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# THE ROLE OF INDIVIDUAL CREATIVE MEDIATION IN INNOVATIVE WORK BEHAVIOR TOWARDS SERVICE PERFORMANCE

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**Abstract:** Public Service is a benchmark for the success of the concept of good governance. Efforts to realize good governance can only be done if there is a balance between the three pillars, namely the government sector, the private sector, and the community that are mutually sustainable in the management of natural resources, the environment, social, and the economy. This study aims to determine and analyze the effect of innovative work behavior on Service performance by analyzing the role of individual creativity as a mediator. The study used a quantitative approach with a case method by collecting data from 87 respondents. The analysis technique used in this study was descriptive analysis and statistical analysis using SmartPLS (Partial Least Square) 3.0 software. The results of the study found that innovative work behavior has a significant relationship with service performance at the Population and Civil Registration Service of Pekanbaru City. Employees who are active in creating new ideas and implementing innovative solutions tend to provide better services to the community. Individual creativity is proven to mediate the relationship between Innovative work behavior and service performance. This means that an individual's ability to generate new ideas and creative solutions not only improves their innovative work practices, but also directly improves the quality and effectiveness of the services they provide.

**Keywords:** innovative work behavior, individual creativity, Service performance

## 1. Introduction

Public Service is a benchmark for the success of the concept of good governance. Efforts to realize good governance can only be done if there is a balance between the three pillars, namely the government sector, the private sector, and the community that are mutually sustainable in the management of natural resources, the environment, social, and the economy. One way to develop good governance is to increase creativity and innovation. Therefore, the central government is currently encouraging each region to innovate. The legal basis for regional innovation has been regulated by Government Regulation Number 38 of 2017 concerning Regional Innovation as an elaboration of Law Number 23 of 2014 concerning Regional Government. With this regulation, it is hoped that regional governments can improve their performance by carrying out innovations that are directed at accelerating the realization of community welfare through improving Public Services, empowering communities, and increasing regional competitiveness. In this case, regional governments as providers of Public Services are always required to be able to improve the quality of Services, be able to set Service standards with dimensions of maintaining the quality of life, protecting the safety and welfare of the people by implementing a quality and transparent Service system. (Warisno, 2009: 30). Individual creativity in employees is key to improving performance and innovation in various sectors, including government. With the ability to face challenges in new and effective ways,

creative employees can design better products or services, optimize operational efficiency, and build a dynamic work environment. They also play a role in strengthening organizational innovation, helping to create sustainable solutions, and encouraging career growth by opening up opportunities for further development. The importance of creativity is not only to improve organizational performance, but also to enrich individual work experiences and ensure relevance and competitiveness in an era of rapid change.

Service performance in employees in OPD is very important to provide effective and quality services to the community. This includes professionalism in interactions with the public, effective communication skills, application of high ethical standards, responsiveness to community needs, upholding the principles of justice and equality, and good complaint management. By doing these things, OPD can increase public satisfaction and trust, build a positive reputation, and make a significant contribution to national development.

Innovative work behavior is described as creative behavior including generating, developing, and implementing new ideas to improve efficiency that can improve their task-related performance (De Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014). Employee creativity is the process of generating, promoting, and implementing new and useful ideas or solutions regarding products, services, and processes (Amabile, 1988; JM George & Zhou, 2007; Shalley, Zhou, & Oldham, 2004; Zhou, 2003; Zhou & Shaley, 2003). This process involves risks, conflicts, difficulties, failures, and ethical dilemmas (Tu & Lu, 2013). A positive and comfortable work environment inspires employees to be more creative, so leaders must encourage and develop a supportive work climate and positive, fair, and transparent interactions (Madjar, Oldham, & Pratt, 2002; Muceldili, Turan, & Erdil, 2013). Furthermore, subordinates feel free to experiment with their ideas even when there is room for failure (Alzghoul et al., 2018). Previous research has found that supportive relationships between leaders and followers enhance follower creativity (Shin & Zhou, 2003). Therefore, leaders have traditionally been considered an important factor in fostering or stifling employee creativity (J. M. George, 2007), with leader behavior playing a significant role in employees' creative thinking (Zhang, Tsui, & Wang, 2011)

