

The Effect of Transformational Leadership on Employee Creative Self Efficacy with Creative Role Identity as a Mediation Variables

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ABSTRACT

Good use of resources will be an important key for the company in achieving the goals that have been set. Creating and maintaining quality human resources is one good step and becomes the main source of competitive advantage for the company. Employees are known to play an important role in the effectiveness, innovation and survival of the organization, especially for organizations that always need innovation to be able to compete in this industrial world. However, the phenomenon that often occurs at this time is related to the fact that there are still many employees who lack confidence in their abilities, one of which is in completing work through creative means. This study aims to determine the effect of transformational leadership on employee creative self-efficacy with creative role identity as mediation. The variables used in this study include transformational leadership, creative self-efficacy, and creative role identity. Respondents of this study were employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) as many as 50 people. This study uses a quantitative approach using a questionnaire, and the data testing technique used in this study is to use the Partial Least Square (PLS) analysis technique which is part of the Structural Equation Modeling (SEM) and Sobel Test to test the effect of mediation.

Keywords: Transformational Leadership, Creative Self-Efficacy, Creative Role Identity, Process Innovation, Quality Jobs, Sustainable growth

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INTRODUCTION

In the digital era, competition in the business world is very competitive. Companies will be required to always develop quickly and maintain organizational growth. In a highly competitive situation, companies must always improve themselves, see the opportunities that exist and are always required to make innovations in order to adapt to changes that occur in the business environment. According to Kim, (2019) as an important aspect of maintaining organizational growth, creativity in organization is needed because it refers to the generation and introduction of ideas and applicable solutions for organizations. One of the existing solutions to deal with changes in the environment and to maintain organizational growth, companies can optimize the management and utilization of human resources appropriately in carrying out the innovation process with creativity.

Global market competitiveness and rapid technological changes have shortened product and business life cycles, and as a result transformational leadership, creativity and innovation have become causal factors for the survival and success of modern business organizations (Kark *et al.*, 2018). Both employees and superiors play an important role in developing and maintaining a creative and innovative organization (Gumusluoglu *et al.*, 2017).

Through transformational leadership, it can create significant change for followers and organizations by creating the ability to direct changes in the strategy, mission, structure and culture of the organization, and can promote products and innovation (Mustika *et al.*, 2020). So that a leader with a transformational leadership style is able to create an influence that leads to a process of innovation in achieving organizational goals.

On the other hand, according to Mittal & Dhar, (2015) organizations need to build a creative environment so that the results of creative work can help achieve a competitive advantage over the organization. Therefore, to maintain sustainable growth and success, organizations need to support employee creativity by developing employee creative self-efficacy (CSE). The emergence of creative self-efficacy as a domain of creativity was first noted (Bandura, 1997). According to Anggarwati & Eliyana, (2015) creative self-efficacy is different from self-efficacy in general because it focuses on individual beliefs about skills and creative potential in him, and also creative self-efficacy is an individual's belief in his ability to produce new works or ideas. creative. It is known that individuals with good creative self-efficacy are one of the factors that contribute to the ease of creative thinking or the creation of creative products.

Employees who have creative self-efficacy are employees who know their creative role identity. According to Farmer *et al.*, (2003) role identity will reflect whether a person views himself as a creative person, and creative self-efficacy reflects the extent to which a person believes that he has the ability to produce creative results. The role of employees who have a very high level of confidence in the completion of work is highly expected by leaders, and how they will be treated in their work and the rewards they might get when they can meet the job targets given by the company is a reciprocal process.

According to the Central Statistics Agency (BPS) in 2012, 91.68 Indonesians who live in urban areas to rural areas aged 10 years and over watch television, where television has now become part of the social life of Indonesian society. Apart from that, it is not only a part of technological development, but also a medium to meet people's needs for entertainment, information, education and others. Supported by the results of research from the Nielsen survey institute in 2014 conducted in ten major cities in Indonesia, namely Jakarta, Surabaya, Medan, Semarang, Bandung, Makassar, Yogyakarta, Palembang, Denpasar, and Banjarmasin with community respondents over five years of age, stated that the average per day of Indonesian people watching television is 5 hours 1 minute for people on the island of Java, and 5 hours 12 minutes for people outside Java. (<http://rona.metrotvnews.com/read/2014/05/22/244689/Indonesian-society-watching-tv-five-hours-a-day>).

