

# Altruistic Leadership and Employee Creativity with Intrinsic Motivation as Mediation

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## ABSTRACT

This research aims to investigate the impact of altruistic leadership on employee creativity. In depth, this research is to investigate and explain the influence of altruistic leadership on employee creativity through intrinsic motivation variables as mediation. The location of this research was the District Civil Service Police Unit. Rokan Hulu Province Riau. This study collected data by distributing questionnaires to employees using simple random sampling techniques. So the sample used in this research was 84 respondents. Research data analysis was processed using smartPLS version 3.0 software to analyze data and determine the relationship between constructs. The results of direct hypothesis testing. The path coefficient value of altruistic leadership on employee creativity is 0.674, which is positive, which means that altruistic leadership has a positive effect on employee creativity. The path coefficient value of altruistic leadership on intrinsic motivation is 0.952, which is positive, which means that altruistic leadership has a positive effect on intrinsic motivation. The coefficient value on the intrinsic motivation path towards employee creativity is 0.324, which is positive, which means that intrinsic motivation has a positive effect on employee creativity. The fourth hypothesis indirectly shows that Intrinsic Motivation has a positive and significant effect in mediating the relationship between Altruistic Leadership and employee creativity. In this calculation, the PV value level of significance is obtained at  $0.003 < 0.05$ .

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## Introduction

Leadership style is one of the most important factors that drives the progress of a company. Among positive leadership styles, altruistic leadership is considered human-centered leadership. Altruistic leadership refers to the actions of a leader who shows selflessness and pays attention to the welfare of subordinates by placing the interests of subordinates above their own interests (Abdillah, 2021). Altruistic leadership refers to the actions of a leader who shows selfless concern about the welfare of subordinates by placing the interests of subordinates above his or her own interests (Barbuto & Wheeler, 2006; Salas-Vallina et al., 2018). Altruistic leader behavior is considered a shared issue that cuts across contemporary leadership styles.

Employee creativity is an important point in various tasks, jobs and industries. In today's fast-paced, dynamic work environment, managers continue to realize that to remain competitive, they need their employees to be actively engaged in their work and try to come up with new and appropriate products, processes and approaches. Although the level of creativity required and its importance may vary depending on the task or job in question, most managers would agree that there is room, in almost every job, for

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employees to be more creative. Various studies have shown that employee creativity is a major determinant of innovation and organizational success (Zhou & Hoever, 2014). Much empirical research has defined creativity as an outcome, with a focus on the production of new and useful ideas about products, services, processes, and procedures (e.g., Amabile, 1996; Ford, 1996; Oldham & Cummings, 1996; Shalley, 1991 ; Zhou , 1998).

Apart from employee creativity, the most important factor so that employees can work more effectively and efficiently is intrinsic motivation (Coelho, Augusto, & Lages, 2011). Employees with high intrinsic motivation have a strong motivation to pay attention to and meet customer needs and actively develop various new, effective methods for solving problems (Liaw et al., 2010; Woolley and Fishbach, 2018). Meanwhile, according to Luthans (2011), intrinsic motivation is motivation that encourages a person to achieve, originating within the individual, which is better known as motivational factors. Based on this description, this research is very important to study, which aims to describe a research framework model related to the relationship between Altruistic Leadership and employee creativity with intrinsic motivation as mediation.

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## **Theoretical support**

### ***Quality Work of Life Theory***

In building the theoretical model, the assumptions built in this research are based on Quality Work of Life theory (Luthans (1995). suggests the concept of quality of work life as the importance of respect for people in the work environment, thus the important role of work quality is to change the work climate so that the organization technically and ethically can bring all its members to a quality and more prosperous working life. A similar opinion was conveyed by Hackman and Oldham (1980), who described a quality working life projected in conducive environmental conditions, providing guarantees of welfare and safety, providing satisfaction, providing opportunities for self-development and career advancement, as well as decent remuneration.

Likewise, in the opinion of Chan & Einstein (1990), quality work life is an illustration of the company's concern and experience for its workforce, work environment, relationships with other people, communication and effective collaboration with employee. Dessler (2003), explains quality work life as a condition of employees' ability to fulfill their needs through the work they do, and is seen as an important thing that must be paid attention to by companies. In this case, the intended need is fair, fair treatment, and employees are given the opportunity to utilize their expertise and skills optimally, can play an active role in managing their duties and place of work, and are involved in the decision-making process. Dessler's view is slightly different from the opinion of Saklani (2004), who views quality work life as fulfilling the quality of employee expectations which are formed from interactions between employees and the company. The concept put forward by Saklani is supported by Schemerhorn, Hunt, & Obsorn (2005), that the quality of work life is the overall quality of the employee's experience in the workplace.

