

THE IMPACT OF ENTREPRENEURIAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR USING CREATIVE PROCESS ENGAGEMENT MEDIATION IN PAMEKASAN DISTRICT MSMEs

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Abstract: The aim of this research is to further investigate the relationship between leadership and innovative work behavior by using the mediating role of creative process engagement in Pamekasan Regency MSMEs. This research uses food and beverage MSMEs in Pamekasan Regency as research objects. Determining the sample size for this study used a purposive sampling technique with a sample of 200 respondents. The data collection method uses a questionnaire, the data is analyzed using PLS-SEM. The research results show that entrepreneurial leadership and creative process engagement have an influence on innovative work behavior. Apart from that, creative self-efficacy and creative process engagement can mediate the influence between entrepreneurial leadership and innovative work behavior.

Keywords: entrepreneurial leadership, creative process engagement, innovative work behavior, Food MSMEs, Beverage MSMEs,

1. INTRODUCTION

Innovation as an important factor has a big role in maintaining an organization's competitive advantage, especially in business-oriented organizations, innovation is a necessity to become a market winner, so that it can continue to survive and develop (Shanker et al., 2017). Janssen (2000) calls this behavior innovative work behavior (IWB), namely behavior involving the process of creating, introducing and implementing new ideas that are deliberately designed in a job, group or organization with the aim of gaining benefits from better performance. There are several factors that can stimulate innovative work behavior in business people, but leaders compared to other factors such as job satisfaction, organizational commitment and work motivation have a greater influence in maintaining the sustainability of organizations/businesses and encouraging individuals to display IWB (Li et al., 2019).

Leadership is the process of influencing and guiding other people (individuals or groups) to understand and agree in achieving certain goals (Yukl, 2013). Specifically, entrepreneurial leadership as a leadership skill in creating creativity is one of the key factors in increasing an individual's IWB (Iqbal et al., 2022). Entrepreneurial leadership has been defined as a specific type of leadership behavior that enables leaders to face the increasing challenges of their tasks and roles in today's organizational environment (Gupta et al., 2004).

The empirical study of Bagheri et al. (2020); Newman et al. (2018) prove that entrepreneurial leadership has a positive and significant influence on a person's tendency to display IWB at work. Gupta et al. (2017) explained that innovative performance results are not related to the role of inspiring leaders. Based on the differences in research results, this research intends to be an alternative in bridging the inconsistencies in the findings of previous studies

through the role of creative process engagement as a mediating variable in the relationship between entrepreneurial leadership and IWB.

Creative process engagement in this research is placed as a mediating variable in the influence of entrepreneurial leadership on IWB. Theoretical and empirical foundations are used as a basis for making creative process engagement a mediator of the relationship between these two variables. First, creative process engagement as a person's dedication to a job is an important concept for organizations, and leadership plays a major role in the creative engagement process (Sahu et al., 2018). Creative process engagement refers to the process in which creativity occurs. Second, creative process engagement as individual involvement in processes relevant to creativity is a necessary first step towards innovation (Saeed et al., 2019). Bakker & Recent empirical studies show that creative process engagement strongly influences IWB (Afrin et al., 2022).

Based on the explanation above, it can be stated that creative process engagement is an important variable in realizing IWB. Because of these various theoretical and empirical foundations, researchers place creative-self efficacy and creative process engagement as mediating variables, as well as alternatives in bridging several inconsistent previous study findings regarding the relationship between entrepreneurial leadership and IWB, as previously explained.

Covid-19 which occurred in Indonesia brought changes to socio-economic conditions and the business environment in Indonesia. One of these changes was influenced by the implementation of the Large-Scale Social Restrictions (PSBB) policy. The implementation of social distancing, limited transportation, and the closure of crowded centers aimed at preventing the spread of the Covid-19 virus, have limited people's movement and activities. This condition ultimately creates a situation that is less conducive to the business world and has an impact on business actors. Micro and Small Enterprises (MSMEs) are one of the business groups affected by the Covid-19 pandemic. In 2020, as many as 2.78 million MSME businesses stated that their business was affected by the pandemic (BPS, 2022). This impact occurs in all industrial groups with quite varying percentage sizes.