In this study, employees of PT. Jawa Pos Media Televisi (JTV) as the object of research. PT. Jawa Pos Media Televisi (JTV) is a local or regional television company in Indonesia, as well as one of the local TV stations broadcasting in East Java. Employees who will be the objects of this research are employees who work in the editing and programming division, where both divisions require a very high level of creative self-efficacy. Because the editing and programming division will be directly related to the creation and broadcasting of programs at PT. Jawa Pos Media Televisi (JTV).

Some researchers believe that employee creativity can be successfully nurtured by a transformational leadership style (Mittal & Dhar, 2015). Transformational leadership leaders will work to initiate the creative abilities of employees so that they can find creative solutions to problems that may occur. As explained by Bass (1985), leaders with transformational leadership have a clear vision for their organization and also have the skills to encourage employees to start thinking in new ways to find creative solutions to specific problems. In addition, to be able to jointly produce a good quality of work through creativity that will be well formed.

With the very high competition in the world of television media business, it requires a very high level of employee creativity in order to remain competitive with other private or local television media companies. In addition to requiring a level of employee creativity, companies also need the role of a leader who is able to motivate employees to be able to issue or convey their creative ideas and innovations in competing in the world of television media. Based on this description, the authors are interested in conducting research with the title: The Effect of Transformational Leadership on Creative Self-Efficacy of employees with Creative Role Identity as a Mediation Variable for Employees of PT. Jawa Pos Media Televisi (JTV).

LITERATURE REVIEW

Theory Basis

Transformational Leadership

Leadership is one of the abilities a leader has in leading an organization. Leadership is the ability to encourage groups to achieve organizational goals, and it can be said that the success or failure of an organization is determined by the leadership in it (Bastari *et al.*, 2020). In this study, using transformational leadership aspects in influencing employees. This type of leadership is believed to be one of the driving factors for employees to innovate (Syabarrudin *et al.*, 2020) because transformational leadership tends to have an open mind and visionary. Thus, employees will feel supported to be more innovative and the company needs to have transformational leadership because it can motivate employees to work beyond expectations.

Burns (1978) cited by Chaubey *et al.*, (2019) pioneered the concept of transformational leadership and described it as a process of exchanging leaders and followers helping each other to advance to a higher level of moral and motivation. So that it can be stated related to how the leader's process affects the motivation and performance of followers to produce better quality work. In addition, transformational leadership can also create significant change for followers and organizations by creating the ability to direct changes in the strategy, mission, structure and culture of the organization, and can promote products and innovation (Mustika *et al.*, 2020). So that a leader with a transformational leadership style is able to create an influence that leads to a process of innovation in achieving organizational goals.

Bass & Avolio, (2000) suggest four dimensions of transformational leadership: inspirational motivation, idealized influence, individualized consideration and intellectual stimulation. Inspirational motivation is defined as the nature of a motivating and inspiring leader who can provide energy to followers to be dedicated to the organizational vision. Idealized influence refers to situations where the leader is great transformational leadership who is respected, admired, and trusted by those who follow him. Individualized consideration implies a leader's attention in guiding, supporting, and developing followers and paying attention to their individual needs and growth. Meanwhile, intellectual stimulation encourages followers to question assumptions and try to be creative in the problem-solving process.

Creative Self-Efficacy

The emergence of creative self-efficacy as a domain of creativity was first noted (Bandura, 1997). According to Anggarwati & Eliyana, (2015) creative self-efficacy is different from self-efficacy in general because it focuses on individual beliefs about skills and creative potential in him, and also creative self-efficacy is an individual's belief in his ability to produce new works or ideas. creative. It is known that individuals with good creative self-efficacy are one of the factors that contribute to the ease of creative thinking or the creation of creative products. In Chaubey *et al.*, (2019) it is stated that work regarding creative self-efficacy is widely said to be the main factor in determining the creative ability of employees and to provide creative performance, skills, knowledge, and individual abilities which are very important in performing tasks.

The concept of creative self-efficacy is also known to be derived from the notion of beliefs about one's capacity in terms of essential knowledge, skills, and abilities required for certain creative performance (Jaiswal & Dhar, 2016). So, it can be said that the role of creative self-efficacy can

determine employee creativity. According to [Mittal & Dhar, \(2015\)](#) creative self-efficacy is considered an important feature of creativity in the workplace and will make oneself involved in creative behavior. Because having a high level of self-confidence is important for organizational success. It is the increased role of creative self-efficacy in determining employee creativity that will encourage recent creativity studies to demonstrate the role of creative self-efficacy in mobilizing creative efforts.

