

MANAGEMENT CHARACTERISTICS AS DETERMINANTS OF EMPLOYEE CREATIVITY: INTERACTIONAL AND DISTRIBUTIVE JUSTICE ON EMPLOYEE JOB SATISFACTION

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ARTICLE INFO

Keywords:

Supervisor humility,
Abusive supervision,
Interactional and distributive
interactions,
Employee job satisfaction,
Employee creativity

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ABSTRACT

The discussion in this study discusses the influence of humble leadership, rough supervision, interactional and distributive interactions that affect employee job satisfaction as a factor that mediates the effect of exogenous variables on endogenous variables, namely employee creativity. The purpose of this study is to determine what factors influence employee creativity and employee job satisfaction. This research was conducted by distributing online questionnaires with purposive sampling of skin care company employees whose tenure was more than one year and this study used the SEM method using SPSS and Lisrel software. The findings in this study are that all the proposed factors have a positive effect on the vocal variables of this research, although there is a difference with one hypothesis proposed, namely the role of rough supervision on employee job satisfaction.

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1. INTRODUCTION

Creativity is the initial step towards innovation, and employee creativity has become a crucial factor in achieving competitive advantage, long-term success, and organizational sustainability [1]. Self-actualization and the drive for creativity are among the top needs in the hierarchy of human needs [2]. Creative employees are capable of generating new and unique ideas, which can be implemented to promote the survival and effectiveness of an organization [3]. Employee creativity is also said to contribute significantly to organizations, making them excel and remain competitive. Therefore, employee creativity becomes a crucial aspect in solving organizational problems, as it encourages finding solutions to existing challenges [4].

As previously explained, creativity refers to the creation of unique ideas, while innovation refers to the implementation of those unique ideas. Therefore, workplace creativity propels organizations to continuously progress with success. Innovation resulting from employee creativity holds high value for an organization because it provides employees with better knowledge on how to perform their jobs in a creative manner [5]. Not only employee creativity, but employee job satisfaction also drives organizational sustainability. Employee job satisfaction can be defined as a positive and pleasurable emotional state resulting from one's work experience [6]. When employees believe that their work is satisfying and meaningful, they are more likely to be satisfied with their jobs [7]. Positive employee feelings can enhance intrinsic motivation and foster creativity among employees [8]. Similarly, organizational justice is also highly essential within an organization [9]. Organizational justice is defined as fair treatment in the workplace that effectively enhances collaboration among group members [10]. Injustice issues can lead to dissatisfaction and, if not addressed promptly, can result in deviant behaviors in the workplace, such as tardiness, disregarding superiors' orders, or unauthorized use of company property, which represents deliberate fraudulent activities that harm the organization [11].

Several studies have shown that creativity can drive innovation to enhance a company's competitiveness [12]. Locke explains job satisfaction as a positive feeling based on one's assessment of work experience [13]. When individuals have positive feelings within an organization, they are more likely to display creative behaviors [13]. Argue that employee job satisfaction can influence organizational innovation. Employees who have positive experiences in their workplace foster positive confidence, leading to enhanced performance and innovation. The relationship between job satisfaction and employee creativity has been demonstrated in previous research, making creativity an essential component of innovation [14]. Researchers have proven a significant positive relationship between each dimension of justice and job satisfaction [15]. However, what sets this study apart from previous research is the addition

of the variables of interactional justice, distributive justice, and job satisfaction simultaneously. The research object used is beauticians in several skincare service companies in the Bogor area and its surroundings.

Based on these arguments, the objective of this study is to examine the relationship between supervisor humility, strict supervision, interactional justice, distributive justice, job satisfaction, and employee innovation in several skincare service companies in the Bogor area and its surroundings. This study is likely to enhance our understanding of human resource management and can help us comprehend the importance of promoting sustainability by increasing employee job satisfaction and creativity.