The impact of the pandemic felt by UMK businesses is quite varied. However, the biggest impact was a decrease in demand or sales of goods/services (54.09 percent), an increase in raw material prices (15.76 percent), and delays in buyers' payments (14.32 percent). One of the reasons for the decline in sales of goods/services is changes in people's behavior during the pandemic. Situations that often change due to the implementation of various policies make people more selective in sorting out expenses. Apart from that, the impacts felt were scarcity of raw materials (9.79 percent), reduced number of workers (3.61 percent) and others (2.43 percent).

If we look at the business sector in MSEs, based on BPS data released on March 4 2022, the majority of Indonesian micro-small-scale businesses or industries (MSMEs) operate in the food sector. The number of MSEs in the food sector reached 1.51 million business units in 2020. The proportion of MSEs in the food sector reached 36% of all national UMK, which totaled 4.21 million business units. Meanwhile, the proportion of MSEs in the beverage sector was 93.2 thousand.

On the basis of these data, this research will only focus on micro and small businesses (UMK) operating in the food and beverage/culinary sector in Pamekasan Regency. The culinary business is a type of business that is easy to observe, imitate and modify. Considering

that this business tends to be easy to imitate, this requires business people to continue to innovate. Pamekasan Regency has many food and beverage producers whose characteristics vary, including interest in types of food and beverages. Therefore, customer-oriented innovation is important to carry out.

During the pandemic, the sales turnover of business people experienced a very significant decline due to the large-scale social restriction policy by the government which had an impact on the business side of business people in Pamekasan Regency. There was a decline in monthly sales turnover of MSMEs in Pamekasan Regency, which even decreased by more than 50% during the pandemic. Apart from the pandemic and large-scale social restrictions, problems such as the lack of creativity and innovative behavior of the workforce are also determining factors for the decline in turnover.

Innovation, which actually comes from innovative work behavior, is still a problem facing MSMEs in Pamekasan Regency. Hanifawati & Suryantini (2015) confirmed this condition where there are still many SMEs that do not have awareness of certain standardization, weak product innovation capabilities, and a lack of skilled and creative labor so that the quality of the products produced is often inconsistent and difficult to develop. In fact, as has been explained, innovative work behavior (IWB) is one of the main non-financial capital for organizations/businesses to be able to survive and achieve competitive advantage (Örnek & Ayas, 2015). Therefore, building IWB among business people is a must so that businesses are able to develop, not stagnate or experience decline. Factors such as entrepreneurial leadership and creative process engagement which have been explained above, are elements that have been proven to play a crucial role in shaping a person's IWB, especially in the business sector. creative process engagement in this research was not only tested as a variable that has a direct influence but also as a mediator of the influence of entrepreneurial leadership on IWB.

Theoretical Benefits

The results of this research support the theory. The results of this research support the Social Cognitive Theory from Bandura (1962) which explains a theory that emphasizes the idea that most human learning occurs in a social environment, which means that with the leadership of a leader who is born with entrepreneurial leadership, he is able to create an environment innovative work, apart from that, creative process engagement is able to maximize innovative work behavior.

The results of this study support previous research from Bagheri et al. (2020) explains that entrepreneurial leadership can influence creative process engagement, which in turn has an impact on highly innovative work behavior (Afrin et al., 2022).

Practical Benefits

The results of this research can contribute to small food and beverage businesses related to several things, including the following:

1. Small business actors who focus on realizing innovative work behavior must provide good leadership and without ignoring creativity in an MSME organization, the creative process can be carried out in many ways by providing challenges to employees, or providing benchmarking to employees. They must be guided by what to do. looking for innovation references.
2. The culture of innovative work behavior in a company, especially small businesses, must be strengthened, and must be utilized in order to improve operational performance.
3. Improving the leadership character of MSME leaders can increase employee productivity.