Creative Role Identity

Individual role identity can be based on feedback on individuals from social relationships and self-views ([Huang *et al.*, \(2019\)](#)). This research also states that role identity is related to behavior through sharing the meaning implied by individuals in their roles and behavior. It is the behavior and feedback of other people that will be perceived by individuals and then strengthen the formulation of role identity. According to [Jaiswal & Dhar, \(2016\)](#) a person's creativity is a phenomenon at the individual level which is defined as the production of new ideas and organizational values and is accepted as something that can be useful, maintained, or satisfying by a group at some point in time. So that creative role identity can be stated that individuals identify themselves as creative workers in the organization and reflect a creative role system that is internalized with a commitment to creative roles based on feedback from others and self-agreement with this feedback ([Kim, 2019](#)).

Role identity refers to a set of interdependent expectations for individual behavior, and is formed by each position the individual holds in predicting behavior to meet those expectations ([Thuan, 2020](#)). According to role identity theory, the interaction between self and social structure is an important source of influencing role identity, one of which is the hope that apart from the individual itself it can affect the creative role identity of employees. Creative role identity will refer to the extent to which individuals perceive the role of creative people as part of their work ([Farmer *et al.*, \(2003\)](#)). Creative role identity in the company is very important because it refers to the meaning associated with oneself where employees in a company can play a creative role in the workplace. Creative role identity can also create a good reciprocal relationship for the company because with a creative role identity, employees can work optimally in increasing their productivity and in solving the problems they face in a different way from the previous ways.

HYPOTHESIS DEVELOPMENT

Hypothesis Development

Transformational Leadership and Creative Self-Efficacy

Employees are known to play an important role in the effectiveness, innovation and survival of the organization. Creative employees are results oriented and they put forward their meaningful ideas related to the organization's services, procedures and products. So that the level of creativity and the importance of creativity is different in various organizations ([Rahman, 2017](#)). Research in [Mittal & Dhar, \(2015\)](#) has tested the belief that transformational leadership can play an important role in building creative self-efficacy. In [Chaubey *et al.*, \(2019\)](#) also suggest that transformational leadership is an important determinant of creative self-efficacy in followers. Leaders with transformational leadership, through functional expertise, visionary initiatives, individual mentoring, supportive culture and intellectual stimulation abilities, can influence employees to engage in

creative activities ([Mahmood *et al.*, \(2019\)](#)). Such leaders usually encourage employees to be confident and proactive in their actions. Thus, it leads to creative self-efficacy. Because creative self-efficacy will lead to increasing individuals who believe in their ability to generate innovative and creative ideas for organizational results that have good quality work ([Mittal & Dhar, 2015](#)). In research conducted by [Afsar & Masood, \(2018\)](#) has also further explained creative self-efficacy in relationships that are influenced by transformational leadership. By providing an attractive vision to organizational members, transformational leadership can help build confidence in their employees by giving them a feeling of self-efficacy that they are capable of doing creative work ([Afsar *et al.*, 2014](#)). By using charismatic power, a transformational leadership will inspire the inherent thoughts of employees and gain respect, admiration and loyalty ([Jaiswal & Dhar, 2016](#)), then transformational leadership will mobilize organizational resources and motivate employees and lead to creative self-efficacy. which refers to beliefs about one's capacity in terms of the essential knowledge, skills, and abilities needed to work with the innovation process towards creative results. Furthermore, employees will also engage in a tighter understanding of a problem and seek new solutions when their confidence to try new things is strengthened by trust and dependence on their leaders through the influence of transformational leadership ([Afsar & Masood, 2018](#)). Thus, transformational leadership will inspire and motivate employees to solve current problems, propose out-of-the-box solutions to existing problems, and develop an influence on creative self-efficacy in their employees. Because creative self-efficacy will help employees engage in creative activities and remain committed during the creative process until new, feasible, practical, and useful ideas are realized to produce good quality work. Thus, in this study hypothesizes:

H1: Transformational Leadership has a significant effect on Creative Self-Efficacy

Creative Role Identity mediates Transformational Leadership to Creative Self-Efficacy

