion, which is a high enough figure among the fifteen other subsectors. This can

be caused by several factors, one of which is the rapid growth of the culinary sector. According to the data, the growth rate is 7.45%.

Based on the above facts, this research study is interesting because there has never been a previous study that examined Servant leadership specifically for women leaders in the food and beverage business.

2. Literature Review and Hypotheses Development

2.1. Relationship of Women Servant Leadership to Employee Creativity

Servant leadership is a leadership style created to deal with the current leadership crisis. The application of Servant leadership will help employees grow creativity. Creative behavior itself is an individual phenomenon that is described as the production of new ideas and ideas that are assessed organizationally (Amabile, 1995; Farmer et al., 2003). That is, it is hoped that this will affect when applied to other leadership styles. Different leadership styles determine the creative behavior of subordinates (Neubert et al., 2008; Yoshida et al., 2014). Servant leadership will also affect the cognition and behavior of followers. (Neubert et al., 2008; Walumbwa et al., 2010).

Implementing servant leadership not only by empowering and developing employee competencies, but also respecting commitments made, cognitively refreshing the psychological perspective of employees and emphasizing the interests of employees, and directing employees toward the future (Van Dierendonck, 2011). If the leader can build good relations with employees and implement it, then employees will naturally try to act creatively in their work. Yoshida et al. (2014) found that Servant leadership directs creative behavior by establishing good relationships with employees. This is in line with the social exchange theory. Previous research has shown that female leaders are more likely to be involved in servant leadership (Arnold and Loughlin, 2010; Fridell et al., 2009) or show compassion (Sarros et al., 2006).

Besides there are four main factors in women's leadership that are typical of Kanter (1976, in Nurlina, 2015) and affect her leadership, which will be seen in this study by combining them with Dennis's Servant leadership indicators (2004).

H₁: Women Servant Leadership influences Employee Creativity.

2.2. Relationship between Women Servant Leadership to Organizational Trust

Leaders generate and maintain trust through leader behavior. Communication by a leader influences followers' trust in the leader and his organization. For example, the amount of information received about work and the organization helps explain the differences in trust in top management and trust in direct supervisors (Ellis and Shockley-Zalabak, 2001). From the perspective of social exchange, excellent information delivery can build trust between leaders and followers (Cherry, 2000; Kollock, 1994).

Relationships built on trust and service are the basis of the influence of Servant leadership. Greenleaf (1991) states that trust is central to Servant leadership because the legitimacy of leadership begins with trust. "the only solid foundation for trust is that people have solid experience to be served by their organizations" (p. 83). Servant leaders are trusted because they empathize with and fully accept followers (p. 35), because of their dependence, which results from their extraordinary intuitive insight (p. 56), and because they lead by example (p. 342). Trust and respect are highest in circumstances where the organization is run with servant leadership, where the obligations of "each for the other" and "all for one" are

unlimited (p. 52). Greenleaf (1991) suggests that organizational trust is created when their leaders can become a Servant leader and care for everything they touch (p. 100).

The relationship between Servant leadership and organizational trust is further emphasized by the fact that some things done by a servant leader (Russell and Stone, 2002) are related to the development of organizational trust.

H₂: Women Servant Leadership influences Organizational Trust.

2.3. Relationship between Organizational Trust and Employee Creativity

Trust in organizations is very important. Without trust in the organization, the organization will undoubtedly be destroyed. The higher the trust towards the organization will lead subordinates to increase their creativity (Bromiley, Cummings, 1993).

H₃: Organizational Trust influences Employee Creativity.

2.4. The relationship between Organizational Trust as a mediator between Woman Servant Leadership and Employee Creativity

Organizational trust echoes the belief that someone has the competence and willingness of others to work fairly and ethically (Mayer et al., 1995; Tschannen-Moran and Hoy, 2000). Organizational trust is defined as the psychological state of employees, which involves positive expectations about the intention or behavior of the organization in situations that require risk (Gao et al., 2011). Validating the theory of social exchange (Blau, 1964), previous research has proven that leaders and organizations who care about the welfare of employees feel a positive psychological state in themselves, which is rewarded by followers in the form of gratitude and trust in increased organizations (Kelloway et al., 2012; Zhang and Zhou, 2014).