## 2. Literature Review

### Theory of Planned Behaviour

Theory of Planned Behavior (TPB) is an extension of the Theory of Reasoned Action (TRA). TRA explains that a person's intention towards behavior is formed by two main factors, namely attitude toward the behavior and subjective norms (Fishbein and Ajzen, 1975), while in TPB one more factor is added, namely perceived behavioral control (Ajzen, 1991). Theory of Planned Behavior (TPB) which is a development of the Theory of Reasoned Action (TRA) (Ajzen in Jogiyanto, 2007). Jogiyanto (2007) developed this theory by adding a construct that did not exist in TRA. This construct is called perceived behavioral control. This construct is added to TPB to control individual behavior that is limited by its shortcomings and limitations of the lack of resources used to carry out its behavior (Hsu and Chiu 2002)..

### Theory of Attitude and Behavior

Theory of Attitude and Behavior developed by Triandis in 1971 states that behavior is determined by what something is done for (attitude), guidelines for something that is done (social rules), and what is usually done (habits) that determine the formation of a behavior. Attitude consists of cognitive components related to beliefs, and affective components related

to connotations of liking or disliking, and behavioral components, namely how someone wants to behave towards attitudes. Gibson, et al. in 1982 as stated by Mangkunegara (2015:16) stated that a person's attitude is driven by stimulus factors, such as salary, benefits, managerial style, job stimulation, technology and company policies. These stimulus factors determine whether a positive feeling that gives rise to liking or even a negative feeling that gives rise to disliking a job. These positive and negative feelings ultimately determine a person's satisfaction or dissatisfaction with their job, which ultimately determines a person's behavior within the organization. Mangkunegara (2015:117-119) states that a person's job satisfaction has an impact on the organization, including the turnover rate, employee attendance rate, employee health rate, level of effectiveness in completing work, development of ideas and innovation, error rate, and a sense of pride in the organization/company which is manifested in commitment and loyalty to the organization/company.

**Innovative work behavior**

Innovative work behavior as a source of individual innovation that is very important for continuous improvement of business processes and products as a determinant of success in a dynamic environment. Innovative work behavior is described as creative behavior including generating, developing, and implementing new ideas to improve efficiency that can improve their task-related performance (De Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014). Scott & Bruce (Noerchoidah et.al, 2021) see innovative work behavior as a behavior that goes through several stages. Each stage consists of various activities and stage behaviors that involve generating ideas, promoting, and implementing ideas. In the initial stage, individuals recognize problems in the workplace, then seek solutions to the problem. The resulting solution can be a new idea or the result of adoption. In the next stage, individuals form alliances to support the solution. Finally, individuals develop a model or method to carry out the idea.

**Individual Creativity**

Innovative work behavior as a source of individual innovation that is very important for continuous improvement of business processes and products as a determinant of success in a dynamic environment. Innovative work behavior is described as creative behavior including generating, developing, and implementing new ideas to improve efficiency that can improve their task-related performance (De Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014). Scott & Bruce (Noerchoidah et.al, 2021) see innovative work behavior as a behavior that goes through several stages. Each stage consists of various activities and stage behaviors that involve generating ideas, promoting, and implementing ideas. In the initial stage, individuals recognize problems in the workplace, then seek solutions to the problem. The resulting solution can be a new idea or the result of adoption. In the next stage, individuals form alliances to support the solution. Finally, individuals develop a model or method to carry out the idea.