Creative role identity is a process carried out by employees in fostering their creativity through recognizing their own role identities. According to [Farmer *et al.*, \(2003\)](#) creative role identity is the identification of an individual as a creative person, and considers it a major component of his job, because employees with a creative role identity will be much more able to work creatively and will be very active in finding solutions. new to the problems that exist in their work. In addition, creative role identity can be stated that individuals identify themselves as creative workers in organizations and reflect an internalized creative role system with a commitment to creative roles based on feedback from others and self-agreement with this feedback ([Kim, 2019](#)). Thus, through a creative role identity will increase their creative self-efficacy, because they believe that they are creative individuals, while such individuals have a very high level of self-confidence in their work. It is also supported by a statement from [Huang *et al.*, \(2019\)](#) which states that to verify and maintain a valued self-view, creative role identity orientation can stimulate the attribution process, which is important in the development of creative self-efficacy.

In addition to transformational leadership, creative role identity is considered an important component in encouraging the emergence of creative self-efficacy for

employees in a company. This is evidenced in the journal Wang *et al.*, (2014) that transformational leadership styles can positively influence the creative self-efficacy of their employees through creative role identity. Leaders who embody transformational leadership have the ability to influence the creative role identity perceived by their employees by setting clear goals, providing creative possibilities, and adequate support to achieve them. In addition, leaders with transformational leadership can also influence the creative role identity of their employees

by expanding the goals that have been set and increasing their creative self-efficacy in the workplace (Kasımoğlu & Ammari, 2020). Leaders with transformational leadership can also provide motivation and inspirational guidance to followers, which can influence increasing levels of creative self-efficacy and their willingness to behave relative to one another (Koseoglu *et al.*, 2017). Thus, in this study hypothesizes:

H2: Creative Role Identity mediates the influence of Transformational Leadership on Creative Self-Efficacy

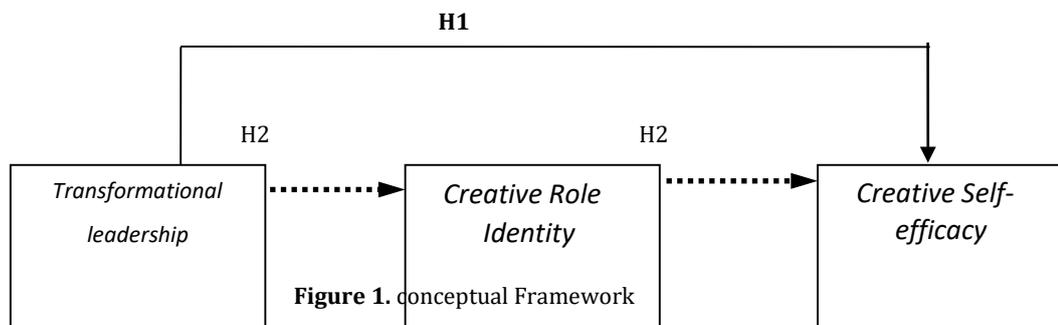


Figure 1. Conceptual Framework

RESEARCH METHODS

Research Approach

This research uses a quantitative approach. Research with a quantitative approach will test the theory through research variables using calculations and statistical analysis as indicators to determine whether there is an influence or quality relationship between variables through hypothesis testing. The independent variable in this study is transformational leadership (X), the dependent variable in this study is creative self-efficacy (Y), while the mediating variable in this study is creative Role Identity (Z). The data in this study will be scored according to the Linkert scale, namely the giving of values from 1 to 5. The use of a scale of 1 to 5 for each answer from the respondent is further divided into 5 categories, namely 1) Strongly Disagree, 2) Disagree, 3) Simply agree, 4) Agree, 5) Strongly agree.

Measurement

Transformational Leadership

Transformational leadership is a leadership style that can influence and create significant changes to employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) or the company itself, as well as leaders like this try to transform values to support the company's vision and mission through dimensions. Some of these dimensions include Idealized Influence, Inspirational Motivation, Individualized Consideration, and Intellectual Stimulation. The instrument for measuring transformational leadership in this study is The Multifactor Leadership Questionnaires (MLQ5X) developed by (Avolio *et al.*, 2004).

Creative Self-Efficacy

Creative self-efficacy is an evaluation conducted to determine how much trust the employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) to produce a new work or idea to solve problems in a creative way. Instance used to measure creative self-efficacy variables at PT. Jawa Pos Media Televisi (JTV) uses the instrument (Abbott, 2010).