2. LITERATURE REVIEW

Supervisor Humility

Humility is a rich and diverse construct characterized by accurate self-assessment, the ability to recognize one's limitations, and selflessness. Humility is a rich psychological construct that is related to, but conceptually distinct from, familiar constructs such as narcissism, politeness, and self-esteem. Humility is intended as an interpersonal characteristic that emerges in social contexts and implies a clear enthusiasm for seeing oneself accurately. States that humility is the desire to self-reflect accurately and the awareness that no one is perfect. In order to achieve economic, social, and organizational goals, humility is considered a vital characteristic of a leader.

Authoritarian Supervision

Authoritarian supervision is a type of aggressive behavior that has many negative consequences in the workplace. The consequences of authoritarian supervision extend throughout the organization and include negative job attitudes, decreased psychological well-being, intentions to quit, as well as subordinates' deviance and lower performance. Authoritarian supervisors are defined as "subordinates' perceptions of the extent to which their supervisors engage in a sustained display of conflicting verbal and nonverbal behavior, excluding physical contact". According to [16], authoritarian supervision depicts managerial aggression as those who are callous and arbitrary in using their power and authority to mistreat employees. On the other hand, authoritarian supervisors are known to use derogatory name-calling, yelling and shouting, intimidating, withholding needed information, and embarrassing and mocking their employees.

Employee Job Satisfaction

Employee job satisfaction is the affective or emotional response of employees to their work as a comparison of their actual outcomes to expected or attainable outcomes. Individuals' perceptions of their jobs have also been used to define job satisfaction. Job satisfaction, can be defined as an individual's evaluation of the current work conditions or the outcomes that follow from having a job. One's views and evaluations of their work, as described by Sempene, Rieger, and Roodt, are what they refer to as job satisfaction [17]. Needs, values, and expectations all play a role in an individual's worldview [17]. As a result, people assess their jobs based on their personal priorities. Favorable or negative attitudes about one's work are often believed to be measures of job satisfaction [17].

Employee Creativity

Creativity is defined as the production of new and useful ideas (Tang & Chang, 2010). [18] also provide a definition of employee creativity as the sharing of useful and novel ideas to bring about necessary changes in products and services. Employee creativity is defined as the process whereby employees develop new and useful ideas or solutions related to products, services, procedures, and processes within an organization (Thatcher & Brown, 2010). [19] also extend this definition to the context of teamwork rather than individual talent within an organization. Meanwhile [20] believe that employee creativity emerges when individuals use their skills, critical thinking abilities, and experiences to make decisions, solve problems, and perform assigned tasks more quickly and effectively. Thus, employee creativity is understood as the process in which employees generate new, useful, and appropriate ideas regarding products, services, processes, business practices and management, organizational models, and strategies to solve problems in pursuit of work goals [21].

Interpersonal and Distributive Justice

Muzumdar (2012) defines interpersonal justice as the extent to which individuals affected by decisions are treated with respect and dignity. There are two aspects of interpersonal justice: interpersonal

justice and informational justice are two separate concepts, and the term "interpersonal justice" refers to how superiors treat their subordinates (Muzumdar, 2012). Distributive justice, on the other hand, focuses on the fairness of the outcomes in terms of how reward allocations are considered (Muzumdar, 2012). Distributive justice plays a significant role in individual employee performance, where their performance is compared to that of other employees, aiming to ensure that the influence of luck is minimized and the distribution of goods is fair. Most researchers agree that distributive justice helps improve organizational effectiveness (Leineweber et al., 2017).

Relationship between Variables

Relationship between Authoritarian Supervision and Employee Job Satisfaction

Supervisors' communication style is one of the determinants of happiness at work. Supervisor behavior that exhibits inappropriate verbal and nonverbal behaviors, excluding physical contact, is the definition of authoritarian supervision according to employees' perceptions. This becomes an important element that can influence employee attitudes, leading to the sustainability of an organization [22]. Employee job satisfaction is an essential part of achieving sustainable goals for an organization, and ethical supervision plays a crucial role in ensuring employee satisfaction. Characteristics of authoritarian supervision can negatively impact employee attitudes, leading to decreased job satisfaction [23]. Several empirical studies argue that when employees experience authoritarian supervision, they are more likely to report job dissatisfaction, intentions to quit, role conflict, and psychological pressure [16]. Some studies indicate a relationship between increased psychological pressure and job dissatisfaction in the context of authoritarian supervision [24][25].