### ***Altruistic Leadership***

Essentially a leader "persuades others to set aside for a period of time their individual concerns and to pursue common goals that are important for the responsibility and well-being of the group" (Hogan et al., 1994, p. 493). This definition explains that the main responsibility of a leader is to try to persuade subordinates to put aside their personal interests and do something for the benefit of the organization. This is also in line with the conception of leadership which is based on emotional aspects, which argues that an organization will achieve extraordinary achievements when a leader can inspire subordinates to sacrifice their own interests (Yukl, 2013). When leaders attempt to persuade subordinates to be selfless, this situation often demands the leader's ability to act or behave in a way that benefits not only themselves but also their subordinates (Avolio & Locke, 2002); altruistic behavior is an example of such action or behavior.

Conceptually, altruistic behavior is defined as a person's tendency to perform voluntary actions intended to help others at the expense of personal interests without expecting anything in return (Simmons, 1991; Van Emmerik et al., 2005). These behaviors have

implicitly become fundamental characteristics in the conceptualization of leadership styles, such as authentic, servant, and transformational leadership (Avolio & Locke, 2002; Mallén et al., 2015; SalasVallina et al., 2018).

Altruistic leadership refers to leaders who show greater concern for the well-being of their subordinates by placing the interests of their subordinates above their own interests (Barbuto & Wheeler, 2006; Salas-Vallina et al., 2018). This leadership style can be said to be human centered (Salas-Vallina & Alegre, 2018). Other-focused leaders have a strong concern for the needs of their subordinates and have a willingness to sacrifice their personal interests to help their subordinates. Leaders with altruistic behavior seek to inspire their subordinates to develop their commitment and enthusiasm by appealing to the values and emotions of their subordinates (Yukl, 2013). Altruistic leadership has several characteristics (Barbuto & Wheeler, 2006; Simmons, 1991). First, altruistic leaders often put the interests of their subordinates above their own. Second, such leaders sacrifice their own interests to serve their subordinates. Third, these leaders help their subordinates go beyond the call of duty. Fourth, altruistic leaders perform previous actions voluntarily without expecting anything in return.

This study uses a four-item altruistic leadership scale adopted from Barbuto and Wheeler (2006). 1. My leader puts my best interests above his own 2. My leader sacrifices his own interests to meet my needs. 3. leaders help me go beyond the call of duty. 4. a leader who acts altruistically takes all these actions voluntarily without expecting anything in return.

### **Employee Creativity**

Creativity as one potential consequence of spiritual leadership among various consequences. Creativity refers to creative ideas, processes and products that are new and useful in business organizations (Shalley dain Gilson, 2004). When considering that leadership is considered one of the social contexts related to creativity (Gilson et al., 2015), spiritual leadership can be a predictor of creativity. In fact, some researchers have proposed a possible correlation between spiritual leadership and creativity (e.g. Fry, 2008) because employees who feel spirituality are more likely to help and support their organizations by showing more innovative or creative behavior (Krisnakumar and Neck, 2002).

Creativity refers to generating new and novel ideas, as well as developing various ways of dealing with challenges that workers face in successfully performing their tasks (Gilson et al., 2015). According to the existing literature on creativity, one of the important ingredients for nurturing employee creativity is intrinsic motivation, which is defined as the willingness to engage in enjoyable and interesting activities (Amabile, 1988). As suggested by Ryan and Deci's (2000) theory of intrinsic motivation, intrinsic motivation is influenced by an individual's genuine interest and involvement in the work itself (Shalley and Gilson, 2004), rather than by external rewards, which represent the natural human tendency towards learning and creativity (Ryan, 1995). In this regard, it is fundamentally important whether leaders demonstrate a form of leadership that encourages employees to be intrinsically motivated to develop and implement new and novel ideas in their organizations (Afsar et al., 2016).