Creative Role Identity

Creative role identity is a role for the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) to create opportunities to increase their creative side. Because with a clear role identity they will understand their duties or know their job, the employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) will understand that they need to increase their creativity in supporting their work. Short Scale for Creative Self (SCSS) is an instrument that will be used in measuring indicators of creative role identity variables developed by (Karwowski, 2012).

Data and Sample Collection Techniques

To collect the data needed in this study, several stages were carried out, such as a preliminary survey, distributing questionnaires, collecting questionnaires or withdrawing questionnaires that had been filled in by respondents, and data processing. In this study, included in the population are all employees of PT. Jawa Pos Media Televisi (JTV) with 200 people. The sampling technique used in this study was purposive sampling where only 50 people consisting of the editing and programming divisions were used as research samples.

Data Analysis Techniques

The analysis technique used in this research is based on data obtained from internal company sources and the results of questionnaires that have been distributed to 50 respondents. Furthermore, the researcher uses data processing techniques using PLS (Partial Least Square), which is a variant-based analysis of the Structural Equation Modeling (SEM) equation model which simultaneously allows for testing the measurement model as well as testing the structural model.

Data Analysis

In this study, the evaluation of the PLS (Partial Least Square) model was carried out by evaluating the inner model and outer model:

Table 1. Descriptive Characteristics

N=50		Frequency	Percentage	Total%
Gender	Male	33	66	66
	Female	17	34	100

Age	< 20 years old	13	26	26
	20 - 30 years old	13	26	52
	> 30 years old	24	48	100
Years of Employment	< 1 years	6	12	12
	1 - 5 years	19	38	50
	> 5 years	25	50	100
Last education	Junior/senior high	8	16	16
	Diploma/bachelor	41	82	98
	Others	1	2	100

Note: Four demographic variables were coded in the data as Gender, Age, Years of Employment and Last Education.

Table 2. Outer Loading and Composite Reliability Value

Variables	Code	Factor Loading		CR	
Transformational Leadership	II1	0,882		0,914	
	II2	0,877			
	II3	0,687			
	II4	0,813			
	II5	0,850			
	IM1	IM1	0,930		0,936
		IM2	0,947		
	IC1	IC1	0,738		0,914
		IC2	0,900		
		IC3	0,867		
IC4		0,898			
IS1	IS1	0,844		0,909	
	IS2	0,901			
	IS3	0,884			
	IM1	0,930			
Creative Self-Efficacy	CSE1		0,849	0,915	
	CSE2		0,795		
	CSE3		0,861		
	CSE4		0,824		
	CSE5		0,806		
Creative Role Identity	CRI1		0,875	0,948	
	CRI2		0,903		
	CRI3		0,894		
	CRI4		0,950		

Catatan: II (*Idealized Influence*), IM (*Inspirational Motivation*), IC (*Individualized Consideration*), IS (*Intellectual Stimulation*), CSE (*Creative Self-Efficacy*), dan CRI (*Creative Role Identity*).