H1: Authoritarian supervision is negatively related to employee job satisfaction.

Relationship between Interpersonal and Distributive Justice and Job Satisfaction

Institutional justice pertains to employees' understanding of fairness within the institution. It is the stage where individuals believe that the rewards they receive and how the institution treats them are fair, equitable, and in line with expected moral and ethical standards. Justice is differentiated into three types: procedural justice, interpersonal justice, and distributive justice [26].

Researchers have proven a significant positive relationship between each dimension of justice and job satisfaction [15]. [26] in a meta-analysis on the role of organizational justice in an institution, showed findings of positive perceptions of justice among employees in an institution.

H2: There is a positive relationship between interpersonal and distributive justice and job satisfaction.

Relationship between Humility of Supervisors and Employee Job Satisfaction

The conceptualization of humility includes interpersonal quality, a clear desire to see oneself honestly, and appreciation for others' contributions and one's potential for learning. Humility is an important characteristic required for leaders to achieve economic, social, and organizational environmental goals. Humble leaders possess a realistic view of their own weaknesses and mistakes, are open to others' ideas, and show appreciation for employees' contributions, which helps employees have more positive feelings about their work.

Experts say that leaders who succeed in sustainable organizations are individuals with high humility and good professional will, not high-performing individuals [27]. Demonstrate that employee job satisfaction is influenced by the strength of their supervisor. Many studies on leader humility show positive results regarding the relationship between leader humility and employees [27] [28].

H3: Supervisor humility is positively related to employee job satisfaction.

Relationship between Employee Job Satisfaction and Employee Creativity

Employee satisfaction and employee creativity are two drivers of organizational sustainability. Employee job satisfaction, according to [13] can impact an organization's ability to innovate. Positive feelings among employees can enhance their intrinsic motivation, which in turn fosters creativity [8].

State that employee job satisfaction can influence innovation within an organization, as satisfied employees are more likely to engage in innovative behaviors.

H4: Employee job satisfaction is positively related to employee creativity.

Based on the above hypotheses, the research model can be illustrated as follows:

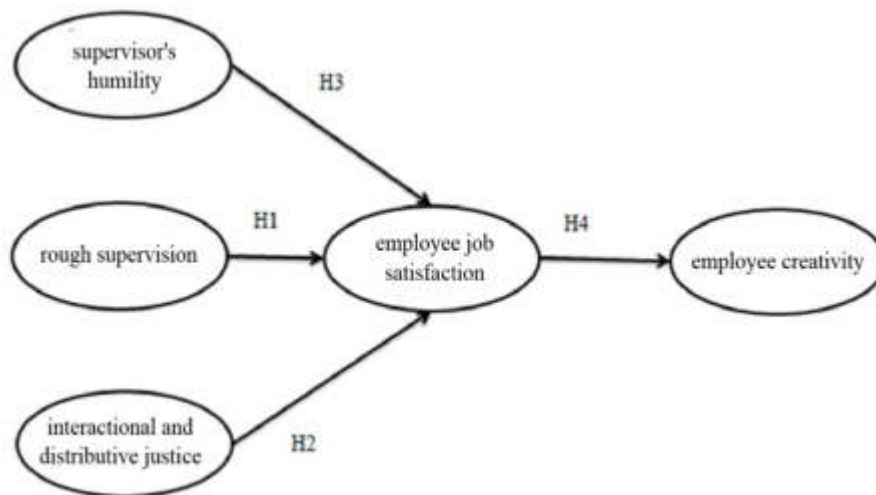


Figure 1. Research Model

3. METHOD

Data collection in this study was conducted using an online survey. In the study, the measurement utilized a 5-point Likert scale ranging from "strongly disagree" (SD) to "strongly agree" (SA). The variable of supervisor humility was measured using seven questions adapted from [29]. The variable of strict supervision was measured using six questions taken from [30]. Employee job satisfaction was measured using three questions adapted. Employee creativity was measured using four questions adapted from [31]. Lastly, the variables of interpersonal and distributive justice were measured using five questions adapted. Therefore, the total measurement consisted of 25 questions, which can be seen in Appendix 2, and the questionnaire can be found in Appendix 3.