**Service Performance**

(Hasibuan, 2018), "Performance is the work results achieved by someone in carrying out the tasks given to him based on skills, experience, seriousness of time. Meanwhile, according to Wibowo (2017: 7), performance is about doing work and the results achieved from the work. Performance is about what is done and how to do it. The opinion of another expert, Gomes (2013: 135), performance is a record produced from the function of a particular job or activity

during a certain period of time. So the conclusion from the above understanding is that performance is the actual work achievement or achievement achieved by an employee.
Service performance is the performance provided by the organization to consumers in assessing the quality of the service that consumers really feel. Service performance is a comprehensive customer assessment of the results of the service provided by the organization, so that the quality of service/service is more precise and specific. Public service performance refers to how good the service is provided by government institutions or agencies to the public. This includes various aspects, such as responsiveness to community needs, efficiency in solving problems, quality of service provided, transparency, accountability, and the ability to provide satisfactory solutions for service users. The main objective of improving public service performance is to increase public satisfaction and ensure that public services run efficiently and effectively according to the needs and expectations of the public.

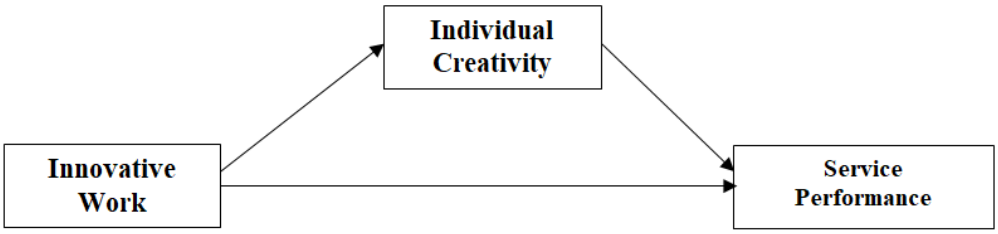


**Figure 1:Research Model**

**Hypothesis**

Based on the background of the problem and the research model above, the following research hypotheses can be formulated:
Hypothesis 1: IWB has a significant effect on SP
Hypothesis 2: IWB has a significant effect on KI
Hypothesis 3: KI has a significant effect on SP
Hypothesis 4: IWB has an effect on SP through KI

## 3. Method

**Population**

The population in this study were all employees at the Population and Civil Registration Service of Pekanbaru City. The sample selection used the census technique so that the number of samples in this study was 67 respondents. Data were collected using a questionnaire; the type of questionnaire used was a closed questionnaire. The data measurement technique used in this study was the Likert scale. Then, the data was analyzed using SEM (Structural Equation Modeling) analysis which was operated through the SmartPLS 3.0 Application.

**Variables and Operational Definitions**

In conducting this study, researchers used 3 variables consisting of Innovative work behavior variables, individual creativity and Service performance variables.

a. Innovative work behavior

Innovative work behavior is measured using 6 statements adapted from West and Farr (1989), De Jong and Den Hartig (2010) Jansen (2000) and Sitanaya (2024), namely:

1) Employees feel curious that a condition can be improved

2) Employees convince many people to support innovative ideas
3) Employees provide original solutions to every problem in the workplace
4) Employees use new ways to carry out work
5) Employees contribute to the implementation of new ideas in their duties
6) Employees feel that innovation is seen as an important way to improve performance.

b. Individual Creativity

Individual creativity is measured through 13 items adopted by Zhou and George (2001), alzghou, et.al (2018)

1) Employees Suggest new ways to achieve goals or objectives
2) Employees Generate new and practical ideas for performance improvement..
3) Employees Look for new technologies, processes, techniques, and/or product ideas.

c. Service Performance

According to Salim and Woodward, 1992 (in Kushatiningsih and Riharjo, 2021), the indicators used to measure public service performance are:

1) Economical,
2) Efficiency,
3) Effectiveness
4) Fairness,
5) Reliability,
6) Responsibility,
7) Accountability,
8) Responsiveness.