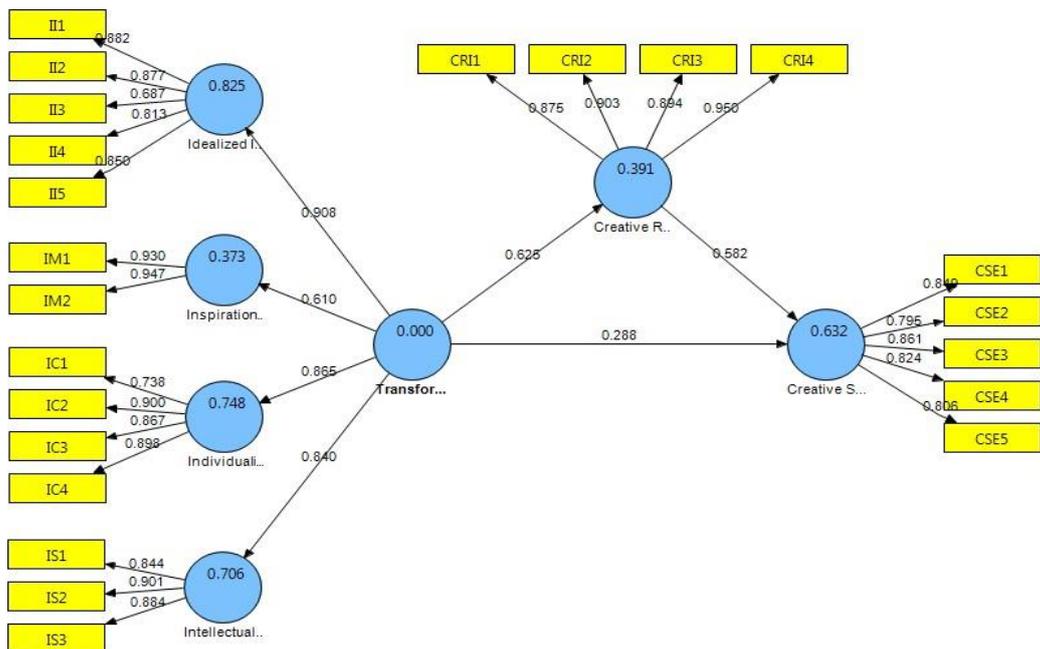


Figure 2. Outer model results

Table 3. Results Analysis Description

Indicators	Mean	Category
TRANSFORMATIONAL LEADERSHIP		
Idealized Influence		
I believe that my leader is capable of carrying out his duties.	4,04	High
My leader is able to direct me or influence my team.	3,92	High
My leader is more concerned with common interests than personal interests.	3,88	High
My leader conveys enthusiastically what needed to be done to become skilled.	3,88	High
My leader is able to instill a sense of pride in me for joining his team.	3,80	High
Mean Total	3,90	High
Inspirational Motivation		
My leader conveys optimistically about hopes for the future.	3,90	High
My leader expresses confidence that goals will be achieved.	4,00	High
Mean Total	3,95	High
Individualized Consideration		
My leader is able to pay attention to individual employees.	3,78	High
My leader is able to treat each employee fairly.	4,00	High
My leader often provides training if needed to improve employee performance.	3,78	High
My leader is able to provide solutions to improve my performance.	3,80	High
Mean Total	3,84	High
Intellectual Stimulation		
My leader is able to critically review the problems their employees face	3,72	High
My leader is able to invite me to look at problems from many different points of view	3,82	High
My leader encourages me to complete assignments in a creative way	4,00	High
Mean Total	3,85	High
Mean Total Transformational Leadership	3,88	High
Creative Self-Efficacy		
I have a lot of creative ideas for getting work done	4,02	High
I am able to come up with unusual ideas	3,58	High
I think of various ideas to solve problems at work	3,98	High
I am sure that I can generate new ideas in completing work	3,90	High
I am always motivated to have new ideas that other employees don't have	3,92	High
Total mean	3,88	High
Creative Role Identity		
In my work I am required to be a creative individual	3,88	High
For me, creativity is very important to support the completion of my work	4,10	High
For me creativity is an important part of my job	4,06	High
It is important for me to always have an idea in solving problems	4,06	High
Mean Total	4,03	High

Note: this is a description of the respondent's answers to the Transformational Leadership, Creative Self-Efficacy, and Creative Role Identity variables which have high categories.

Table 4. AVE Root Values and Correlation

Dimension/Variable	AVE	AVE Root	II	IM	IC	IS	CSE	CRI
<i>Idealized Influence</i>	0,680	0,825	1,000					
<i>Inspirational Motivation</i>	0,881	0,938	0,452	1,000				
<i>Individualized Consideration</i>	0,728	0,853	0,667	0,480	1,000			
<i>Intellectual Stimulation</i>	0,769	0,877	0,707	0,378	0,615	1,000		
<i>Creative Self-Efficacy</i>	0,684	0,827	0,544	0,327	0,568	0,649	1,000	
<i>Creative Role Identity</i>	0,821	0,906	0,559	0,367	0,500	0,592	0,762	1,000

Note: Based on table 3, it is known that the AVE value of all dimensions and variables is > 0.5 and it is known that all correlation values are smaller than the AVE root value. So, these results indicate that each dimension or variable in this study has good discriminant validity.

Table 5

Variable	R-Square
<i>Creative Role Identity</i>	0,391
<i>Creative Self-Efficacy</i>	0,632

Note: It is known that Creative Role Identity has an R-Square value of > 0.20 which means it is a medium model. Creative Self-Efficacy has an R-Square value of > 0.50 which means it is a good model.