4. The results of this research help Pamekasan Regency MSME owners adjust their strategies by encouraging and supporting employee creativity and innovation.

2. LITERATURE REVIEW

The Influence of Entrepreneurial Leadership on IWB

Employee innovative performance results are not related to the role of inspiring leaders and role models (Gupta et al., 2017). Nazir et al. (2021) through their study on leadership and innovative work behavior revealed almost similar results that leadership style tends to have a negative influence on employees who show IWB. Another study by Bagheri et al. (2020); Newman et al. (2018); Bagheri (2017) in structural equation modeling (SEM) analysis revealed that entrepreneurial leadership plays a significant and positive role in employee IWB. From the description above, the first hypothesis is formulated as follows:

H1: Entrepreneurial leadership positively and significantly influences the influence of Entrepreneurial Leadership on Creative Self-Efficacy

The Influence of Entrepreneurial Leadership on Creative Process Engagement

Engaging employees in a particular job is one of the big challenges for organizations. When employees involve themselves or are involved in cognitive processes that are relevant to creativity, this is referred to as creative process engagement (Saeed et al., 2019). The results of this research are also supported by several previous studies, for example Yulivan (2021); Azim et al. (2019) revealed that entrepreneurial leaders play a significant role in influencing the creative employee engagement process. Recently Saeed et al. (2019) also found a significant and positive relationship between entrepreneurial leadership and the tendency of employees to be involved in the work process creatively (creative process engagement). Thus, the following hypothesis is proposed:

H2: Entrepreneurial leadership positively and significantly influences creative process engagement.

The influence of creative process engagement on IWB

Saeed et al. (2019) explain that involvement in the creative process is a necessary first step towards innovation. disturbed by advertisements will then avoid the advertisement (Ha, L., & McCann, K. 2008). Similar results were also presented by several other studies, Uddin et al. (2020); Saeed et al. (2019); Kim & Park (2017) explained that there is a positive and significant correlation between creative process engagement and employee IWB. These findings indicate that the higher the creative involvement process of employees, the higher their tendency to display IWB. Thus, the following hypothesis is proposed:

H3: Creative process engagement has a positive and significant effect on IWB

The Influence of Creative Process Engagement in Mediating the Relationship between Entrepreneurial Leadership and IWB

Saeed et al. (2019) explain that involvement in the creative process is a necessary first step towards innovation. Recent empirical studies show that creative process engagement strongly influences IWB (Afrin et al., 2022); (Knezović & Drkić, 2021). Apart from having a direct influence on IWB, creative process engagement also plays a role in mediating the influence of entrepreneurial leaders on IWB (Khan, 2021); (Saeed et al., 2019). Leadership style can influence a person's involvement in the creative process (Azim et al., 2019), which in turn encourages employees to display high IWB (Afrin et al., 2022). Thus, the following hypothesis is proposed:

H4: Creative process engagement is able to mediate the influence of entrepreneurial leadership on IWB.

This research investigates four main constructs consisting of one independent variable (Entrepreneurial Leadership) and one dependent variable (Innovative Work Behavior). Apart

from that, this research also added two mediating variables (Creative self-efficacy and Creative Process Engagement). For more details, see Figure 1 below:

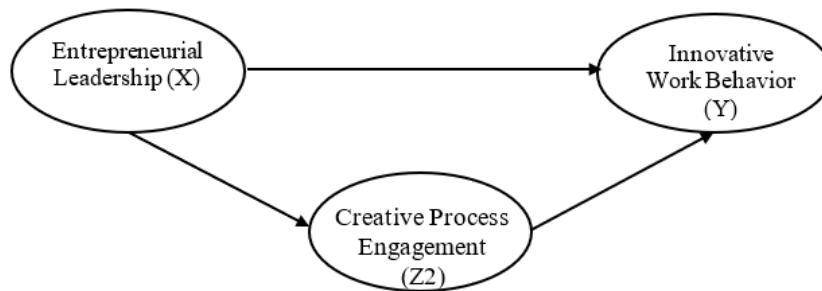


Figure 1: Research Framework and Hypothesis

METHODS

Because there are certain criteria for selecting samples, a non-probability approach with purposive sampling technique was used to select samples in this research and the samples in this research were 200 Food and Beverage MSMEs in Pamekasan Regency. The data collection technique in this research uses a questionnaire distributed online and offline. The analysis method in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS 3.0 software.