The population of this study consisted of beauticians in several skincare service companies in the Bogor area and its surroundings. Based on the guidelines for using SEM Lisrel, the minimum sample size for the survey is five times the number of questionnaire items. The survey method employed in this study was purposive sampling, and the questionnaire was created using Google Forms and distributed to all respondents who met the criteria of being employed for at least 1 year in several skincare service companies in the Bogor area. The survey link was sent through the human resources division of several skincare service companies in the Bogor area and its surroundings.

The research method used in this study was Structural Equation Modeling (SEM). Based on the research model, this study utilized IBM SPSS 23 and Lisrel 8.8 software. The questionnaire distribution began by collecting responses from 30 participants to conduct a pretest using SPSS 23 software. Factor analysis was performed to determine the validity and reliability of each indicator. The validity of each question was assessed by examining the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values. Both values should be greater than 0.50, and in this pretest, the KMO values ranged from 0.720 to 0.843 for each variable, while the MSA values ranged from 0.664 to 0.933 for each indicator variable. These results indicate that the validity test was satisfactory as the values exceeded 0.50. The Cronbach's Alpha values in this study ranged from 0.895 to 0.965, indicating good reliability of the pretest results. The pretest results confirmed the validity and reliability of all 25 questions, allowing them to be used in the research questionnaire. In SEM studies, the minimum sample size is 5 to 10 times the number of questionnaire items. Therefore, this study required a minimum of 125 samples, but to account for potential research errors, 150 samples were collected.

4. RESULT AND DISCUSSION

The online questionnaire distribution yielded respondent data, where the majority of respondents were aged 26-35 years, with 55 respondents (36.7%). Furthermore, the average education level of the sampled respondents was high school graduates or vocational school graduates, accounting for 40% of the total respondents. Regarding work experience, the respondents varied, but the highest number of respondents had a work experience of 1-4 years, with 85 respondents. In terms of job position, the majority of respondents worked as frontliner employees, with 63 respondents (42%). Complete demographic data of the respondents can be found in Appendix 4.

Management Characteristics As Determinants Of Employee Creativity: Interactional And Distributive Justice On Employee Job Satisfaction. Riska Amelya, et.al

The construct validity measurement is considered acceptable if most indicators in each variable have a factor loading value > 0.50. Construct validity measurement, involves calculating construct reliability (CR) and variable extracted (VE), which are considered satisfactory overall if the CR value is above 0.60 and the VE value is above 0.50. Data analysis conducted showed that no factor loading values were below 0.50, and the calculated CR and VE values for each variable were as follows: supervisor humility (CR=0.94; VE=0.77), strict supervision (CR=0.93; VE=0.76), interpersonal and distributive justice (CR=0.96; VE=0.83), employee job satisfaction (CR=0.93; VE=0.81), employee creativity (CR=0.93; VE=0.75). Based on these results, the construct reliability (CR) and variable extracted (VE) calculations are considered suitable and ideal. The complete results of the validity and reliability tests are attached in Appendix 5.

The goodness-of-fit test was conducted using Lisrel software, and the data processing results indicated a satisfactory fit, as follows: X²/df = 1.54; degree of freedom = 162; Chi Square = 249.53; RMSEA = 0.06; ECVI = 2.60; AIC = 387.58; CAIC = 664.26; NFI = 0.98; Critical N = 110.34; GFI = 0.86. These results demonstrate a fit in the overall model (Goodness of Fit), although there are some marginal fit levels. For more detailed data, please refer to Appendix 5. The data processing results are depicted in the Path diagram in Figure 2 below, and the explanation of the T-value results is provided in Table 1, attached separately.