Assessing Q-Square

In the PLS model, the assessment of goodness of fit is known from the value of Q2. The value of Q2 has the same meaning as the coefficient of determination (R-Square) in regression analysis, where the higher the R-Square, the model can be said to be more fit with the data.

From Table 14, the Q2 value can be calculated as follows:
 $Q2 = 1 - [(1 - 0.391) \times (1 - 0.632)] = 0.775$

From the calculation, it is known that the Q2 value is 0.775, meaning that the amount of diversity in the research data that can be explained by the structural model is 77.5%, while the remaining 22.5% is explained by other factors outside the model. Based on these results, the structural model in the study has a good goodness of fit.

Table 6. Path Coefficient Results

Variable	Influence Coefficient	Standart Error	T-Statistic	Note
<i>Transformational Leadership</i> → <i>Creative Self-Efficacy</i>	0,288	0,100	2,874	Signifikan
<i>Transformational Leadership</i> → <i>Creative Role Identity</i>	0,625	0,098	6,368	Signifikan
<i>Creative Role Identity</i> → <i>Creative Self-Efficacy</i>	0,582	0,107	5,419	Signifikan

Note: If based on the value of T-statistics, then the requirement for T-statistics > 1.96 (significance level 5%) can be concluded that the relationship between the variables being tested is stated to have a significant effect.

Table 7. Indirect Effect result

Variable	Influence Coefficient	Standard Error	T-Statistic	Note
<i>Transformational Leadership</i> → <i>Creative Role Identity</i> → <i>Creative Self-Efficacy</i>	0,364	0,089	4,098	Signifikan

Note: If based on the value of T-statistics, then the requirement for T-statistics > 1.96 (significance level 5%) can be concluded that the relationship between the variables being tested is stated to have a significant effect.

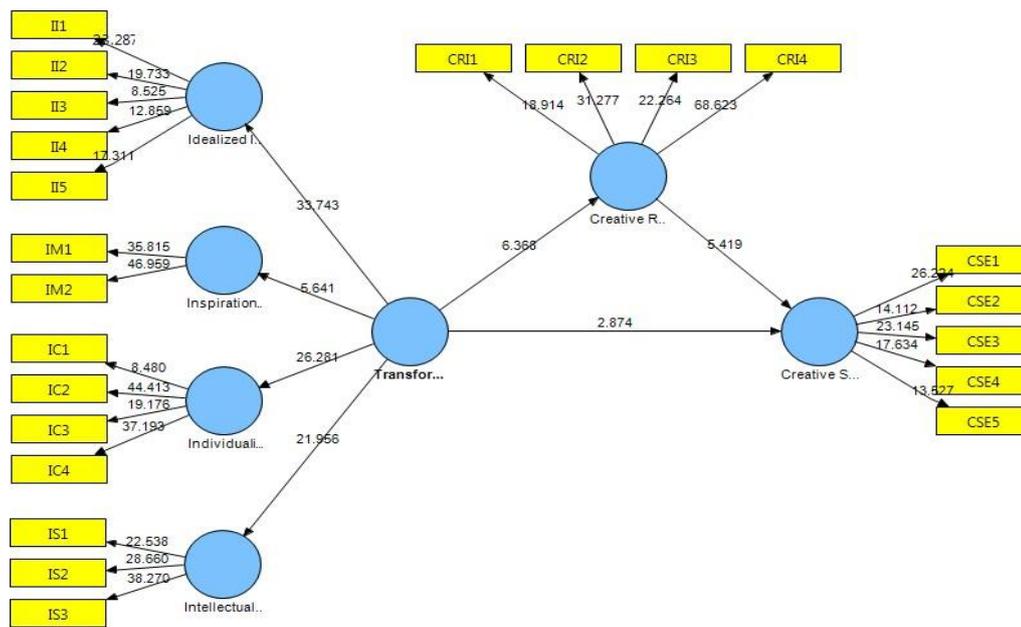


Figure 3. Inner Model Result

RESULTS AND DISCUSSION

Discussion

Transformational Leadership and Creative Self-Efficacy

In this study, after being processed using the PLS (Partial Least Square) evaluation model, it shows that transformational leadership has a significant effect on creative self-efficacy which can be seen with the T-statistics value of 2.874 > 1.96, and the original sample of 0.288. Thus, it can be stated that hypothesis 1 is accepted. So, it can be concluded that the transformational leadership style applied by PT. Jawa Pos Media Televisi (JTV) Surabaya is getting better, it will be directly proportional to the creative self-efficacy level of the editorial and creative division employees of PT. Jawa Pos Media Televisi (JTV) Surabaya which is getting higher.