All indicators used to measure the variables in this research were adopted from several previous studies.

Indicators of the entrepreneurial leadership variable from Bagheri & Harrison (2020) and Gupta et al., (2004) which consist of 5 indicators. The creative self-efficacy variable is measured using 3 indicators referring to research (Karwowski, 2011). The Creative Process Engagement variable (Z2) is measured using three indicators adopted from research (Zhang, 2010); (Reiter-Palmon & Illies, 2004). The Innovative Work Behavior variable is measured using 4 indicators adopted from research (Jong & Hartog, 2010; Javed et al., 2018).

3. RESULTS AND DISCUSSION

RESULTS

Statistical tests were carried out to measure validity and reliability in this research. Table 1 indicates that the scale, magnitude, and statistical suitability were acceptable. The average variance extracted (AVE) value of all latent variables shows a score of 0.752 for the Innovative Work Behavior variable, 0.874 for the Creative Process Engagement variable, and 0.655 for the Entrepreneurial Leadership variable. The Cronbach alpha value for the reliability criteria is quite high; Entrepreneurial Leadership has the highest Cronbach alpha value. Sequentially, the Cronbach alpha coefficient values for the four variables used in this study ranged from 0.76 to 0.86, so that all variables were acceptable.

Table 1: Composite Reliability, Cronbach Alpha, AVE

Variabels	Composite Reliability	Cronbach Alpha	AVE
<i>Enterprenural Leadership</i>	0.987	0.952	0.585
<i>Creative Process Engagement</i>	0.887	0.863	0.594

The composite reliability (CR) values are 0.987, 0.887, 0.982 (above 0.80), respectively. It can be concluded that all constructs are reliable, both according to composite reliability and Cronbach alpha. The R-square value of the Innovative Work Behavior variable in this research model is 0.787. Goodness of Fit (GoF) in this study was calculated using the equation $GoF = \sqrt{(0.77 \times 0.655)} = 0.71$. A score of 0.71 in the goodness of fit calculation shows that the model in this study can be said to have a large goodness of fit.

Table 2: Hypothesis Testing Result

Hypothesis	Relationship Between Variables	Path Coefficient	t-statistics	p-values	Result	
H1	<i>Enterprenural leadership → Innovative work behavior</i>	0,372	3,645	0,000	Significant	Valid
H2	<i>Enterprenural leadership → creative process engagement</i>	0,898	4,535	0,000	Significant	Valid
H3	<i>Creative process engagement → innovative work behavior</i>	0,649	6,656	0,000	Significant	Valid
H4	<i>Enterprenural leadership → Creative self efficacy → innovative work behavior</i>	0,534	7,345	0,000	Significant	Valid

Source: Processed Primary Data, 2023

Based on the results of the analysis in table 2, it is known that the influence of entrepreneurial leadership on innovative work behavior has a positive path coefficient of 0.372, the t-statistic value of 3.645 is greater than the t-table value of 1.97, and the probability value of 0.000 is smaller than 0.05 . Based on the results of these calculations, it can be concluded that entrepreneurial leadership has a positive and significant effect on innovative work behavior so that H1 can be accepted. The influence of entrepreneurial leadership on creative process engagement has a positive path coefficient of 0.898, the t-statistic value of 4.535 is greater than the t-table value of 1.97, and the probability value of 0.000 is smaller than 0.05. Based on the results of these calculations, it can be concluded that entrepreneurial leadership has a positive and significant effect on creative process engagement so that H2 can be accepted.