Creativity requires employees to have the courage to overcome obstacles and the perseverance to endure difficulties (Shalley and Gilson, 2004). This is because creative employees involve challenging the status quo or even accepting the inevitability of failure

(Zhou and George, 2001). In this case, hope/belief in the organization's vision can help employees to keep their attention on the desired direction in the future, allowing them to consistently focus their efforts on achieving their organization's vision (Fry et al., 2017). In general, individuals with strong beliefs tend not to give up on the goals they have to pursue and continually look for creative ways to achieve these goals (Snyder, 2000). Furthermore, positive expectations allow employees to identify the positive aspects of difficult situations, allowing them to enjoy the task itself without anxiety or fear. In particular, Rego et al. (2014) found that employees who experienced greater hope demonstrated creativity by dealing with the challenges inherent in creative work.

Recent studies provide significant evidence that to maximize the efficiency of employee creativity, organizations must maintain and support collective thinking rather than individual cognitive processes (Baer, 2010; Hargadon & Bechky, 2006). Creativity involves getting new and useful ideas (Joo, Yang, & Mclean, 2014). Employees can work more creatively and effectively when they experience a positive mood, which increases productivity and work efficiency. Employee creativity in an organization really depends on two different factors, namely career satisfaction and perceived self-esteem (Kim, Hon, & Crant, 2009). Creativity is also related to job satisfaction, where creative employees tend to be more satisfied with their work (Tongchaiprast & Aryabuddhiphongs, 2016). However, to the best of our knowledge, no empirical studies have demonstrated a relationship between altruistic leadership and employee creativity.

### ***Intrinsic Motivation***

Motivation is the reason behind an action. It leads to the initiation and continuation of an activity and determines the general direction of a person's behavior. Motivated employees are considered the key to the success of any organization (Yasreb et al., 2014). Pleasure is also associated with behavior associated with intrinsic motivation (Harackiewicz, 1979). Because intrinsic motivation has a significant influence on work-related behavior, it is considered a valuable concept in studying an organization (Chen et al., 2013). With this in mind, intrinsic motivation drives interesting and enjoyable behavior in an activity, resulting in internal satisfaction and pleasure for the perpetrator of the action (Lee et al., 2014). Therefore, intrinsic motivation is considered the most important factor that determines people's (employees') prevention efforts in the workplace (Ganjali and Rezaee, 2016).

Ryan and Deci (2000) define intrinsic motivation as an inherent tendency to seek new challenges to develop and use personal competencies to discover and learn (Chen et al., 2013). Intrinsic motivation basically depends on the characteristics of the employee and the job (Dubrn, 2009). A person who is interested in his work and is rooted in his beliefs and considers it a virtue to perform his duties in the best possible way will find the intrinsic motivation necessary to do a job without requiring much external motivation to improve performance. Overall, internal motivation is a person's tendency to perform work better to achieve inner satisfaction (Warr et al., 1979), which can lead to high levels of positive feelings and performance (Amabile, 1993).

## Research Framework

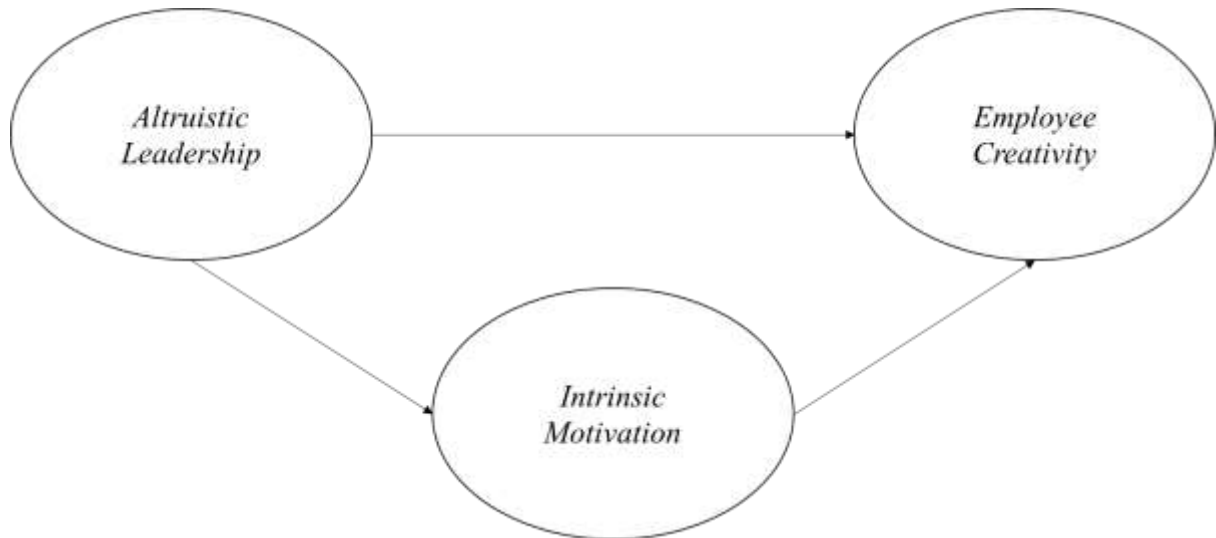


Figure 1. Research Framework.