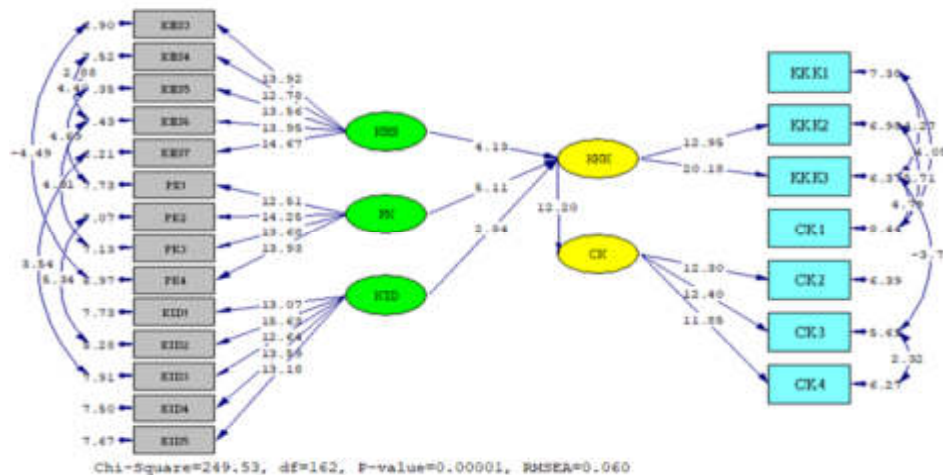


Figure 2. The results of the T-Value Path Diagram

Table 1. Research Model Hypothesis Test

hypothesis	Hypothesis Statement	Mark T-values	Keterangan
H1	Firm supervision has a negative relationship with employee job satisfaction	5,11	The data support the hypothesis
H2	Interactional and distributive justice have a positive effect on job satisfaction.	2,84	The data support the hypothesis
H3	Supervisor humility is positively related to employee job satisfaction	4,13	The data support the hypothesis
H4	Employee job satisfaction is positively related to employee creativity	12,20	The data support the hypothesis

Source: Processed data from Lisrel 2021

Tabel 1. Indirect Effect

Variable Relations	Indirect Effect
Humility Supervisor->Employee Job Satisfaction->Employee Creativity	3.99
Assertive Behavior-> Employee Job Satisfaction->Employee Creativity	4.99
Interactional and Distributive Justice -> Employee Job Satisfaction -> Employee Creativity	2.8

Hypothesis Testing Results

The hypothesis testing results in the table above indicate that all hypotheses have a positive and significant impact because the t-value is greater than 1.96. However, hypothesis 1 does not align with the results as it suggests a negative relationship, contradicting the actual findings. Additionally, there are three indirect effects, all of which show t-values greater than 1.96, indicating significant indirect influences. For a comprehensive analysis of the SEM, please refer to Appendix 5.

Discussion

The relationship between strict supervision and job satisfaction, as indicated by the research findings, shows a positive correlation. This contradicts the proposed hypothesis, which suggested a negative relationship. The positive relationship reflects respondents' satisfaction with their current jobs, making it difficult for them to find employment elsewhere. This aligns with the opinions of [32], who state that strict supervision can provide pressure. However, in a work environment where employees feel comfortable, strict supervision can ignite their motivation, leading to the achievement of goals and increased job satisfaction. According to [13], pressure exerted by leaders can also have a positive impact on employees who want to stay in the company, resulting in their satisfaction due to these challenges. This statement is consistent with the responses of skincare company employees who feel responsible for others, leading to a strong desire to stay and current job satisfaction.

Considering the previously mentioned results, the positive impact of interpersonal and distributive justice on employee job satisfaction becomes apparent. In other words, leaders who demonstrate a high level of understanding in treating their subordinates, particularly in performance evaluations by ensuring fairness, have a significant effect. This creates a sense of equality among employees, thereby increasing their job satisfaction. This aligns with the research conducted [15], which suggests that fair leaders have a positive impact on employees, leading to increased job satisfaction due to a sense of equal treatment. In this study, skincare service company employees are highly sensitive to justice, as indicated by the respondents' answers, which indicate that the fair appreciation given by their leaders contributes to satisfaction in various aspects of the work environment, salary, and job stability. Thus, job satisfaction among employees in the skincare industry heavily relies on leadership fairness.

