

Original Article

The Effect of Strategic Leadership on Employees Creativity by the Mediation of Voice Behavior

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Abstract - Human resource is an important factor in achieving organizational goals. An organizational achievement cannot be separated from the role of top leaders in formulating the right strategy. This is because the top leaders are the strategic planners responsible for an organization's success or failure. The formulation of an appropriate strategy requires the participation of all organizational components, from leaders to employees. All these components must understand each of their respective functions to contribute to achieving organizational goals. This study aims to determine strategic leadership's effect on employees' creativity through voice behavior mediation. This study's population were the employees at 6 construction companies in Bandar Lampung that were 230 employees, and the sample size representing the population to be studied, 146 employees. The test results in this study found that voice behavior could mediate strategic leadership's influence on employees' creativity. Strategic leadership's indirect effect on employees' creativity, mediated by voice behavior, increased more than the direct effect. This indicates that empirically voice behavior could significantly mediate the influence of strategic leadership on employees' creativity.

Keywords - Strategic Leadership, Employees Creativity, Voice Behavior

I. INTRODUCTION

Leadership is a management concept that has a strategic position in carrying out all organizational activities to achieve organizational success. This is in line with Bass's statement stating that leadership is a key to determining an organization (Bass, 1990). Meanwhile, George R. Terry defines leadership as an activity to influence people who are directed to achieve organizational goals (Terry, 1972). Referring to these two definitions, H. Koontz and O 'Donnel, in their book entitled "Principles of Management," suggest that leadership is the activity of persuading people to work together in achieving a common goal (Koonz&O'Donnel, 1972).

Nowadays, changes in the business environment experience very complex accelerations. This can be perceived from the number of organizations with a vision and mission and a mature business plan, but it does not guarantee the organizations' success in facing competition. As a result, the organizations need effective leadership that can manage the organization to face the competition. Thus, the organizations need strategic leaders who have a competitive mindset that prioritizes organizational flexibility, speed, innovation, and strategy and can competitively identify and take advantage of opportunities that will arise in the future. Strategic leadership is defined by Ireland and Hitt as one's ability to anticipate, imagine, maintain flexibility, think strategically to initiate change and create a better future for the organization (Hitt& Ireland, 1999). Based on the above statement, it can be concluded that leaders must be able to think strategically and have the ability to look ahead to influence their members to achieve organizational goals.

An organizational achievement cannot be separated from the role of top leaders in formulating the right strategy. The top leaders are the strategic planners responsible for the organizations' success and failure (David, 2004). On the other hand, the right strategy formulation cannot produce results if all organizational components' strategy implementation does not support it. Strategy implementation requires the participation of all organizational components, from leaders to employees. All these components must understand each of their respective functions in order to give contributions, leading to the achievement of organizational goals (David, 2004).

Employees have an important role in advancing an organization. This is because employees are technical executives in organizational activities; thus, in doing their work, the employees are required to make contributions that can benefit the organization through the implementation of strategic planning. Therefore, we need leaders who can improve the quality of human resources by fostering the employees' creativity.



Research on the dimensions of creativity in employees was conducted by Amabile (1985). There are three conceptual components covering employee creativity, including First skills relevant to creativity, including knowledge, expertise, technical skills, intelligence, and talents. Second, processes relevant to creativity include cognitive styles and personality characteristics that are conducive to independence, taking risks, taking new perspectives on problems, and disciplined work styles and skills in generating ideas. Third, task motivation is to engage in work activities because of interest, pleasure, or having a sense of personal challenge (Amabile, 1985).

One of the efforts to foster employees' creativity is by involving the employees in providing ideas, suggestions, and information within the organization. Through stimulation of this thought, employees will have the opportunity to be actively involved in creative and innovative thinking within the organization. This builds the employee's responsibility and commitment to make the organization a place for them to actualize themselves. A leader who can motivate employees makes the employees feel that their leader believes in their abilities so that they are actively involved in voicing ideas in response to any problems faced by the organization. Employees' involvement in providing ideas, opinions, suggestions, or information related to a leader of the organization is called Voice Behaviour.