## 4. Results and Discussion.

### Measurement Model Evaluation (Outer Model)

The measurement model evaluation stage below is a calculation of the PLS algorithm that has shown the results of the evaluation where the validity and reliability criteria have been met with the results shown in the following figure.

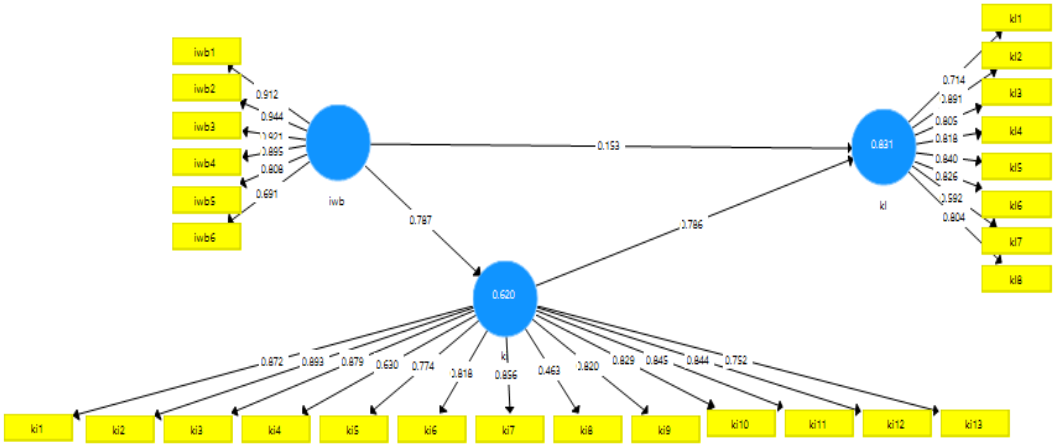


**Figure 2. Outer model**

**Source: Results of research data processing, 2024**

From the output diagram above, the loading factors of each relationship between indicators and their constructs have varying values. The outer model value or correlation between constructs and variables initially did not meet convergent validity because there were still indicators that had loading factor values below 0.70, namely for variables X2.1, X2.4, Z1, Y8 and Y9. Model modification was carried out by removing indicators that had loading factor values below 0.70. Then the model will be updated again and the results are as in Figure 4.2

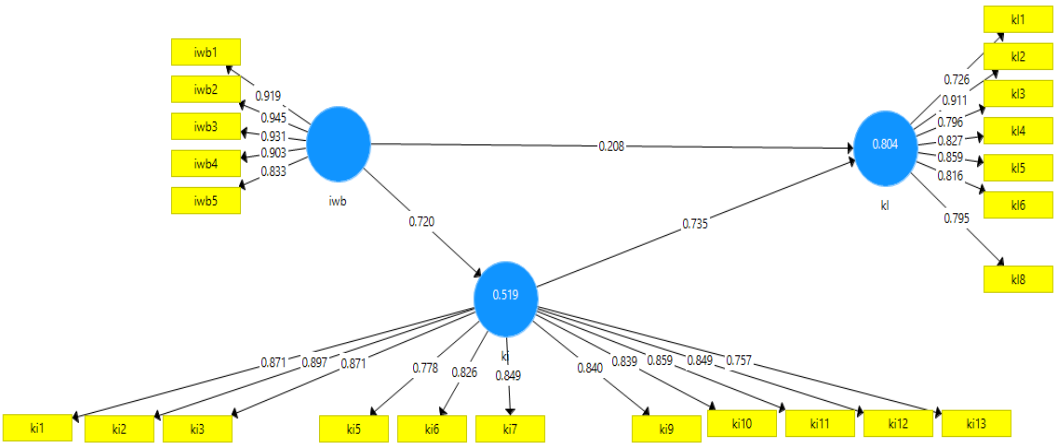


**Figure 3. Outer model after modifkiation**
**Source: Results of research data processing, 2024**

From the output image after being updated above, the loading for each indicator is reliable with the value of all indicators above 0.70. So all indicators are valid.