## Research method

### *Quantitative Method*

Based on use and audience, research orientation in the field of organizational science is in the "Pasteur's quadrant" which explains that research must contribute to the academic field (basic research) which aims to expand knowledge and understanding of an organizational phenomenon in a scientific way and at the same time provide contribution to the managerial (practical) field which considers aspects of relevance to practical use (Abdilah, 2020). Meanwhile, the main audience for this research is academics who are members of the scientific community and practitioners in the field of management.

Based on the objectives, this research is part of explanatory research which seeks to explain why an event occurs and to build, expand, elaborate or test a theory (Neuman, 2011). This research, furthermore, aims to explain the psychological processes or mechanisms underlying the relationship between altruistic leadership and employee creativity based on Cognitive evaluation theory.

This research is explanatory research that uses quantitative techniques to test hypotheses empirically. Quantitative techniques in organizational science research are a research method rooted in a positivist social science approach which "emphasizes discovering causal law, careful empirical observation and value-free research" (Neuman, 2014, p. 97). Furthermore, based on the time dimension in collecting data, this research uses a cross-sectional technique where the data collected comes from one point in time (single point in time) or during a relatively short period of time (Johnson & Christensen, 2017).

## Results

### Analisis SEM-PLS

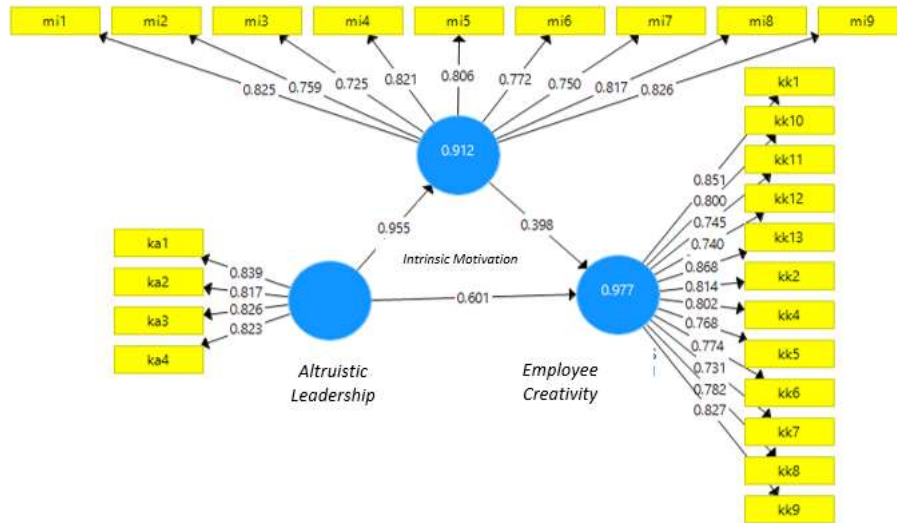


Figure 2. Path Chart.

### Significance Test Results

Table 1. Significance Test Results

Relationship between variables		Path Coefficient	
Eksogen	Endogen	Coeff.	P-value
Altruistic Leadership	Employee Creativity	0.674	0.000
Altruistic Leadership	Intrinsic Motivation	0.952	0.000
Intrinsic Motivation	Employee Creativity	0.324	0.001
Altruistic Leadership → Intrinsic Motivation → Employee Creativity		0,308	0,003

Notes. Data Olahan, 2023

The path coefficient value of altruistic leadership on employee creativity is 0.674 (original sample column), which is positive, which means that altruistic leadership has a positive effect on employee creativity. It is known that the P-Values value is  $0.000 < 0.05$ , so it can be concluded that altruistic leadership has a positive and significant effect on employee creativity.