Research on voice behavior in employees became a concern in 1995 through Van Dyne, Cummings, and Park's research. They no longer saw voice behavior as an act of criticizing dissatisfaction, and a complaining behavior provide suggestions for change. Voice is defined as a constructive expression of employees aimed at increasing the effectiveness of the company. This behavior is carried out to improve organizational functions rather than just providing criticism for dissatisfaction and extra-role behavior. Extra-role behavior is defined as free to choose and can benefit other people or organizations (Van Dyne et al. 1995). Meanwhile, voice behavior is defined as a behavior that voices ideas, opinions, information, and suggestions regarding the existing problems in the company environment disclosed to parties who have the authority to make decisions to better change (Morrison, 2011).

This study discusses the influence of strategic leadership on employees' creativity by voice behavior as mediation. This research focuses on examining the construction sector. This is because the construction sector is one of the supporting aspects of Indonesia's economic development. Based on data released by the Central Statistics Agency (BPS), the percentage of the construction sector to Indonesia's Gross Domestic Product (GDP) was 10.36% in quarter III/ 2018 (BPS Construction Statistics, 2018), then it increased in quarter III / 2019 becoming 10.60% (BPS Construction Statistics, 2019). The construction sector is predicted to continue increasing over the next few years in line with President Joko Widodo's

commitment to building infrastructure in equal distribution of the areas in various regions and capital relocation projects that are improving the construction's performance sector in Indonesia. The incessant infrastructure development in Indonesia is one factor of the increasing development of the companies engaged in the construction sector.

II. LITERATURE REVIEW

A. Strategic Leadership

Ireland and Hitt (1999) define strategic leadership as a leader's ability to anticipate, imagine, maintain flexibility, think strategically, and establish work cooperation to initiate changes that create a good future for the organization.

Ireland and Hitt (1999) developed six dimensions for determining effective strategic leadership:

a) Determining the Firm's Purpose or Vision

Leaders have guidelines for the direction of organizational goals and the important steps which must be taken to achieve those goals. A goal shows what the organization is for and what steps can be taken to achieve it. A clear goal allows the organization to focus on the learning efforts in order to create a competitive advantage.

b) Exploiting and Maintaining Core Competencies

Core competencies are the resources and capabilities that can give a competitive advantage over the organization's competitors. Core competence is defined as a combination of organizational resources and capabilities that are valuable, rare, expensive to replicate, and irreplaceable.

c) Developing Human Capital

Human capital is the knowledge and skills of all members of the organization. Strategic leaders see employees as the important resources on which many core competencies are built and where competitive advantages are successfully exploited.

d) Sustaining an Effective Organizational Culture

Organizational culture refers to a complex set of ideologies, symbols, and core values that are shared throughout the organization. Culture reflects what organizations learn over time through their response to life's challenges and sustainable growth.

e) Emphasizing Ethical Practices

Strategic leaders who are able to show these qualities will be able to inspire employees and build an organizational culture in which ethical practices are the norms of behavior. The challenge of strategic leaders is how to instill normative values that can influence corporate action and individual behavior.

f) Establishing Balanced Organizational Controls

Organizational control is an information-based formal procedure used by strategic leaders to arrange, maintain and change the pattern of organizational activities.

Strategic leaders who are able to build controls that facilitate innovative employee behavior will generate a competitive advantage for the organization.