H₄: Organizational trust acts as a mediator between Women Servant Leadership and Employee Creativity.

3. Methodology

This study uses a quantitative approach. The sample in this study was 90 employees of the food and beverage business in Indonesia. Measurement of Woman Servant Leadership uses a synthesis of the concepts of Servant leadership and women leadership (Kanter 1976, and Dennis, 2004), the measurement of Organizational Trust was adapted from Gao et al., 2011, and the measurement of employee creativity was adapted from Bromiley, Cummings, 1993.

The questionnaire in this study used a Likert scale of 1-5 related to the assessment of a person (respondent). The analysis used is SEM Partial Least Square (PLS).

4. Results and Discussions

Convergent Validity

Table 1

Convergent Validity

	original sample estimate	mean of subsamples	Standard deviation	T-Statistic
<i>Women Servant Leadership (X)</i>				
X.1	0.750	0.729	0.084	8.963
X.2	0.738	0.727	0.111	6.640
X.3	0.742	0.787	0.057	13.022

X.4	0.734	0.708	0.080	9.202
X.5	0.715	0.694	0.104	6.857
X.6	0.711	0.686	0.125	5.707
X.7	0.714	0.706	0.090	7.895
X.8	0.678	0.652	0.143	4.736
X.9	0.674	0.649	0.107	6.277
X.10	0.732	0.732	0.075	9.759
X.11	0.782	0.804	0.054	14.378
X.12	0.703	0.702	0.112	6.291
Organizational Trust (Z)				
Z.1	0.702	0.731	0.083	8.491
Z.2	0.789	0.801	0.074	10.706
Z.3	0.783	0.772	0.085	9.264
Z.4	0.645	0.597	0.116	5.547
Z.5	0.671	0.672	0.097	6.907
Z.6	0.688	0.650	0.142	4.864
Z.7	0.696	0.692	0.157	4.440
Employee Creativity (Y)				
Y.1	0.799	0.820	0.044	18.337
Y.2	0.593	0.535	0.119	4.992
Y.3	0.641	0.627	0.131	4.879
Y.4	0.735	0.701	0.103	7.133
Y.5	0.709	0.671	0.127	5.570
Y.6	0.782	0.808	0.074	10.626
Y.7	0.646	0.627	0.129	5.014
Y.8	0.739	0.719	0.113	6.518

Based on Table 1, the Women Servant Leadership (X) variable measured by 12 items scale is declared valid because the convergent validity value is above 0.5. Likewise, the variable Organizational Trust (Z) measured by seven items scale of all indicators declared valid, because the convergent validity value is above 0.5. The last construct is the Employee Creativity (Y) variable with eight indicators, and all of them are declared valid.

Discriminant Validity

Table 2

Cross Loading

	Servant Leadership (X)	Organizational Trust (Z)	Employee Creativity (Y)
X.1	0.750	0.418	0.592
X.2	0.738	0.498	0.625
X.3	0.742	0.397	0.627
X.4	0.734	0.393	0.510
X.5	0.715	0.417	0.505
X.6	0.711	0.373	0.384
X.7	0.714	0.280	0.406
X.8	0.678	0.344	0.417
X.9	0.674	0.295	0.352
X.10	0.732	0.293	0.370
X.11	0.782	0.422	0.526
X.12	0.703	0.347	0.479
Y.1	0.491	0.484	0.799
Y.2	0.290	0.417	0.593
Y.3	0.322	0.326	0.641
Y.4	0.400	0.347	0.735

Y.5	0.545	0.376	0.709
Y.6	0.559	0.450	0.782
Y.7	0.295	0.343	0.646
Y.8	0.583	0.461	0.739
Z.1	0.324	0.702	0.443
Z.2	0.466	0.789	0.493
Z.3	0.380	0.783	0.495
Z.4	0.328	0.645	0.471
Z.5	0.453	0.671	0.514
Z.6	0.393	0.688	0.427
Z.7	0.425	0.696	0.422

Based on table 2 above, it can be concluded that all constructs in the estimated model meet the discriminant validity criteria if the value of each indicator has a value above 0.5.