The influence of Creative process engagement on Innovative Work Behavior has a positive path coefficient of 0.649, the t-statistic value of 6.656 is greater than the t-table value of 1.97, and the probability value of 0.000 is smaller than 0.05. Based on the results of these calculations, it can be concluded that Creative Process Engagement has a positive and significant effect on Innovative Work Behavior so that H3 can be accepted. The indirect influence of Entrepreneurial Leadership on Innovative Work Behavior through Creative Process Engagement has a positive path coefficient of 0.534, the t-statistic value of 7.345 is

greater than the t-table value of 1.98, and the probability value of 0.000 is smaller than 0.05. Based on the results of these calculations, it can be concluded that Creative Process Engagement mediates the influence of Entrepreneurial Leadership on Innovative Work Behavior, and it can be concluded that H4 is accepted.

DISCUSSION

Entrepreneurial Leadership Has a Positive and Significant Influence on Innovative Work Behavior.

Based on research findings, the research results show that entrepreneurial leadership has a positive and significant effect on innovative work behavior. This illustrates that entrepreneurial leadership has a significant influence in increasing innovative work behavior, with another illustration that increasing commitment will increase innovative work behavior in small micro food and beverage businesses in Pamekasan Regency. The results of this research support the Social Cognitive Theory of Bandura (1962) which explains a theory that emphasizes the idea that most human learning occurs in a social environment. This research supports the research of Bagheri et al. (2020); Newman et al. (2018); revealed that entrepreneurial leadership plays a significant and positive role in innovative work behavior. The results of this research are relevant to Bagheri's (2017) research that entrepreneurial leadership significantly increases employee innovative work behavior in high-tech SMEs.

The Influence of Entrepreneurial Leadership on Creative Process Engagement

The research results show that entrepreneurial leadership has a positive and significant effect on creative process engagement. The results of this research reveal that entrepreneurial leadership has a significant influence in increasing creative process engagement. The results of this research support the Social Cognitive Theory of Bandura (1962) which explains a theory that emphasizes the idea that most human learning occurs in a social environment. This research is in line with research by Khan (2021); Yulivan (2021); Azim et al. (2019) Saeed et al. (2019) which shows the influence of entrepreneurial leadership on creative process engagement.

The Influence of Creative Process Engagement on Innovative Work Behavior

The research results show that creative process engagement has a positive and significant effect on innovative work behavior. The better the creative process engagement, the better it will be. The results of this research support the Social Cognitive Theory of Bandura (1962) which explains a theory that emphasizes the idea that most human learning occurs in a social environment. Uddin et al. (2020); Saeed et al. (2019); Kim & Park (2017) stated that creative process engagement has a positive and significant effect on innovative work behavior.

The Influence of Creative Process Engagement in Mediating the Relationship between Entrepreneurial Leadership and Innovative Work Behavior.

This research shows that there is a direct influence between entrepreneurial leadership and innovative work behavior, tested by including creative process engagement as mediation. The test results show that there is an indirect influence between entrepreneurial leadership and innovative work behavior, mediated by creative process engagement. Creative process engagement in this research can act as partial mediation. This means that the independent variable, namely entrepreneurial leadership, is able to directly influence the dependent variable in this research, namely innovative work behavior, without going through or involving the mediator variable, namely Creative process engagement. The coefficient results of the indirect influence of creative process engagement on innovative work behavior are in the positive and significant direction. The results of this research support the Social Cognitive Theory of Bandura (1962) which explains a theory that emphasizes the idea that most human learning occurs in a social environment. This research is in line with research by Afrin et al., (2022); Knezović & Drkić, (2021). Khan (2021); Saeed et al., (2019). Azim et al., (2019), Afrin et al.,

(2022) which states that creative process engagement can mediate the influence of Entrepreneurial Leadership on Innovative Work Behavior.

4. CONCLUSION

Entrepreneurial leadership has been proven to directly show a significant influence on innovative work behavior. Entrepreneurial leadership has been proven to be able to increase creative process engagement. The creative process engagement variable has been proven to be able to increase innovative work behavior. Creative process engagement has a role as a mediator in the relationship between entrepreneurial leadership and innovative work behavior.

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