B. Employee Creativity

Employee creativity is an important aspect of the organization because creativity is the beginning of innovation. At the time when the employees show creative performance, they suggest new ideas that will be useful for the organization to become a prerequisite for further development and implementation in an organization (Amabile et al., 1996). Amabile (2012) explains that the dimensions of creativity include three conceptual components, namely:

a) Domain-relevant skills

Skills that are relevant to creativity include knowledge, expertise, technical skills, intelligence, and talents. These aspects affect employee performance in certain areas. Skills that are relevant to this creativity include one's cognitive style in overcoming complexity in work.

b) Creativity-relevant process

A process that is relevant to creativity includes cognitive styles and personality characteristics that are conducive to independence, taking risks, and taking new perspectives on problems, as well as disciplined work styles and skills in generating ideas. This cognitive process includes the ability to use broad and flexible categories to synthesize information.

c) Task Motivation

Task motivation engages in the activities because of interest, pleasure, or having a sense of personal challenge. Employees are expected to have the motivation to do tasks or solve problems with their interests and pleasures or have challenges to complete tasks.

C. Voice Behavior

Van Dyne and LePine (1998) define voice behavior as providing innovative suggestions shown by the employees in an organization that is useful for building better change of the organization. Voice behavior is classified by Van Dyne into 2 dimensions, namely the promotive voice and prohibitive voice (Van Dyne et al., 2003 & Liang et al., 2012):

a) Promotive voice

Promotive voice is an expression of new ideas or suggestions given by employees with the aim of improving the overall functions of work units or organizations that are beneficial to the company. This idea was carried out by proposing a way to change the status quo. Sometimes the ideas given seem critical but are delivered by the inclusion of innovative solutions and suggestions which are aimed at improving the organization's future situation or what would happen.

b) Prohibitive voice

A prohibitive voice is an expression of concern given by employees about work practices, incidents, or employees' behavior that are harmful to their organization. This idea serves to pinpoint the factors that can harm or hinder an organization. Thus, it can prevent problems that may not be predicted beforehand.

Hypothesis

The Effect of Strategic Leadership on Employee Creativity

A leader is a very important factor who determine the environment that encourages and develops creativity in the workplace. A leader is a part of the contextual factor that fosters employees' creativity so that the leader has a right to decide whether the ideas or suggestions given by employees are creative and useful for the organization (Zhang & Bartol, 2010). Conducive work support provided by the leader fosters creativity from employees (Jyoti & Dev, 2015). Conversely, a work environment that does not support or does not appreciate creativity can lead to interpersonal conflicts due to the rejection of new ideas (Janssen et al., 2004).

Based on the studies above, it is known that strategic leadership has an effect on increasing employees creativity, so the hypothesis in this study is:

H1: Strategic leadership has an effect on employees creativity

The Effect of Strategic Leadership on Voice Behavior

Research on voice behavior has identified leader openness as a leader behavior that is relevant to the motivation to speak (Ashford et al., 1998). The openness of leaders to the employees refers to the perception that their leaders listen to their ideas. This behavior is important to motivate the employees to speak (Milliken, 2003).

Based on research conducted by Detert and Burris, shows that perceptions of openness of leadership have a positive effect on improvement-oriented sound behavior (Detert & Buris, 2007), the research hypothesis is:

H2: Strategic leadership has an effect on voice behavior.

The Effect of Voice Behavior on Employees Creativity

Dedahanov, Lee, et al. (2016) conducted a study on the effect of voice behavior on employees' creativity, in which they believe that the first step of creativity begins by making recommendations about problems that affect workgroups and communicating opinions about work-related problems. When employees believe that their recommendations and suggestions are listened to and taken into account by their leaders, they likely believe that their voices are worthwhile and have an impact on the environment (Dedahanov et al., 2016).

Regarding this belief, employees tend to go one step further by designing new and practical ideas to improve performance by looking for new technologies, processes,

techniques, and/ or product ideas (Dedahanov et al., 2016). Based on the study above, the employees' voices have an effect on increasing creativity. Thus, the hypothesis in this study is:

H3: Voice behavior affects employees creativity

The Effect of Voice Behavior Mediation on Strategic Leadership and Employees Creativity