Average Variance Extracted (AVE)

AVE illustrates the average variance or discriminant extracted on each indicator so that the ability of each item to share measurements with others can be known. An AVE value equal to or above 0.50 indicates a good convergent.

Table 3
Average Variance Extracted (AVE)

<i>Average Variance Extracted (AVE)</i>	
Women Servant Leadership (X)	0.523
Organizational Trust (Z)	0.508
Employee Creativity (Y)	0.503

Table 3 shows the AVE value for the Servant Leadership variable of 0.523; the Organizational Trust variable is 0.508, and Employee Creativity is 0.503. At the critical limit of 0.5, the indicators in each construct have converged with other items in one measurement.

Composite Reliability

Table 4
Composite Reliability

	Composite Reliability
Women Servant Leadership (X)	0.929
Organizational Trust (Z)	0.878
Employee Creativity (Y)	0.889

Based on Table 4, it is explained that from the provisions of excellent composite reliability is 0.7, and it can be stated that all the constructs under study fulfill the composite reliability criteria so that each construct can be positioned as a research variable. This indicates that in a composite manner, all variables have adequate internal consistency in measuring the latent / construct variable that is measured so that it can be used in further analysis.

Inner Model Test

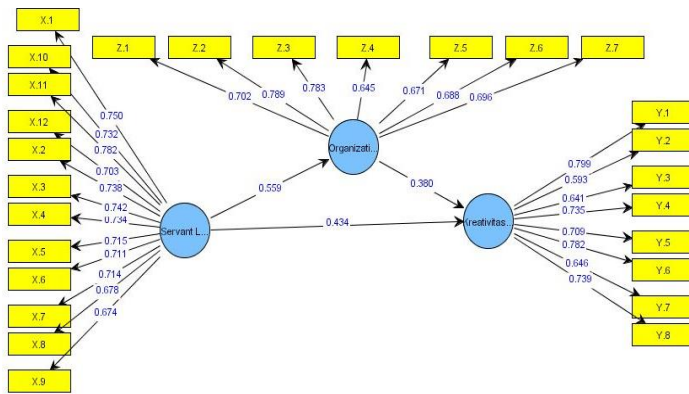


Figure 1.
Research Model PLS

Hypothesis Testing

Table 5

Hypothesis testing

	original sample estimate	mean of subsamples	Standard deviation	T-Statistic
WSL(X) -> EC (Y)	0.434	0.453	0.162	2.678
WSL(X) -> OT(Z)	0.559	0.599	0.066	8.514
OT(Z) -> EC (Y)	0.380	0.387	0.139	2.743

Based on Figure 1 and Table 5 show that:

Women Servant Leadership has a significant and positive influence on employee creativity because the statistical T value is 2.678, which means it is higher than 1.96, so the H1 hypothesis can be accepted.

Women Servant Leadership has a significant and positive influence on Organizational Trust because the statistical T value of 8,514 means greater than 1.96, so the H2 hypothesis can be declared acceptable.

Organizational Trust has a significant and positive effect on Employee Creativity because the statistical T value is 2.743, which means it is higher than 1.96, so the H3 hypothesis can be declared acceptable.

The value of loading the direct influence factor of Women Servant Leadership to Employee Creativity shows 0.434, which means it is greater than the indirect effect through Organizational Trust ($0.559 \times 0.380 = 0.212$). Thus it can be explained that the indirect effect of Women Servant Leadership on Employee Creativity through Organizational Trust is smaller than the direct effect of Women Servant Leadership on Employee Creativity. This shows that the H4 hypothesis, which states "organizational trust can be an intervening variable for women servant leadership on employee creativity," was declared not accepted or rejected.