This is also supported by research in Mittal & Dhar, (2015) which has tested the belief that transformational leadership can play an important role in building creative self-efficacy. Leader of PT. Jawa Pos Media Televisi (JTV) Surabaya with transformational leadership, will show functional skills, visionary initiatives, individual mentoring, supportive culture and intellectual stimulation abilities, in influencing employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) Surabaya to be involved in creative activities. The leader is known to be able to encourage employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) Surabaya to be confident and proactive in their actions. Thus, it leads to creative self-efficacy for employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) Surabaya. Because creative self-efficacy will lead to an increase in individuals who believe in their ability to generate innovative and creative ideas for organizational results that have good quality work. So that the results of this study can show the influence of the leader of PT. Jawa Pos Media Televisi (JTV) Surabaya in influencing employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) Surabaya to believe in their ability in the innovation process by

generating innovative and creative ideas, which in turn produce good quality work.

Creative Role Identity Mediates Transformational Leadership to Creative Self-Efficacy

In this study, after being processed using the PLS (Partial Least Square) model evaluation, it shows that transformational leadership has a significant effect on creative self-efficacy through creative role identity which can be seen with a T-statistics value of 4.098 > 1.96, and the original sample of 0.364. . Thus, it can be stated that hypothesis 3 is accepted. So, it can be concluded that the higher the creative role identity, the transformational leadership applied by PT. Jawa Pos Media Televisi (JTV) Surabaya regarding the creative self-efficacy of the editorial and creative division employees of PT. Jawa Pos Media Televisi (JTV) Surabaya will also be higher.

This is also supported by research by Wang *et al.*, (2014) which states that transformational leadership styles can positively affect the creative self-efficacy of their employees through creative role identity. Leader of PT. Jawa Pos Media Televisi (JTV) Surabaya is known to realize transformational leadership by having its ability to influence the creative role identity perceived by their employees. This can happen through setting clear goals, providing creative possibilities, and adequate support for employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) Surabaya. In addition, the leader of PT. Jawa Pos Media Televisi (JTV) Surabaya with transformational leadership can also influence the creative role identity of their employees by expanding the goals that have been set and this is also known to increase the creative self-efficiency of employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) Surabaya at work.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the analysis and hypothesis testing that has been carried out in this study, it is concluded that transformational leadership has a significant effect on the

creative self-efficacy of PT. Jawa Pos Media Televisi (JTV). Thus, the first hypothesis proposed in this study is proven to be true. Then, it is also known that transformational leadership has a significant effect on creative self-efficacy through creative role identity as mediation. Thus, the second hypothesis proposed in this study is also proven to be true. In this study it is also stated that the mediation test includes partial mediation because the direct effect and the indirect effect are both significant. So that this research can support the statement according to Kim, (2019) which states that an important aspect of maintaining organizational growth, creativity in organization is needed because it refers to generating activities and introducing ideas and applicable solutions for organizations. One of the existing solutions to deal with changes in the environment and to maintain organizational growth, companies can optimize the management and utilization of human resources appropriately in carrying out the innovation process with creativity. This research has been shown to influence the innovation process with the creative behavior and competence of employees of the editorial and creative division of PT. Jawa Pos Media Televisi (JTV) Surabaya with the influence of transformational leadership, creative self-efficacy, and creative role identity variables.

SUGGESTATION

The results of this study can be used as recommendations by the company's management regarding the effect of transformational leadership on employee creative self-efficacy with creative role identity as a mediating variable. This can affect employees in realizing that their work requires creative ideas, because creative self-efficacy is proven to have an impact on increasing employee creativity, and can influence employees to stay aware of their creative role identity so that employees are able to generate creative self-efficacy in help solve or solve problems in their work. In addition, seen through the average results on the creative self-efficacy variable, the lowest is 3.58 and this is the editorial and creative division employees of PT. Jawa Pos Media Televisi (JTV) Surabaya stated that they are able to come up with unusual ideas. Although it is still in the high category, these results show the smallest average. So it is necessary for every employee to explore more things related to their work so that they have broader ideas, because this is needed in influencing employee confidence to be creative so that it will have an impact on increasing employee creativity.

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