Dedahanov, Lee, et al. (2016) conducted a study on the effect of voice behavior mediation on strategic leadership and employees' creativity, in which they believed that there was an effect between leadership behavior and employees' creativity mediated by voice behavior. In other words, employees assess their leader's behavior before voicing it. Depending on their leader's behavior, employees decide to make recommendations about work-related issues and their decisions to make the improvement-oriented suggestions and recommendations serving as the basis for their extra-role behaviors such as creativity. Referring to the result of the study above, the hypothesis in this study is:

H4: Voice Behavior Mediation has an effect on Strategic Leadership and Employees Creativity

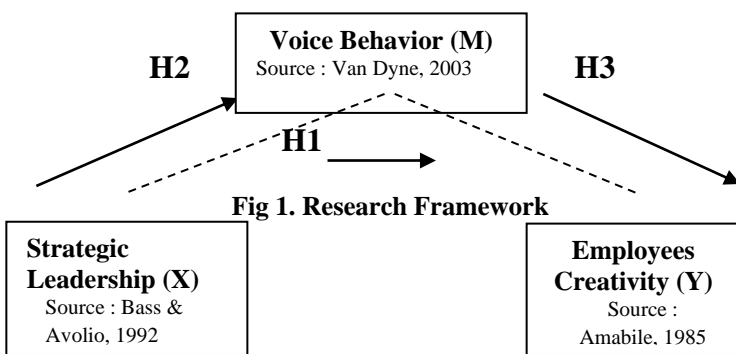


Fig 1. Research Framework

III. RESEARCH METHOD

This study used a questionnaire survey. This study aims to determine the effect of strategic leadership on employee's creativity mediated by voice behavior. The analytical method used in this study is Structural Equation Modeling (SEM) to describe the relationship between latent variables and indicators (measurement model) and to describe the relationship between latent variables (structural model).

A. Research Sample

The sample in this study were 146 employees of 6 construction companies in Bandar Lampung.

B. Research Variable

This study used three variables consisting of independent variables, mediating variables, and dependent variables. The independent variable consists of strategic leadership (X). The mediating variable is voice behavior (M). The dependent variable is employee's creativity (Y).

The measurement of strategic leadership used 21 items developed by (Bass and Avolio, 1992) on the Likert scale of ((1) strongly disagree - (5) strongly agree). Measurement of employee's creativity used 6 items developed by (Amabile 2012) on the Likert scale of ((1) strongly disagree - (5) strongly agree). Measurement of voice behavior used 6 items developed by (Van Dyne et al., 2003) on the Likert scale of ((1) strongly disagree - (5) strongly agree).

IV. RESULT AND DISCUSSION

Descriptive analysis was obtained from a questionnaire distributed to 146 respondents who were the employees of 6 construction companies in Bandar Lampung. Based on age, it was known that the age range of 26-30 years dominated as much as 29.5%, with most of the gender was male at 61.0%. Based on the latest education, most of the respondents' educational background in this study was S1 (Bachelor's degree), which were 97 people or 66.4% of the total respondents. Meanwhile, the length of employment mostly for 1-5 years with a percentage of 41.1%. The complete description of the demographics of the respondents is presented in the table below:

Table 1. Demographics of Respondents

	Demographic Factors	Percentage (%)
Age	20-25 years	26.0
	26-30 years	29.5
	31-35 years	21.2
	36-40 years	19.9
	>41 years	3.4
Gender	Male	61.0
	Female	39.0
Last Education	Senior High School	7.5
	Associate Degree (D3)	15.1
	Bachelor Degree (S1)	66.4
	Master Degree (S2)	11.0
Length of Employment	<1 year	26.7
	1-5 years	41.1
	6-10 years	24.7
	>10 years	7.5

A. Validity Test

Based on the results of the analysis, the results of the validity test of each indicator used had a loading factor value that was greater than 0.50. This means that the indicators used in this research variable are feasible or valid to be used as data collectors.

B. Reliability Test

In this study, to calculate reliability, a composite (construct) reliability was used with a cut off value of at least 0.70. The reliability test results obtained from each of the latent variables used in the study gave a CR value

above the cut-off value of 0.7. Therefore, it can be concluded that each latent variable is reliable.