Structural Model Testing

Table 6

R-Square value

	R-square
Women Servant Leadership (X)	
Organizational Trust (Z)	0.313
Employee Creativity (Y)	0.518

Based on Table 6 shows that The latent variable Women Servant Leadership (X) that influences the Organizational Trust (Z) variable in the structural model has an R2 value of

0.313, which indicates that the model is "Weak." Latent variables, Servant Leadership (X) and Organizational Trust (Z) that affect the Creativity variable (Y) in the structural model, have an R² value of 0.518, which indicates that the model is "Moderate."

The suitability of the structural model can be seen from Q², as follows:

$$\begin{aligned} Q^2 &= 1 - [(1 - R_1^2) (1 - R_2^2)] \\ &= 1 - [(1 - 0.313) (1 - 0.518)] \\ &= 1 - [(0.687) (0.482)] \\ &= 1 - [(0.331)] \\ &= 0.669 \end{aligned}$$

The Q² result achieved is 0.669, meaning that the Q² value above zero provides evidence that the model has predictive relevance.

4.1.The Effect of Women Servant Leadership on Employee Creativity

Based on the results of the study note that women Servant leadership significantly influences employee creativity. This can be seen from the t-statistic value of 2,678 which means it is greater than 1.96, which means that when women Servant leadership is applied by good female leaders, it will be able to increase employee creativity. The better the female leadership in implementing leadership that serves, the better the creativity of the employee, as shown by sensitivity, fluency of thinking, the flexibility of thought, elaboration ability, and originality.

The results in this study are supported by the results of research conducted by Yoshida et al. (2014). They found that Servant leadership directs creative behavior by establishing good relationships with employees. Therefore, the better the application of Servant leadership, the more creativity of employees will be.

4.2.The Influence of Women Servant Leadership on Organizational Trust

Based on the results of the study note that women Servant leadership by women significantly influence organizational trust. This can be seen from the t-statistic value of 8,514, which means it is higher than 1.96, which means that when women Servant leadership is getting better, it will be able to increase organizational confidence. The better the female leadership in implementing leadership that serves, the better the organizational trust will increase.

In other words organizational trust can be formed through the presence of women Servant leadership. This supports the statement of Page & Wong (2000) which states that a servant leader emphasizes high-quality relationships with subordinates and as a result meets their needs and fosters their trust and Whitener et al., (1998) which reveals that servant leaders provide opportunities for subordinates to share their concerns, which builds strong trust in leaders and organizations.

4.3.The Effect of Organizational Trust on Employee Creativity

Based on the results of the study note that organizational trust by women significantly influences employee creativity. This can be seen from the t-statistic value of 2,743, which means it is higher than 1.96, which means that when organizational trust can increase employee creativity.

This supports the statement of Bromiley and Cummings (1993), which states that trust in organizations is crucial. Without trust in the organization, the organization will undoubtedly be destroyed. The higher the confidence in the organization will lead subordinates to increase their creativity.

4.4.The Effect of Women Servant Leadership on Employee Creativity through Organizational Trust

This can be seen from the value of loading the Women Servant leadership's direct influence factor to creativity, which shows 0.434, which means it is greater than the indirect effect through an organizational trust ($0.559 \times 0.380 = 0.212$). This indicates that organizational trust cannot be a mediator variable for women Servant leadership to employee creativity.

Trust in leaders and organizational trust are interrelated. If the employee believes in the leader, the employee's trust in the organization will also increase. However, when employees have high trust in their leaders, it turns out that the effect on the employee's creativity is not significant (Jo, Lee, Lee, and Hahn, 2014).

5. Conclusion

5.1.Conclusion

Partial Least Square analysis results show that Women Servant Leadership has a significant and positive influence on employee creativity and Organizational Trust. Then Organizational Trust has a significant and positive influence on employee creativity. But the influence of Women Servant Leadership on employee creativity cannot be mediated by Organizational trust.

5.2.Limitation

This research is limited in the number of samples. It is expected that if the sample size is larger, it will represent the population better.

5.3.Suggestions

The next research is expected to use a larger sample and can use other variables as well so that it can contribute to the development of leadership science and real business practices.

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