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The path coefficient value of intrinsic motivation on employee creativity is 0.324 (original sample column), which is positive, which means that intrinsic motivation has a positive effect on employee creativity. It is known that the P-Values value is  $0.001 < 0.05$ , so it can be concluded that intrinsic motivation has a positive and significant effect on employee creativity.

Thus, the fourth hypothesis indirectly shows that Intrinsic Motivation has a positive and significant effect in mediating the relationship between Altruistic Leadership and

employee creativity. In this calculation, the P-Value significance level value is  $0.003 < 0.05$ . These calculations explain that the hypothesis test results on parameter coefficients show a  $p\text{-value} < 0.05$ . This proves that Intrinsic Motivation has a positive and significant effect in mediating the relationship between Altruistic Leadership and Employee Creativity..

## **Discussions**

The managerial implications of the influence of altruistic leadership on employee creativity through intrinsic motivation in Civil Service Police and Fire Department employees can provide insight for managers in developing effective leadership strategies. The following are some possible managerial implications:

1. Increase open and transparent communication. Altruistic leadership places attention on the interests and welfare of employees. Therefore, managers can take steps to increase open and transparent communication with employees regarding organizational policies, duties and responsibilities, as well as short-term and long-term goals. This can help employees feel valued and involved in the decision-making process, as well as strengthen employees' sense of trust in management.
2. Encourage employee participation in decision making. Altruistic leadership reflects the leader's attention to the common interests and welfare of employees. Therefore, managers may consider encouraging employee participation in organizational decision making. By providing opportunities for employees to participate in the decision-making process, managers can increase employees' sense of ownership and responsibility for their work, as well as increase employees' intrinsic motivation.
3. Increase awareness and respect for employees. Altruistic leadership focuses on the interests of employees and their welfare. Managers can use this approach by increasing employee awareness and appreciation. This can be done by providing rewards and recognition to high performing employees, as well as providing support and guidance to employees who need help in improving their skills. This can increase employee intrinsic motivation, and in turn, increase employee creativity and productivity.
4. Increase flexibility in employee management. Altruistic leadership reflects the leader's attention to the common interests and welfare of employees. Therefore, managers may consider increasing flexibility in employee management. This can be done by providing opportunities for employees to work remotely or setting more flexible work schedules. This can help improve employee well-being, increase employee intrinsic motivation, and in turn, increase employee creativity and productivity.

Overall, the managerial implications of the influence of altruistic leadership on employee creativity through internal motivation for Civil Service Police and Fire Department employees also include the importance of building a positive and supportive work environment. Managers can create an environment conducive to creativity and innovation by providing opportunities for employees to collaborate and share new ideas. Managers can also facilitate employee training and development to improve their skills and knowledge, thereby increasing creativity and innovation.

Apart from that, managers can also use an inclusive leadership approach, listen to input and opinions from employees, and provide opportunities for employees to participate in decision making. This can increase employees' sense of ownership and responsibility for their work, as well as increase their intrinsic motivation and creativity.



In addition, managers can also pay attention to the balance between duties and responsibilities and employee needs and welfare. Managers can ensure that the tasks and responsibilities given are not too heavy and do not cause excessive stress on employees. In this case, managers can consider dividing tasks and responsibilities evenly, providing support and guidance to employees who need help, and giving employees sufficient time to recover.

Overall, the managerial implications of the influence of altruistic leadership on employee creativity through intrinsic motivation in Civil Service Police and Fire Department employees are the importance of building a positive and supportive work environment, encouraging employee participation in decision making, increasing awareness and appreciation for employees, increasing flexibility in employee management, and creating an environment conducive to creativity and innovation. This can help increase employee intrinsic motivation and creativity, and in turn, improve organizational productivity and performance.

### **Conclusion**

Based on the results of the previous research and discussion, an overall conclusion can be drawn that: Altruistic Leadership has a positive effect on employee creativity in the Civil Service Police Unit of Rokan Hulu Regency. Altruistic leadership has a positive effect on intrinsic motivation in the Civil Service Police Unit of Rokan Hulu Regency. Intrinsic Motivation has a positive and significant effect on employee creativity in the Civil Service Police Unit of Rokan Hulu Regency. Intrinsic Motivation has a positive and significant effect in mediating the relationship between Altruistic Leadership and Employee Creativity in the Civil Service Police Unit of Rokan Hulu Regency

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### **Disclosure statement**

No potential conflict of interest was reported by the authors.

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