**Validity Testing**
Convergent validity testing on the outer loading or loading factor parameters is shown in the following table.

**Table 2. Loading Factor**

| X | loading factor | M | loading factor | Y | loading factor |
|---|---|---|---|---|---|
| IWB1 | 0.919 | KI1 | 0.871 | SP1 | 0.726 |
| IWB 2 | 0.945 | KI2 | 0.897 | SP2 | 0.911 |
| IWB 3 | 0.931 | KI3 | 0.871 | SP3 | 0.796 |
| IWB 4 | 0.903 | KI5 | 0.778 | SP4 | 0.827 |
| IWB 5 | 0.833 | KI6 | 0.826 | SP5 | 0.859 |
| | | KI7 | 0.849 | SP6 | 0.816 |
| | | KI9 | 0.84 | SP8 | 0.795 |
| | | KI10 | 0.839 | | |
| | | KI11 | 0.859 | | |
| | | KI12 | 0.849 | | |
| | | KI13 | 0.757 | | |

**Source: Results of research data processing, 2024**

The convergent validity test with the outer loading parameter in table 3 has shown the recommended validity, which is above 0.7. The convergent validity test on the AVE parameter is shown in the following table:

**Table 3. Average Variance Extracted**

| Variabel | AVE | Result |
|---|---|---|
| IWB | 0.823 | valid |
| KI | 0.707 | valid |
| SP | 0.673 | valid |

**Source: Results of research data processing, 2024**

The convergent validity test with the AVE parameters in Table 3 has shown the recommended convergent validity, which is above 0.5. The discriminant validity test on the Fornell Larcker parameters is shown in the following table.

**Table 4. Fornell Lacker**

| | IWB | KI | SP |
|---|---|---|---|
| IWB | 0.907 | | |
| KI | 0.720 | 0.841 | |
| SP | 0.738 | 0.805 | 0.820 |

**Source: Results of research data processing, 2024**

The discriminant validity test with the Fornell Larcker parameters in Table 4 has shown the validity of the AVE root measure in the correlation of its constructs, which is greater than the AVE root measure in the correlation of other constructs.

**Reliability Testing**

The construct reliability test on the composite reliability and Cronbach's alpha parameters can be shown in the following table:

**Table 5. Composite Reliability and Cronbach's Alpha**

| | Cronbach's Alpha | rho_A | Composite Reliability | Result |
|---|---|---|---|---|
| IWB | 0.946 | 0.954 | 0.959 | Valid |
| KI | 0.958 | 0.961 | 0.964 | Valid |
| SP | 0.918 | 0.921 | 0.935 | Valid |

**Source: Results of research data processing, 2024**

The construct reliability test with the composite reliability parameter in Table 5 has shown the recommended reliability for each construct, which is above 0.7. The construct reliability test with the Cronbach's alpha parameter in Table 5 has also shown the recommended reliability for each construct, which is above 0.7.

**Structural Model Testing (Inner Model)**

After testing the outer model that has met the criteria, the next step is to test the inner model (structural model). The inner model can be evaluated by looicng at the r-square (indicator reliability) for the dependent construct and the t-statistic value from the path coefficient test. The higher the r-square value, the better the prediction model of the proposed research model. The path coefficients value indicates the level of significance in hypothesis testing.

Testing the inner model or structural model is carried out to see the relationship between variables, significant values and R-Square of the research model. The structural model is evaluated using R-Square for the dependent variable t-test.

**Table 6 R Square**

| | R Square | R Square Adjusted |
|---|---|---|
| KI | 0.519 | 0.512 |
| SP | 0.804 | 0.798 |

**Source: Results of research data processing, 2024**

The R2 value of the individual creativity variable is 0.512, which means that individual creativity is influenced by IWB by 51.9%, while the R2 value of the Service performance variable is 0.804, which means that Service performance is jointly influenced by the IWB variable and individual creativity by 80.4%.