C. Normality Test

Normality tests were needed for both normalities for univariate data and for multivariate normality in which several variables were used simultaneously in the final analysis. To test whether or not the assumption of normality was available, it was done by assessing the z statistical value empirically for skewness and kurtosis, and it is evident that the Critical Ratio (CR) used the significance level of 1%, then the CR value was at $-2.58 \leq CR \leq 2.58$, it can be concluded that the data were normally distributed, both univariate and multivariate (Ghozali, 2005).

The normality test results obtained a CR value of 2.428, which means that the CR was at $-2.58 \leq CR \leq 2.58$. It can be concluded that the multivariate data had a normal distribution. In addition, normal univariate data were shown by all Critical Ratio values. All indicators were at $-2.58 \leq CR \leq 2.58$.

D. The Analysis Of Structural Equation Modeling (SEM)

At this stage, the goodness of fit test and the causality significance test are discussed. The test results used the program of AMOS 22.0 version, which provided the SEM model results as shown in the following figure. It shows the effect of Strategic Leadership on Employees Creativity with Voice Behavior as a mediation variable as follows:

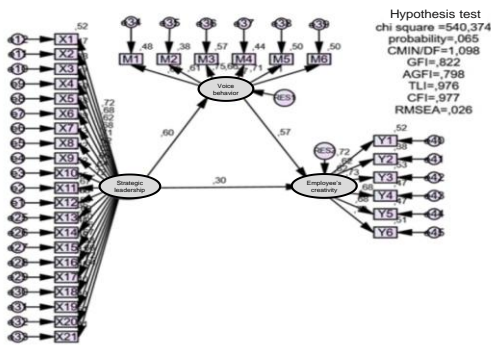


Fig. 2 Structural Equation Modelling (SEM) Analysis Result

E. Hypothesis Test Results

To answer the research problem, that is the Strategic Leadership on Employees Creativity with Voice Behavior as a mediating variable, and it can be determined by calculating the direct effect, indirect effect, and total effect as follows:

Table 3. Hypothesis test results

Variable	Voice Behavior	Employees Creativity
Direct Effect		
Strategic Leadership	0.551	0.275
Voice Behavior	-	0.581
Indirect Effect		

Strategic Leadership	-	0.320
Voice Behavior	-	-
Total Effect		
Strategic Leadership	0.551	0.595
Voice Behavior	-	0.581

Based on the table above, it shows that the amount of the indirect effect of Strategic Leadership on Employees Creativity of 0.320 had a greater value than the direct effect of 0.275. This indicates that statistically, Voice Behavior could significantly mediate the effect of strategic leadership on Employees Creativity. In addition, the mediation of Voice Behavior in the model could increase the effect of Strategic Leadership on Employees Creativity from 0.275 to 0.595. This increase proves that the existence of Voice Behavior as a mediator in the relationship between Strategic Leadership and Employees Creativity needs to be considered because it increased the value of Employees Creativity.

V. DISCUSSION

A. The Effect of Strategic Leadership on Employees Creativity

The result, which shows that strategic leadership has a significant effect on employees' creativity, was proven to be true, or H1 was accepted. This means that if Strategic Leadership is better than before, it will increase Employees Creativity (p-value = 0.002 less than 0.05 with a coefficient of 0.275).

The indicator with the highest loading factor value is on the Strategic Leadership, which states that the leader provides employees with a new way of looking at confusing things that were at 0.724. This indicator is in the sub-variable of intellectual stimulation. Thus, the leaders need to provide training and also new perspectives at work so that the employees feel that they are guided by their leaders, and they also have flexibility in working. Therefore, it can be concluded that the success of a company depends on the leader's ability to form a good mind-set and work pattern for the employees.