Based on the provided results, supervisor humility is positively associated with employee job satisfaction, indicating that the level of employee satisfaction is influenced by the extent to which superiors treat their subordinates. Therefore, supervisors who demonstrate humility will have an effect on employee satisfaction in the workplace. This aligns with the notion that leaders should exhibit self-awareness and humility when facing problems, being open to discussions in a humble manner to address those issues. Such attitudes make skincare company employees feel comfortable because they feel valued and have a role in the organization. Additionally, many respondents believe that leaders who are open-minded contribute to their current job satisfaction, especially among field workers.

This study demonstrates that high job satisfaction has a positive relationship with increased employee creativity. Essentially, employee creativity is fostered when there is satisfaction with the job they are performing, leading to care and new ideas. In line with this, [13] conducted a study showing that individual satisfaction impacts an organization's ability to innovate. Skincare company employees, classified as service providers, are able to enhance their performance and demonstrate high initiative in service delivery. Their friendliness and positive feedback from customers reflect their satisfaction with their work, employees who are satisfied with their work are motivated to engage in creative activities. In other words, when job satisfaction among employees is low or absent, their initiative in work decreases, resulting in a lack of new ideas.

Employee job satisfaction mediates the relationship between supervisor humility and employee creativity, indicating that employee openness to others' opinions creates satisfaction. Satisfied employees generate meaningful initiatives, thereby increasing their level of creativity. This aligns with the research [33], which suggests that satisfied employees are motivated to advance the organization through innovation. Additionally, employee satisfaction is an expression of humble leadership. Furthermore, the respondents, representative of this study's findings, strongly indicate that job satisfaction serves as a mediating factor. As employees of a skincare service company, they feel satisfied when their leader is open to the innovations they propose and appreciates their creativity.

The research findings indicate a positive mediating role of strict supervision on employee creativity. Working under strict supervision is considered normal in the skincare service industry. The respondents' perceptions suggest that strict supervision can lead to job satisfaction due to a sense of comfort in working, such as strong incentives. This allows creativity to thrive. Similar to previous research by [32], the

mediating effect of job satisfaction exists because individuals have a need for job security, leading them to overlook strict supervision and continue providing creativity. In this study, strict supervision by supervisors ignites the enthusiasm of skincare employees. The average age of the respondents in this study was above 30, with a high school education, which motivates them to stay. Additionally, good compensation creates a comfortable environment that overrides strict supervision. With significant incentives, employees are inspired to be creative.

This study reveals that interactional justice has an influence on employee creativity through job satisfaction. The fairer the leader, the greater the job satisfaction, which in turn stimulates employee creativity. This aligns with the perspective of [33], where the mediating effect of job satisfaction reflects the perceived fairness received by employees, ultimately enhancing their creative abilities. Skincare company employees experience the same phenomenon. Fair treatment, in terms of appreciation and penalties, leads to their satisfaction. From this satisfaction, skincare employees develop a sense of volunteerism and innovation in their work.

5. CONCLUSION

Based on the results of the research and discussion that have been described previously, it is concluded that the demand for cars in Indonesia is influenced by GDP per capita, length of roads, fuel prices, and interest rates on consumer loans where the amount of all these factors is 99% and the rest is influenced by other factors. not included in the regression model. All independent variables together affect the demand for cars in Indonesia. The GDP per capita variable (X1) and the consumer credit interest rate (X4) have no effect on the demand for cars in Indonesia in the period 1-14. These results are based on the coefficient value of GDP per capita which is 0.60 and the consumer credit interest rate is -0.02. This is because the high GDP per capita has not been able to reflect the level of public welfare in general and if the income level of the community is high, the tendency of people to ask for credit will decrease. The variable length of road (X2) and fuel price (X3) have a positive and significant effect on the demand for cars in Indonesia in the period 1-14. These results are based on the coefficient value of the length of the road which is worth 1.40 and the price of fuel which is worth 0.2. This is because the growth of motorized vehicles, in this case passenger cars, must be accompanied by the growth of adequate road infrastructure so that there is no vehicle density, while the increase in fuel prices will only have an impact on the short term.

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