**Hypothesis Testing**

Hypothesis testing is carried out based on the results of the Inner Model (structural model) test which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among others, by considering the significance value between constructs, t-statistics, and p-values. Hypothesis testing of this study was carried out with the help of SmartPLS (Partial Least Square) 3.0 software. These values can be seen from the bootstrapping results. The rules of thumb used in this study are t-statistics> 1.96 with a significance level of p-value 0.05 (5%) and a positive beta coefficient. The inner model of this study can be described as shown in Figure 4

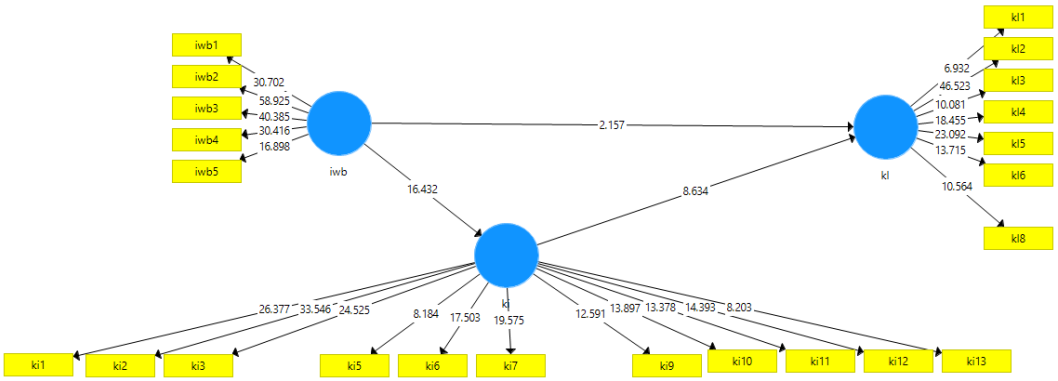


**Figure 3. Outer model after modifkiation1. Path Coeffkiient**

The path coefficient test is shown in the following table:

**Table 7. Direct Effect**

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistkis (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| IWB -> KI | 0.72 | 0.73 | 0.044 | 16.432 | 0.000 |
| IWB -> SP | 0.208 | 0.19 | 0.097 | 2.157 | 0.032 |
| KI -> SP | 0.735 | 0.757 | 0.085 | 8.634 | 0.000 |

**Source: Results of research data processing, 2024**

**Table 8. Indirect Effect**

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistkis (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| iwb -> KI -> SP | 0.529 | 0.552 | 0.069 | 7.632 | 0.000 |

**Source: Results of research data processing, 2024**

The results of the hypothesis test in this study are as follows:

1. H1: IWB has a significant effect on SP

   The effect of IWB on SP with a t-statistic value of 2.157 <1.96. (ttable) with a p-value of 0.032> 0.05.. so it can be concluded that Hypothesis 1 is accepted which means that IWB has a significant effect on SP
2. H2: IWB has a significant effect on IC

   The effect of IWB on IC with a t-statistic value of 16.432 <1.96. (ttable) with a p-value of 0.000 > 0.05.. so it can be concluded that Hypothesis 2 is accepted which means that IWB has a significant effect on KI
3. H3: IC has a significant effect on SP

   The effect of IC on SP with a tstatistic value of 8.634> 1.96 (ttable) with a p-value of 0.000 <0.05. so it can be concluded that Hypothesis 3 is accepted which means that KI has an effect on SP
4. H4: IWB has a significant effect on SP through IC

   The indirect effect of IWB on SP through IC as a mediating variable with a tstatistic value of 7.632> 1.96. (ttable) with a p-value of 0.000 <0.05. The coefficient value of influence = 0.529 which indicates a positive direction of influence so it can be concluded that Hypothesis 4 is accepted which means that the IC variable mediates the relationship between IWB and SP