B. The Effect of Strategic Leadership on Voice Behavior

The results show that Strategic Leadership had a significant effect on Voice Behavior, so the hypothesis which states that Strategic Leadership affected Voice Behavior is proven to be true, or H2 is accepted. This means that if the Strategic Leadership is better than before, it will increase the Voice Behavior (p-value = 0,000 was less than 0.05 with a coefficient of 0.551).

The indicator with the highest loading factor value on Voice Behavior is communicating ideas about work problems in the work unit, which was 0.752. This indicator in the Promotive Voice as a sub variable is expressing new ideas, opinions, or suggestions given by employees within the company. Thus, it can be concluded that the existence of employees who express ideas, opinions, or suggestions

in their work unit has a good aim to improve all functions in the work unit that are beneficial to the company.

The result of this study is also in line with the research conducted by Detert and Burris, showing that perceptions of openness of leadership have a positive effect on improvement-oriented Voice Behavior (Detert & Buris, 2007), which means that Strategic Leadership has a positive and significant effect on Voice Behavior.

C. The Effect of Voice Behavior on Employees Creativity

The result shows that Voice Behavior had a significant effect on Employees Creativity. As a result, the hypothesis which stated that Voice Behavior has an effect on Employees Creativity or H3 is accepted. This means that if the Voice Behavior is better than before, it will increase Employees Creativity (p -value = 0,000 smaller than 0.05 with a coefficient of 0.581).

The indicator with the highest loading factor value on employee's creativity is advancing the utilization of existing methods or equipment, which was 0.729. This indicator is in the sub-variable of creative thinking. Accordingly, this aspect is important in terms of increasing the creativity of employees at work, which provides benefits for the company.

The result of this study is also in line with a study conducted by Dedahanov, Lee et al. (2016), in which they believe that the first step towards creativity begins by making recommendations regarding problems that affect workgroups and communicating opinions about work-related problems when employees believe that their recommendations and suggestions are listened to and taken into account by the leaders, the more likely increase the value of creativity, which means that Voice Behavior has a positive and significant effect on Employees Creativity.

D. The Effect of Voice Behavior on Strategic Leadership and Employees Creativity

The fourth hypothesis in this study is that the value of Voice Behavior is able to mediate the effect of Strategic Leadership on Employees Creativity. The indirect effect of Strategic Leadership on Employee Creativity was 0.320, which has a greater value than the direct effect of 0.275. This indicates that empirically Voice Behavior could significantly mediate the effect of Strategic Leadership on Employees Creativity. The mediation of Voice Behavior in the model increased the effect of Strategic Leadership on Employees Creativity from 0.275 to 0.595. This increase proves that the existence of Voice Behavior as a mediator in the relationship between Strategic Leadership and Employee Creativity needs to be considered because it can increase the value of Employee Creativity.

The results of this study are also in line with a study conducted by Dedahanov, Lee, et al. (2016), which states that employees assess the behavior of their leaders before voicing them. Depending on the behavior of their leader, employees decide to make recommendations about work-related issues, and their decisions to make suggestions and

recommendations oriented towards their extra-role behaviors that go further within the company, such as increasing their creativity, which means there is a positive and significant effect between leadership behavior and employee creativity mediated by voice behavior.

VI. CONCLUSION

The results showed that Voice Behavior was able to mediate the effect of Strategic Leadership on Employees Creativity. The indirect effect of Strategic Leadership on Employees Creativity has a greater value than the direct effect. This indicates that empirically Voice Behavior can significantly mediate the effect of Strategic Leadership on Employees Creativity. The mediation of Voice Behavior in the model increases the effect of Strategic Leadership on Employees Creativity. This increase proves that the existence of Voice Behavior as a mediator in the relationship between Strategic Leadership and Employees Creativity needs to be considered because it can increase the value of Employees Creativity.

Recommendations from this research are that the company leaders should involve employees in providing ideas, suggestions, and information within the company. In this case, employees can be actively involved in creative and innovative thinking within the organization. Therefore, they can increase the value of their creativity and can improve the overall function of the work unit that is profitable for the company.

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