## Discussion

### The Effect of Innovative Work Behavior on Service Performance

Based on the results of the study, it is known that IWB has a direct effect on Service performance. Innovative Work Behavior refers to individual behavior in the workplace that includes the ability to generate new ideas, concepts, or creative solutions that are beneficial to

the organization. This involves the ability to think out-of-the-box, create or implement something new, and contribute positively to innovation in the context of the organization. Innovative behavior can produce new and more efficient solutions in the provision of Public Services. Employees who are able to innovate can find ways to improve work processes, reduce bureaucracy, or identify faster and more effective solutions to respond to community needs. With innovation, Public Services can be improved in terms of quality. Innovative employees can create new methods or technologies that improve the Public's experience in using the Service.

Innovative work behavior is described as creative behavior including generating, developing, and implementing new ideas to improve efficiency that can improve their task-related performance (De Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014).

**The Influence of Innovative Work Behavior on Individual Creativity**

Based on the results of the study, it is known that Innovative Work Behavior has a direct effect on individual creativity. Innovative Work Behavior refers to an individual's ability to generate new ideas, concepts, or creative solutions that are beneficial to the organization. This behavior includes creativity, initiative, and implementation of new ideas. Innovative behavior encourages individuals to engage in creative thinicng processes. When someone actively seeks new solutions or better ways to do something, they are accustomed to finding fresh and unique ideas. Innovative behavior involves the ability to see problems from new perspectives and propose solutions that have not been thought of before. This leads to the development of creativity in finding effective solutions. Employee creativity is the process of generating, promoting, and implementing new and useful ideas or solutions regarding products, Services, and processes (Amabile, 1988; JM George & Zhou, 2007; Shalley, Zhou, & Oldham, 2004; Zhou, 2003; Zhou & Shalley, 2003)

**The Influence of Individual Creativity on Service Performance**

Based on the results of the study, it is known that individual creativity has a direct effect on service performance.

Creativity is the ability of individuals to generate new ideas, creative solutions, or innovative approaches in solving certain problems or tasks. This involves the ability to think broadly, question the status quo, and create something new and useful. Individual creativity allows the development of new ideas or the discovery of new ways to provide services. This can lead to innovation in the service process or the introduction of new services that are more effective or efficient. Creative ideas often lead to improved service quality. For example, by presenting better or more enjoyable solutions for service users, organizations can better meet the needs and expectations of the community.

**The Influence of Innovative Work Behavior on Service Performance through individual creativity**

Based on the results of the study, it is known that Individual Creativity mediates the relationship between Innovative Work Behavior and Service Performance.

Innovative Work Behavior encourages employees to create new ideas and innovative solutions in carrying out their tasks. When employees have the freedom to innovate and develop new ideas, they tend to use their creativity to create better and more effective solutions in providing

services. Individual creativity plays a vital role in transforming innovative ideas into concrete actions that improve service quality and efficiency. Employees who have high creativity not only generate new ideas, but are also able to implement them in a way that has a positive impact on service performance. Individual creativity serves as a strong link between Innovative Work Behavior and Service Performance because it facilitates the development and implementation of innovative ideas that are at the heart of continuous service improvement and development.

## 4. Conclusions

The study found that innovative work behavior has a significant relationship with service performance at the Population and Civil Registration Office of Pekanbaru City. Employees who are active in creating new ideas and implementing innovative solutions tend to provide better services to the public. Individual creativity is proven to mediate the relationship between innovative work behavior and service performance. This means that the ability of individuals to generate new ideas and creative solutions not only improves their innovative work practices but also directly improves the quality and effectiveness of the services they provide.
These findings have important implications for human resource management and organizational policies at the Population and Civil Registration Office of Pekanbaru City. Encouraging a culture of innovation and providing support for the development of individual creativity can be an effective strategy to improve overall service performance. This study provides a strong foundation for further research in this area, including longitudinal research to understand changes in individual innovative behavior and creativity and their impact on service performance in the long term.

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